



FEDERAL GOVERNMENT OF SOMALIA



UNITED NATIONS
SOMALIA



Saameynta

Scaling-Up Solutions to Displacement in Somalia

Project Document

Final: 13 September 2021

Country:	Somalia
Geographic Coverage:	Baidoa – South West State, Beletweyne – Hirshabelle State and Bossaso – Puntland State
Programme Title:	Saameynta-Scaling-Up Solutions to Displacement in Somalia
National Priority:	National Development Plan – Social Development Pillar and cross-cutting imperative on Durable Solutions; National Durable Solutions Strategy (forthcoming)
Overall Strategic Objective:	<i>Promote the sustainable integration of displaced communities in urban areas by empowering governments to leverage value generated by urbanization and urban infrastructure investment and to increase DACs’ self-reliance and access to sustainable basic services in three Somali cities (Baidoa, Bossaso and Beletweyne)</i>
Joint Programme Intermediate Outcome:	<i>Investments toward mixed-use land development packages and urban public works will generate land value increments that, combined with advancements in land tenure security and employment, will increase opportunities for self-reliance and access to social services, hence contribute to durable solutions at scale in a DAC-inclusive way.</i>
Programme Duration:	4 years
Anticipated Start/End Dates:	TBD 2021
Administrative Agent:	MPTF
Convening Agent Role/ Programmatic Lead:	IOM
Other implementing agencies:	UNDP, UN-Habitat
Fund Management Option:	MPTF Passthrough Modality
Total Estimated Budget:	USD\$ 18,831,011.38

SUMMARY DESCRIPTION

The *Saameynta* (Impact) programme is developed to address Somalia’s internal displacement challenges in an innovative manner, seeking durable solutions that are affordable and sustainable through addressing specific inter-related systemic blockages, challenges, and opportunities.

Theory of Change (impact hypothesis)

By strengthening capacities (technical and institutional) of local authorities to address urban displacement through capacity building and support in development of relevant land-related policies; then tenure security for DACs will be improved leading to reduced risk of forced eviction. An enhanced normative and institutional framework within the three target cities (Baidoa, Bossaso and Beletweyne) will also lead to enabling environment for securing of public-private sector partnership (PPP) investments in social and public infrastructure and basic services for DACs. Engagement of DACs by UNJPS through the community planning process will ensure that their priorities remain an integral part of the District Development Plan. Investments secured from these processes will contribute to the self-reliance and sustainable (re)integration of DACs and durable solutions at scale in the three target cities.

Names and signatures of (sub) national counterparts and participating UN organisations:

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ACRONYMS

AVF	Africa's Voices Foundation	NRC	Norwegian Refugee Council
CCCM	Camp Coordination and Camp Management CFHD – Civic Forum on Human Development	MWHRD	Ministry of Women and Human Rights Development
DACs	Displaced Affected Communities	MPWRH	Ministry of Public Works, Reconstruction and Housing
GLTN	Global Land Tool Network	ReDSS	Regional Durable Solutions Secretariat
GPSA	Global Partnership for Social Accountability	SDRI	Somalia Disaster Resilience Institute
IDPs	Internal Displaced Persons	STDM	Social Tenure Domain Model
IOM	International Organization for Migration	SURP	Somalia Urban Resilience Project
JPMF	Joint Programme Monitoring Framework	UNCF	Integrated UN Sustainable Development Cooperation Framework
MOPED	Ministry of Planning Investment and Economic Development	UNSF	United Nations Strategic Framework
MOIFAR	Ministry of Interior Federal Affairs and Reconciliation	UNDP	United National Development Program
MOIFAR	Ministry of Interior Federal Affairs and Reconciliation	UN- HABITAT	United Nations Human Settlements Programme
NDSS	National Durable Solutions Secretariat		

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Executive Summary

The objective of the Saameynta project is to support the Federal Government of Somalia in their goal to achieve durable solutions for an estimated 2.6 million displaced people within the country. Forced displacement, drought, closure of refugee camps in neighbouring countries, and the impact of the COVID-19 pandemic have further exacerbated the displacement situation. This project recognises that displacement is a barrier to the improvement of living conditions of the people that experience its misery and prevents those groups to seize opportunities that, if made available to other poor social groups, would enable them to improve their situation over time. Therefore, addressing protracted displacement in Somalia is an imperative and urgent priority.

A durable solution is achieved when internally displaced persons no longer have any specific assistance and protection needs that are linked to their displacement and can enjoy their human rights without discrimination on account of their displacement¹. While humanitarian assistance continues to be (partially) available to respond to immediate needs, the current displacement situation is both unsustainable and undesirable. It is crucial to find a new and more durable approach to support the IDPs and find alternative solutions to dependency and humanitarian aid. Long term solutions that will structurally enhance the livelihood situation of the IDPs and their host communities are desperately needed. If protracted urban displacement is not addressed as an urgent matter, IDP settlements in cities may well consolidate as slums marked by exacerbated poverty, protection violations, dire health, and low hygiene conditions.

Failure to support IDP communities will result in disenfranchisement, thereby increasing prospects for radicalisation, violent behaviour and/or criminality. These scenarios pose an overall obstacle to social cohesion and manifest as clan disagreements, ineffective governance and development in Somalia; reducing the prospects to achieve the goals established in the National Development Plan, the National IDPs and Refugee Returnees Policy or the Sustainable Development Goals (SDGs).

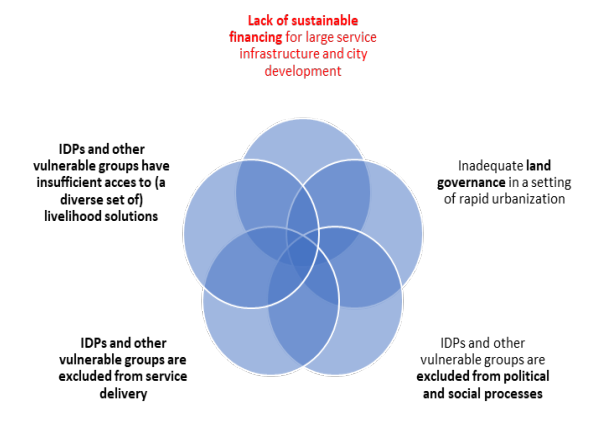


Figure 1 – The Negative Cycle of Displacement

The circles in Figure 1 represent the negative cycle of displacement and marginalisation where land governance is absent. The figure shows that better land governance is critical for the sustainable financing of public service delivery toward populations affected by displacement. This improved governance is expected to create greater absorption capacity in localities where people are displaced,

¹ See IASC Framework on Durable Solutions for Internally Displaced Persons. 2010

or where they want to return and resettle. Finally, ultimate success is based upon the interlinkages between the five broad issues in the vicious cycle and the treatment of these in an integrated manner.

To date, addressing displacement challenges remains hindered by insecure tenure, sub-standard housing, protection violations, insufficient access to basic services, limited participation in public affairs and scarce employment opportunities by displacement affected communities, but also by low level of institutional capacities in land governance.

This project aims to address these issues in a systemic way. The project will follow the **theory of change**² that:

If,

- Capacities of local authorities and displacement affected communities (DACs) are enhanced to participate meaningfully in community and urban planning exercises;
- DACs have equal rights, as all other city inhabitants, to access land, basic services and sustainable livelihoods;
- Cities take lead in developing and financing affordable housing and community assets that benefit DACs by leveraging increased land value as a result of investment of infrastructure;
- Major investments from private, government, bi- and multi-lateral sources in mixed-use land development packages and urban public works generate land value increments that can finance and build the infrastructure for IDP durable solutions at scale in a DAC-inclusive way;
- Sustainable livelihoods for DACs are secured through identified additional investments and more financial inclusion opportunities;
- Enabling policies, legal frameworks and tools are developed;

Then,

A favourable environment is created to attract stakeholders, including government, women and men from DACs, to capture land value increases, create, invest, and support the development aspirations and opportunities for DACs, improving access to services and economic opportunities and employment among DACs and to generate financing for further infrastructure, services, and sustainable housing. This will promote the sustainable integration of displaced communities in urban areas, increase DACs' self-reliance, and contribute to durable solutions at scale.

Because,

- Local authorities will have improved technical knowledge, leading to a more effective and locally-owned DS planning and implementation as they will have increased capacity and legitimacy as duty bearer and regulator of service delivery; as they operationalize and roll out strategies, systems, legal policies and mechanisms guided by evidence-based studies and assessments.
- DACs will have an active role in social accountability and have strengthened self-reliance and social cohesion of DACs through employment generation, service delivery and additional investments in target sites;
- Provision of integrated services benefiting both displaced and host communities will be sustainably financed and provided by diverse range of actors including authorities, private sector and community themselves;
- Private sector will be able to work in partnership with the community and local authorities to support service delivery, livelihoods, social and public infrastructure and other investment

² The theory of change and the logic flow will be tested and reviewed every six months with critical stakeholders, including government, local authorities and communities.

opportunities as there will be clear avenues to engage with the community and local authorities;

- Durable solutions will be available to a greater number of persons affected by displacement in the target locations.

The **aspirational impact** Saameynta seeks to contribute to: *“Promote the sustainable integration of displaced communities in urban areas by empowering governments to leverage value generated by urbanization and urban infrastructure investment and to increase DACs’ self-reliance and access to sustainable basic services in three Somali cities (Baidoa, Bossaso and Beletweyne)”*.

The **more attainable goal** of Saameynta is: *“Investments toward mixed-use land development packages and urban public works will generate land value increments that, combined with advancements in land tenure security and employment, will increase opportunities for self-reliance and access to social services, hence contribute to durable solutions at scale in a DAC-inclusive way.”* Saameynta will be implemented in two phases. In ‘Phase one’ and utilising a portion of the committed budget, the full complement of proposed activities will be implemented in Baidoa. In Beletweyne, within ‘Phase one’ and with the initial committed budget, inception activities from project year 1 and 2 will be implemented. ‘Phase two’ will see implementation of the remaining activities in Beletweyne and Bossaso, following consortium partners fundraising and will be able to utilise more adaptive programming based on lessons from ‘phase one’.

Finally, the Impact Hypothesis Saameynta is based on is as follows:

By strengthening capacities (technical and institutional) of local authorities to address urban displacement through capacity building and support in development of relevant land-related policies; then tenure security for DACs will be improved leading to reduced risk of forced eviction. An enhanced normative and institutional framework within the three target cities (Baidoa, Bossaso and Beletweyne) will also lead to enabling environment for securing of public-private sector partnership (PPP) investments in social and public infrastructure and basic services for DACs. Engagement of DACs by UNJPS through the community planning process will ensure that their priorities remain an integral part of the District Development Plan. Investments secured from these processes will contribute to the self-reliance and sustainable (re)integration of DACs and durable solutions at scale in the three target cities.

CHAPTER 1: Background and Context

Finding durable solutions to large-scale and protracted displacement in Somalia has become a priority for national and international stakeholders since 2016. In recognition of the complex challenges posed by mass displacement, the Federal Government of Somalia (FGS) and the Deputy Special Representative of the Secretary General, Resident and Humanitarian Coordinator (DSRSG/RC/HC) launched the Durable Solutions Initiative (DSI). Under the leadership of the DSRSG/RC/HC, the UN system has stepped up its efforts to support durable solutions and progress has been achieved towards making the search for durable solutions a priority for Somalia as reflected in the inclusion of durable solutions in the National Development Plan 2017-2020, in the Recovery and Resilience Framework for Somalia, and by signature programmes such as Midnimo. This project in particular aimed at changing the paradigm of displacement interventions by supporting consultative processes of district level planning, open to DACs. More recently, the 2020-2024 National Development Plan (NDP) and the National Policy on IDPs and Refugee Returnees further stress and articulate durable solutions as one of the key cross cutting imperatives for Somalia. Partners, especially Switzerland, have made the topic a primary concern and have been investing in strategic activities to support sustainable solutions.

The implementation of durable solutions projects over the past four years – such as the PBF funded Midnimo projects, DFID-funded Danwadaag program, the European Union’s REINTEG program, and DANIDA-funded Durable Solutions Program – have provided valuable lessons and are integrated in the present project document. Additional resources such as the ReDSS Solutions Analyses, the Danwadaag-developed Local Reintegration Assessment, the Social Accountability Platform for Mogadishu, Bossaso and Baidoa³ and the Longitudinal Aspirations Surveys⁴, provide additional elements to the processes related to integration, return and resettlement. Since the launch of the Durable Solutions Initiative in 2016, several milestones were achieved by the “*coalition of the willing*” advocating for the voluntary, safe and dignified reintegration of Somalis affected by displacement.

Saameynta recognises that displacement is a barrier to the improvement of living conditions of the people that experience it and prevents them from seizing opportunities that, if made available to other poor social groups, would enable them to improve their situation. Displacement is also linked to other drivers of fragility such as gender inequality, climatic shocks, communal tensions – inclusive of identity-based exclusion and marginalisation of minority groups, as well as ongoing active conflicts. Evidence on the characteristics of Somali IDPs was first provided in 2016 by the [Mogadishu](#) and [Hargeisa](#) Internal Displacement Profiling reports. More recently, the [Somalia, Displaced Populations and Urban Poor No Longer Left Behind Report](#) characterised displacement in Somalia as large-scale, urban and protracted. Approximately 2.7 million people in 2,300 sites in the country are IDPs⁵, with close to 80% of them living in urban or peri-urban informal settlements⁶. Much of this population has been displaced for more than one year, and in some cases thirty years or more. While country-wide profiling exercises have not been conducted, information at settlement level has been limited to ad-hoc surveys. These have been put together in the *Somalia Poverty and Vulnerability Assessment Report* by the [World Bank Group \(April 2019\)](#) describes internally displaced persons as follows:⁷

³ ReDSS and IO, 2019

⁴ ReDSS, Mogadishu, Kismayo and Baidoa

⁵ CCCM Cluster Somalia Dashboard June 2020

⁶ Somalia 2019 HNO, UNOCHA

⁷ A combined quantitative analysis from the Protection and Return Monitoring Network, the Somalia Protection Monitoring System, and the Protection Cluster Evictions tracker, indicate that families in displacement undergo several phases of displacement. This has been also corroborated by Joint Multi Cluster Needs Assessment and profiling exercises conducted in 2016.

- They are young, with 50% below 15 years of age;
- They are the poorest of the urban poor population;
- They experience significant barriers to access water, sanitation, schooling, and literacy services;
- They have less than average land tenure documents and rely more upon local government decisions regarding tenure arrangements;
- In terms of livelihoods and economic most IDPs who depended on salaries, small businesses, and agriculture prior to displacement, now sustain themselves through significantly lower aid, and remittances.

Overview of persons in a situation of displacement in Somalia

- The estimated total number of people in a situation of internal displacement in Somalia is **2,726,351** (CCCM, 2020) and **594,000** in Somaliland (UNHCR, 2020).
- In Somalia displacement tends to be large-scale, protracted and concentrated in urban areas.
- Main triggers of primary and secondary displacement are climate and natural disasters, conflict and forced evictions.
- In 2020 the Housing Land and Property Area of Responsibility of the Protection Cluster ([NRC and HLP Area of Responsibility 2019](#)) have recorded **263,580 forced evictions incidents**. Forced evictions are mostly perpetrated by private land-owners and only moderately by Government.
- Somali IDPs are the most impoverished demographic group in urban centres (WB 2019, IDMC 2019)
- Returning Refugees (2014-2020): **91,828**, (UNHCR)
- Registered refugees and asylum-seekers in Somalia: **30,269** (UNHCR)

Box 1- Displacement Overview for Somalia – August 2020 – Sources PRMN, NRC, UNHCR

Gender Considerations:

The Saameynta project acknowledges that protracted displacement in Somalia has affected women and girls disproportionately and should be addressed strategically. Interventions should complement others aimed at reducing poverty for millions of impoverished individuals who resort to move to peri-urban and urban centres with very little coping mechanisms for survival.

The majority of IDPs are unlikely to return to areas from where they were displaced, as people displacement has become intrinsically linked to security and economic survival of their families.

As noted earlier, failing to address displacement can result in disenfranchisement, increased sexual and gender-based violence, child

marriage, escalating avenues for radicalisation, inter-clan disputes and organised criminality. In congested informal settlements women and girls are taking the brunt of such situation due to their perceived role in the family.

While women’s earnings have improved, they have also increasingly assumed responsibility for generating most of the household income. Women’s participation in wage employment in the non-agricultural sector is below 50% and their position in the labour market is weak despite representing a large proportion of the community.⁸ Women’s tenure security is most at risk. Even if women may own land, traditionally they register their land in the name of husbands, brothers or sons.⁹ as noted above, discriminatory practices against women are more pronounced among displaced populations. According to UN Women, Somalia has extremely high rates of maternal mortality and violence against women; rates are significantly higher among the displaced populations. Protection incidents are rampant in informal settlements contributing to the increased vulnerability of displaced households, again, this applies particularly to women and children. The *Protection Monitoring System*¹⁰ has listed in detail the reoccurrence of some of the principal violations: Arbitrary killings, child recruitment, sexual assault, lack of access to institutions headed by unqualified informal leaders, land grabs, ill

⁸ See footnote #2.

⁹ Housing, Land and Property Rights for Somalia’s Urban Displaced Women, NRC, 2016, pp. 55, 57 and 100.

¹⁰ Operated by the Protection Cluster leverages a network of key informants that share information on incidents occurring in their villages and settlements.

treatment, kidnappings, lack of access to justice or forms of redress and compensation and forms of violence while receiving aid assistance.

The gender dimension of Saameynta will guarantee that IDP women and men, girls and boys are among the primary project target groups. Without the full participation and recognition of the role of marginalized women and girls in communities, the project will not be sustainable and will add to the existing harm and threats IDPs are already facing. Adopting a gendered approach is central to a do no harm strategy. Saameynta therefore aims to ensure that gender equality and empowerment of women and girls be part of every project endeavour – from land tenure to socio-economic development, access to justice, capacity building and decision-making processes of the leadership of this multi-sectoral project.

Saameynta will further evaluate how increased needs linked to displacement impact women, girls, men and boys, as this would be critical to an effective and gender complex response programming. Women and girls tend to bear greater burdens of household chores, but they also tend to be particularly disadvantaged in situations of scarcity, being left out of education, which is a means facilitating upper social mobility. Women's workload is proportionally higher, due to a negative bias that perpetuates the notion that household chores are just for women and girls – fetching water, gathering firewood, cooking, taking care of the children and elderly. These added pressures limit the ability of women and girls to pursue livelihood or educational opportunities and, in some cases, potentially increases their vulnerability to child, early and forced marriage or sexual exploitation and survival sex.

There are no simple solutions in a complex context of needs, threats and political uncertainty of displaced women and girls. It should be recognized that women and girls face particular challenges in achieving durable solutions, which are not always fully understood or adequately reflected in planning and response.

Saameynta intends to draw on practices promoting gender responsive programming to prevent, address and resolve internal displacement. This will be achieved by coordinating, financing, programming and collaborating across the humanitarian, development and peace work and promoting a whole-of-government approach, particularly in relation to achieving durable solutions.

The most salient challenges women face include sexual and gender-based violence; access and ownership to housing, land and property; and extremely scarce resources. Women and girls face continued insecurity in their displaced communities, growing threats of inter-clan violence, criminality and the continued threat of armed actors. The complexity of the current context of displaced communities should be addressed by the Saameynta project by recognizing that – all actors must respond in a context specific, community-driven and gender-responsive way, with an aim of permanently ending the cycles of displacement towards stability and peace.

Protection considerations:

IDPs are, by definition, dislocated from their home areas and have to a large extent lost the benefits of their clan support systems. Many IDPs have suffered multiple displacements and have lost their assets and means to livelihoods. In many cases, IDPs are from minority clans, displaced because of their standing in their locations of origin, and often remain marginalized even in their places of chosen relocation. Most pronouncedly, these IDP communities are often excluded from what few economic opportunities may be available where they have settled and are most often unable to access redress through either a formal or an informal justice system.

Displacement has occurred due to drought, armed conflict, and insecurity, and has increased both in magnitude and frequency over time, impacting urban centres in Somalia at alarming levels. City

management, that is environmentally oriented, will be important vis-à-vis the achievement of durable solutions in urban settings. Climate change and the environmental degradation of the region will likely continue increasing in frequency and intensity. At the same time fast urbanisation rates and the lack of proper planning will magnify the vulnerability of the urban population, its physical assets, and its economy.

The overall impact of the COVID-19 pandemic on displacement is unknown, however cases are expected to rise and secondary economic impacts increase, and the current emergency is already exacerbating the many vulnerabilities related to displacement.

CHAPTER 2: Lessons Learned

The Saameynta programme builds on experiences and lessons learned from previous activities in the field of Durable Solutions. These include, for instance, other Durable Solutions projects such as *PBF Midnimo*, *EU Reinteg*, *Innovative Solutions for IDPs*, *UN Trust Fund for Human Security* and *Danwadaag*, as well as more general development projects related to institutional or economic development.

While, throughout the development of the Saameynta programme, the different lessons learned have been integrated, some of the more important lessons learned are outlined in the table below. It is important to ensure close alignment, avoid overlap and create synergy with the other Durable Solutions, Land and major urban infrastructure (e.g. from the World Bank) projects.¹¹ This has been fundamental throughout the formulation process and it has become an organizing principle in the proposed project.

Principles	Lessons from other DS programs	How Saameynta will apply the lesson(s)
Permanent resettlement of IDPs, returnees and urban poor	Permanent resettlement interventions provide substantially improved protection, security of tenure, access to basic services and infrastructure, as well as a solid base for income generating activities for displacement affected communities. This was learnt from UN-HABITAT, UNHCR, DRC and OCHA (2002-2008) collaboration with the Bossaso local authorities under United Nations Human Security Trust Fund programme in support of permanent resettlement for 140 families of IDPs and urban poor in Bossaso East.	Based on increased local authorities' commitment towards allocating land for permanent resettlement in Baidoa, Bossaso and Beletweyne, the Saameynta programme will aim to improve access to decent, affordable and durable integrated housing solutions for IDPs, returnees and urban poor host communities in these three cities. This will be integrated with improved protection, security of tenure, access to basic services and infrastructure (especially water, sanitation and hygiene) to meet the durable solution needs and priorities of target communities in the context of increased displacement, rapid urbanization, poor urban planning, limited housing standards and tenure insecurity which often lead to forced evictions.
Diversified financing architecture	Resource limitations resulted in inability to implement some project priorities under Danwadaag and Midnimo projects in Mogadishu, Baidoa and Kismayo. While externally financed assistance remains important to address urgent investment requirements and (institutional) capacity development, a more diversified financing architecture that is strongly rooted in the local opportunities is required to bring change to a sustained level. A governance- and process- oriented approach focused on building and strengthening partnerships between a broad range of local public and private actors was recommended.	The Saameynta programme will engage the private sector through public-private partnerships and through leveraging value generated by urbanization and urban infrastructure investments to catalyse implementation of a wider range of community based durable solution priorities in Baidoa, Bossaso and Beletweyne. Furthermore, the programme can supplement limited funding of other existing durable solutions interventions through community-managed funds, to ensure communities realize their own collective priorities.
Utilize and build on existing structures to avoid duplication or parallel systems	The Danwadaag project managed to foster government leadership in coordination of durable solution initiatives through establishing and facilitating Durable Solutions and Resilience Technical Working Group meetings in Baidoa contributing to	The Saameynta programme will build on multiple stakeholder Durable Solutions and Resilience Technical Working Group established in Baidoa under Danwadaag and promote similar collaborations in Bossaso and Beletweyne to create linkages with other

¹¹ Particularly on land, synergies will be sought out in Puntland with the NORAD funded land-based finance project in selected cities with JPLG support, among them Bossaso..

<p>OR</p> <p>Collaboration for multiple resources leveraging</p>	<p>government led analysis, planning, prioritization and coordinated implementation of durable solutions and resilience programmes. The process led to the engagement of various players including UN, NGOs and CCCM in mapping out how they can create collaborative linkages and strategically pool resources together for joint implementation.</p>	<p>existing and upcoming durable solutions and resilience programmes. This will facilitate channelling of additional resources for implementation of Saameynta priorities thereby promoting sustainability and scalability of best practices within and beyond Saameynta project sites.</p>
<p>Government-led and community-driven</p>	<p>Barwaaqo resettlement site in Baidoa was an initiative led jointly by the South West State, Bay Regional and Baidoa District authorities, under the coordination of the South West State Ministry of Planning's Durable Solutions Focal Point. Extensive community consultations were conducted around the viability of the site and a broad cross section of South West State government entities were involved (public works, police, planning, interior, municipality, etc.). The Danwadaag program (and other IOM units) followed the government's lead, whilst providing technical support to them.</p>	<p>Future relocation initiatives that Saameynta may support will continue to be driven by this whole of South West State government approach. Similarly, as the programme expands to Beletweyne and Bossaso, where Durable Solution structures within government do not yet exist or where inter-governmental planning and coordination is more nascent, Saameynta will facilitate sharing of best practices from SWS/Baidoa with other programme locations and government entities.</p>
<p>Inclusive and structured dialogue for social cohesion and responsive service provision</p>	<p>The PBF supported Midnimo project implemented by IOM and UN Habitat, and from 2018 by UNDP, in collaboration with FGS and respective FMS and district authorities in South West, Jubaland and Hirshabelle States effectively applied Community Based Planning (CBP) as the principal methodology and entry point for building social cohesion among returnees, IDPs and host communities. CBP brought together returnees, IDPs and host communities into deliberative dialogue, contributing to their peaceful coexistence. Local leadership, IDPs and the broader existing communities in Baidoa were able to jointly negotiate and prioritize community-based projects that were implemented to improve access to basic services, security and absorptive capacities of host communities.</p>	<p>The Saameynta programme will upscale and replicate CBP in Bossaso and Beletweyne to empower marginalized socio-economic groups, such as women and youth, by creating the space and opportunities for them and key stakeholders to engage in structured dialogue, collaboration and joint planning. The dialogue will allow them to analyse their circumstances and conflict triggers; prioritize their needs; establish systems for dispute resolution and peaceful co-existence with host communities; and ultimately take ownership for driving their own recovery processes through community-based projects, based on priorities that they have identified. Additionally, targeting groups such as women and IDPs will reduce exclusion, vulnerability and building resilience. Concurrently, durable solutions programming and funding instruments will embrace the 'leave no one behind' principle, explicitly prioritizing actions to support the poorest and most marginalized with the aim of ending extreme poverty and reducing inequalities.</p>
<p>A demand driven approach to design and implementation of livelihood opportunities and service delivery</p>	<p>The main challenges when developing support towards livelihood opportunities are a) to do something that is sustainable (i.e. not the business as usual of supporting project based TVET institutions that struggle to deliver quality training and b) to define what can be realistically achieved in terms of quantity, as many such activities have produced few stable jobs per resource invested.</p>	<p>The Saameynta programme introduces an economic approach and livelihoods that feed into each other and define better the role of private sector, local government and civil society involvement/approach. It introduces a demand driven approach to design and implement livelihood opportunities. The programme adopts a geographical area focused approach in developing community assets for effective promotion of sustainable livelihoods by (1) stabilising livelihoods, income generation</p>

		and emergency employment ; (2) supporting local economy recovery for employment and resilient livelihoods; and (3) supporting sustainable livelihoods and inclusive growth. It adopts an integrated and gender sensitive approach in assessment, design and implementation of Project activities, particularly those activities promoting rehabilitation or development of community livelihoods assets, provision of access to basic social services (specifically health, education, water and sanitation). It ensures programme coordination with partners as well as with other actors working in the same area of returns to identify synergies and avoid duplication e.g. close collaboration with national authorities and capacity building of local CBOs and NGOs in monitoring service delivery.
Support capacity of Government in Durable Solutions	Programmes have often overburdened the Government with training and capacity building without making sure that it has the capacity to absorb what is on offer.	Saameynta programme will ensure that such activities are grounded on proper analysis of the local context. It avoids the creation of specialized units within municipal structures. Instead, to augment local authorities' capacity to achieve the expressed outcome and overcome challenges, and limitations, the programme deploys interim technical expertise to accompany project implementation. E.g., through deployment of (Durable) Solutions Technical Experts to provide local level political-economy analysis of areas of return to inform area-based planning, identify priority areas for capacity strengthening tailored to each local authority and generally day-to-day operational support to local authorities. The Technical Expert/s also liaise with Accelerator Labs to identify innovative local solutions to be scaled up.
Corruption and service delivery	<p>The whole premise of the project rests on the government collecting more property tax through improved registration and capturing the increased land value and putting some of them to finance the infra and housing for IDPs and Displacement Affected Communities (DACs). In order for this to succeed, there is a need to ensure that corruption or leakage of collected tax revenues are minimized and ensure that funds are being put to productive use.</p> <p>Because governments are already perceived as extractive by the citizens –strengthening their property tax collection can further exacerbate the people's notion and disenfranchise them.</p>	In addition to public financial management (PFM) training, the project will deploy (Durable) Solutions Technical Experts to provide local level political-economy analysis and advice to municipalities on tax collection practices in a transparent and accountable manner. The focus will be on improving service delivery by the municipal government and on providing improved services to actual taxpayers and the IDPs alike. Saameynta will also perform an analysis to determine a baseline on the levels of tax revenues and expenditures at the start of the project, and the collection methods. To support national revenue and service delivery, the project may use the country system (National Window) to channel parts of the funds related to infrastructure with built in fiduciary oversight mechanisms to ensure proper use of funds. In addition, CONSUL, a virtual digital platform

		promoted by the project use digital technology to develop participatory budgets for service delivery. It is expected that this will boost efficiency, quality and access of service delivery, bolster government-citizen interactions, and modernize core government operations.
Entrenching social accountability	Following PBF supported Midnimo project's facilitation of Government-led Community Based Planning (CBP) processes, it was deemed prudent to strengthen capacities of rights holders and duty bearers/service providers to effectively interact in monitoring the implementation of the Community Action Plans (CAPs) through the Public Resource Management Framework (PRMF) concurrently complementing JPLG, AVF and SDRI social accountability efforts. The approach is envisaged to strengthen evidence-based demand for accountability on the implementation of the CAPs and other development priorities whilst it challenges the public institutions to become more transparent and accountable to citizens.	The Saameynta programme will work with partners in Baidoa, Bossaso and Beletweyne to build capacity of DACs and municipal authorities in developing and applying contemporary and responsive social accountability tools to monitor and assess the effectiveness and inclusion of citizens (especially IDPs and returnees) in the planning and assessment of services delivered by the Municipalities. Community driven social cohesion and social accountability mechanisms will be developed based on emerging issues, challenges and priorities from the community-based planning processes. The process is a critical prime mover for enhancing local government credibility and legitimacy. Concurrently, this more inclusive process is aimed at creating an enabling environment for implementation of CAPs, conflict resolution, reconciliation, reconstruction, improvement of service delivery and reinforcing attainment of community stabilization, durable solutions and resilience.
Harnessing diaspora remittances to support sustainable local development and investment	Review of IOM Somalia's Labour Mobility and Human Development (LHD) programmes has revealed that there are vast opportunities to harness migration's potential for development. This includes harnessing remittances to support sustainable local development as well as engaging diaspora communities to contribute to development through trade, skills transfer, philanthropy and investments. In 2018, Somalia diaspora remittances have contributed greatly to the development of the country, exceeding the international aid flow and foreign direct investment, estimated at 1.5 billion.	The Saameynta programme will further broaden the scope of the contributions of the Somali diaspora through conducting comprehensive mapping of the diaspora in selected countries known to have large Somali diaspora populations. In view of IOM's strong networks with Somali diaspora, the Saameynta programme will facilitate and coordinate dialogue among relevant stakeholders. The aim is to organize forums that bring together diaspora associations, community representatives, government, private sector, as well as key stakeholders working on diaspora engagement to discuss challenges and opportunities related to investment by the diaspora. Recommendations from the multiple stakeholder dialogue will ultimately inform decision makers on measures required to create a conducive investment climate in the project target areas in Baidoa, Bossaso and Beletweyne.
Flexible programme design spanning the humanitarian – development – peace nexus	A multi-faceted approach that build strong linkages between short-, medium- and long-term programme interventions is necessary to bridge the humanitarian – development – peace nexus. The recent drought and the Novel Corona Virus (COVID-19) Pandemic have demonstrated the importance of agile management of programmes in order to quickly respond to rapid contextual	The Saameynta programme will ensure adaptive management through flexibility and responsiveness at the centre of the programme design. The programme will incorporate a six-month adaptive phase to comprehensively test the theory of change and assumptions with critical stakeholders. Furthermore, the programme will consider including a flexible and iterative monitoring system that facilitates

	<p>challenges that may drastically change the basic assumptions and premises of an intervention, as well as drive rapid transformations on its target locations and demographics. DFID supported Danwadaag programme's flexibility to respond to emergencies through the early solutions component is a key crisis modifier that needs to be scaled up in future durable solution programming.</p>	<p>a quick transition from development to humanitarian activities based on early warning trigger indicators in order to protect and sustain durable solutions gains.</p>
<p>Investing in effective consortium governance</p>	<p>It has been learnt from the EU REINTEG and DFID Danwadaag programmes that adequate investment is required in consortium management structures to ensure harmonization of approaches across agencies, maximization of synergies and impacts across sectors, cross-learning, and robust monitoring and evaluation of programmes.</p>	<p>The Saameynta programme will establish and capacitate a Programme Management Unit (PMU) that will, among others, be responsible for: 1) Developing and leading the necessary coordination structures for the Consortium while ensuring inter-organizational synergies and joint efforts; 2) Effectively managing partnerships between joint programme partners to ensure effective collaboration; and be responsive to joint programme partners requests for coordination support and needs; 3) Promoting standardization of approaches and methodologies across all consortium partners by developing and monitoring use of common tools, as well as creating opportunities for experience sharing and learning; 4) Improving the monitoring and evaluation systems of partner's and to ensure appropriate adaptation, enhance quality and learning; 5) Oversee and coordinate timely submission of reporting requirements to the donor and ensure all Saameynta partners comply with their reporting requirements</p>
<p>Do-no-harm and conflict-sensitive programming</p>	<p>Danwadaag programme and Midnimo project worked with local authorities, communities and key stakeholders to closely scrutinize the operational context through regularly updating the conflict analysis with IDPs, returnees and host communities, in order to avoid negative consequences and maximize positive impact of interventions.</p>	<p>The Saameynta programme will embark on a structured process of constant assessment and analysis to better understand conflicts including how they can be transformed (and ensure do-no-harm). Furthermore, Community Based Planning processes will also focus on conducting in-depth analysis of root causes of displacement and conflict and enable communities to take the lead in seeking and providing prevention-oriented solutions to these root causes. Experiences from Saameynta can be shared with the Land at Scale knowledge management databank, among others.</p>
<p>Improved land management, inclusive governance and urban planning</p>	<p>Learning from Midnimo project, both the achievement of durable solutions for IDPs in urban areas and the achievement of sustainable urban development require land reform initiatives and steps towards improved land management, inclusive governance and urban planning.</p> <p>The PBF funded Dhulka Nabaada, a joint programme with UN Habitat (lead), IOM, UNDP and UNCHR, has worked on supporting land legislation at State level, as</p>	<p>The elements of urban planning, combined with land governance, participation in political and social processes, access to service delivery and livelihoods for displacement affected communities, build the pillars for providing durable solutions e, for example linking the Saameynta approach with the implementation of urban land management legislation in Puntland endorsed by regional parliament and in South West State submitted by cabinet to regional assembly through technical assistance to lands municipal lands departments, flanked</p>

	<p>well as supporting capacity development for both government staff and community leaders in land management and land conflict dispute resolution in Jubaland, South West State, Hirshabelle.</p> <p>Several international partners such as UNHCR, World Vision, NRC, IOM and others have been engaged in collaboration projects with local and state authorities in Baidoa (South West State) to achieve tenure security arrangements with private landowners ranging from occupancy certificates to medium- and long-term arrangements while it became quite clear that permanent title deeds would be considered for public land. This followed a growing number of evictions caused by land value increase in certain area. Some 24,000 IDP could be relocated to public sites; 1,000 permanent title deeds were issued as part of coordinated re-settling in conjunction with are planning, survey, livelihood activities and housing solutions support (phase 1) under Danwadaag.¹²</p> <p>Under the Innovative Solutions for IDP project, UN-Habitat and NRC implemented a Rental Housing Subsidy Pilot Scheme in Mogadishu in 2018/2019 to achieve regulated tenure arrangements for IDP. See box further below.¹³</p>	<p>by capacity development support for related municipal administration units as well as for community leaders, civil society organizations and action groups.</p> <p>Any land management activities will consider establishing the foundations, through fit-for-purpose initiatives, for addressing land at scale (city). Saameynta will also support the advancement of land legislation and utilise pre-existing mechanisms for land dispute resolution wherever effective and aligned with international and protection standards incl. gender equality aspects.</p> <p>Saameynta will continue to apply the area planning approach (phased development, surveyed blocks and road grid, individual and community support packages considering a wide range of tenure protection arrangements incl. issuance of permanent title deeds wherever sustainability aspect can be assured.</p> <p>While Durable Solution Units at all government levels are relevant for promoting and facilitating tenure security arrangements, the land departments as well community leaders need to be engaged throughout the STDM model application for getting a clear picture on the various arrangements incl. informal arrangements and the potential for application of rental tenure arrangements at scale (i.e. household level, site level and government relocation and land acquisition plans).</p>
<p>Multiple stakeholder approach in the design and implementation of solutions-focused programming</p>	<p>The Midnimo project effectively fostered engagement between communities and key stakeholders for joint dialogue, collaboration and planning. Networks of women, youth, religious leaders, business actors, UN, NGOs, private sector, diaspora and others among displaced were involved in the discussions on local integration, return or resettlement.</p>	<p>The Saameynta programme envisages engaging for example government institutions, local civil society organisations, UN agencies, women’s groups, groups representing IDPs, universities, private sector, etc, as important participants in the process to develop collective outcomes. They will also take part in the social cohesion and social accountability mechanisms that will be established in every municipality to create a direct forum of engagement between and among DACs and municipal authorities. In relation to that, they will be engaged to use the Consul virtual citizen dialogue platform. Universities can play a role in monitoring achievement of collective outcomes.</p>
<p>Link-up community action plans to</p>	<p>The Danwadaag programme supported the consolidation of Community Action Plans</p>	<p>As part of the Saameynta assessment phase, a mapping of existing action plans at the</p>

¹² See NRC (2019/2020): Case Study for cash-based owner driven shelter response in Baidoa; See also: Research and Evidence Facility (July 2020): ‘Baidoa Municipality initiatives on population displacement and urbanization: key lessons learned and the way forward’. London: EU Trust Fund for Africa (Horn of Africa Window) Research and Evidence Facility. Report by Abdullahi Ali Watiin

¹³ See Benadir Regional Administration/Mogadishu Municipality (2020): Moving forward: Finding lasting solutions for urban displacement. Mogadishu Durable Solutions Strategy (2020-2024); https://dsu.so/wp-content/uploads/2020/09/DSU_strategy_report_2020_v11.pdf

<p>district- and municipal-level planning</p>	<p>developed with support of various actors towards a joint framework to implement rights and needs based programming that addresses physical safety (safety and security), material safety (an adequate standard of living and access to livelihoods) and legal safety (access to documentation, family reunification, participation in public affairs, and access to effective remedies and justice) of communities in protracted displacement and the communities which are hosting them. This facilitated a multi-sectoral response to displacement and return that bridges the humanitarian-development interfaces.¹⁴</p>	<p>community, municipal and district levels in Bossaso and Beletweyne will be conducted, to avoid duplication. If these exist, they will be an important pillar for compiling Integrated District Community Action Plans, developing the collective outcomes and of prioritizing projects to be supported from the community-managed funds. UN Habitat, both at country and HQ level, provide extensive expertise in urban planning and will ensure plans drawn up in Saameynta are developed in line with existing urban and development plans. In this context, would be important to interface the bottom-up with a more top-down, macro level planning to ensure that community-level investments are in line with the macro-level urban development plan.</p>
<p>Multi-donor complementary funding mechanisms to create catalytic effects in project implementation and achievement of results.</p>	<p>Under Midnimo project, the United Nations Trust Fund for Human Security filled funding gaps left by other donors (PBF, EU) and thus providing significant value addition for implementation of community identified durable solutions and human security interventions that generated peace dividends and advanced human rights through improved access to basic services. This reinforced PBF resources as the primary source of financing to kick-start community action planning and built the foundation for sustainable responses to community needs.</p>	<p>The Saameynta programme will continue to advocate with other donors for additional funding to cover the existing finding gap. In the interim, the programme will employ a phased approach to activities across the three cities with first and full complement of activities to be completed in Baidoa within the USD eight million and three years, and some ‘inception phase activities’ to begin in both Beletweyne and Bossaso within the same USD eight million committed budget and three years. Government, UN agencies, donors, communities and other humanitarian actors will also be lobbied to develop a shared, integrated and transformative vision to collectively leverage and pool resources to address IDPs’, returnees’ and host communities’ needs and priorities to catalyse attainment of durable solutions.</p>
<p>Linking livelihoods to tenure security and establishing incentives for DACs, landowners, Government and private sector.</p>	<p>The first rental subsidy pilot, implemented by NRC and UN Habitat in Mogadishu between 2017 and 2018, has shown that tenure security combined with cash interventions and support to livelihoods can lead to self-reliance for vulnerable displaced at risk of evictions. Rental subsidies and cash support for displaced persons were combined with incentives to landlords. The rental agreements included the Municipality as the main guarantor of the agreement. In this system landlords, IDPs and municipality had a payoff. The Landlord would receive a guarantee of payment and incentives for giving land to vulnerable and low-income families. The IDPs would have a predictable framework for tenure security and receive capital and training to support their livelihoods. The Municipality played a role of</p>	<p>The rental subsidy pilot showed that the viability of tenure security hinges on creating a set of incentives for the primary stakeholders and targets of the intervention – these being private landowners, DACs and Municipality. In a similar way, Saameynta wants to create a system of payoffs for the host communities, the private sector, the municipality and the displaced populations. Similarly, to the Rental Subsidy pilot, Saameynta will also link a livelihoods component to the tenure security that the project would like to achieve. This is exemplified by the activities included under Output 2.2.</p>

¹⁴ See: UN-Habitat (2020): Facilitating Durable Solutions in Somalia. Experiences from Midnimo I and the application of Human Security

	regulator. Of the 80 families that were enrolled in the programme 89% were able to self-sustain after the project and none of the target families were any longer in touch with the gatekeepers by the end of the intervention.	
Linking GIS and property registration to land administration to a fair and broad service delivery.	The GIS property tax mapping was the cornerstone of the first phase of the Joint Programme on Local Governance and Decentralised service delivery. The AIMS and BIMS accounting and billing systems could not have been set up without this initial step. By the second phase of the project (2012-2016), target municipalities in Somaliland and Puntland had widely adopted those systems but the end evaluation of phase I and the mid-term evaluation of phase II stressed the need to link the interventions aimed at increasing revenues with a transparent and inclusive delivery of services through service delivery models in selected priority sectors, for example education.	A fit for purpose land administration, linked to accountability platforms between displacement affected communities and local governments are central elements of the Saameynta theory of change. Based on learning from JPLG and Midnimo, joint planning processes for prioritization of services as well as CONSUL will serve as platforms to strengthen accountability between communities affected by displacement and Governments. This is expected to result in a service delivery that is inclusive and applies the Leave No One Behind principle.

In addition to the above-mentioned lessons learned, Saameynta has integrated the feedback from assessments and consultations in the following way: it has reflected the critical guidance provided by Government partners in the principles, activity section and in the log frame. It has created a gender responsive framework and re-adjusted the theory of change. Based on the GIS mapping, sequencing on the front of land activities has been established, as well as partnerships on the ground with JPLG and the CCCM Cluster partners. Finally, Saameynta has integrated recent data from the JMCNA, and it will integrate feedback on the project from the communities affected by displacement that have been consulted thus far.



Figure 2 – An overview of how Saameynta Integrates Lessons Learned from Other Durable Solutions Programmes
Sources European Union, ReDSS, Peacebuilding Fund

CHAPTER 3: Strategic considerations and Principles in Saameynta

Saameynta endorses and integrates the [Federal Government Principles for Durable Solutions Joint Programming](#) and reference to them is made further below. In addition to these, three important strategic considerations stand out and deserve further elaboration: Synergy, Proof of Concept, and Area-based/ Urban focus (see Figure 3).

1. Synergy. The IDP context in Somalia is complex with many different variables as well as many actors. This means that there is not one single actor that has sufficient ‘push through’ power – financially or otherwise – to realise durable solutions at scale. Hence, a fundamental approach in the programme is intentionally identifying synergies with a broad range of stakeholders (for-profit and not-for-profit private, public sector, national and international agencies) to advance a shared agenda. The project focuses on putting into place the building blocks that will allow stake holders to constructively engage.

Saameynta : Three Strategic Notions



Figure 3 - Saameynta strategic notions.

2. Proof of Concept. Saameynta has identified three cities where it is envisaged the program will be implemented over the three-year program lifespan. While all three sites share certain displacement and host community characteristics and meet a set of criteria for program success (see 4.2 below), each also is in a different state of readiness to capitalize on the whole of Saameynta's program approach. We feel that Baidoa is most ripe for initial

interventions and is where Saameynta can demonstrate success¹⁵, which can then be used to model and incentivize Beletweyne and Bossaso to adopt similar strategies. In Baidoa, the SWS FMS administration, the Bay Regional administration and the Baidoa municipal administration have all demonstrated a willingness and capacity to work together towards durable solutions for IDPs. Under the SWS Ministry of Planning, there is a Durable Solutions focal point who has championed inter-governmental cooperation with regard to allocating government land for resettlement, including economic and social amenities. Two Saameynta partners have also recently constructed and partially equipped a land management office in Baidoa under the jurisdiction of the municipality, which will host and be the recipient beneficiary institution for many of the activities planned under Saameynta. By proving concept in Baidoa, and then replicating best practices in the other two cities (also as funding becomes available), is a fundamental element of the program that promises phased success.

3. Area-based and Urban. Important in programme design is the context of rapid, unplanned and unregulated urbanization. The area-based urban solutions should provide IDPs with adequate housing and security of tenure, safety, access to basic services as well integration and contribution to the local

¹⁵ Decided through a site selection analysis in the first phase of the project (cf. Chapter 4.2 and 5.3)

economy. The urban solutions Saameynta envisage will facilitate decongestion of IDPs from unplanned sites within cities and will promote durable solutions through planned sites primarily in peri-urban locations in close proximity. In these new sites, Saameynta intends to work with government, other international and local agencies and programs, and the private sector using an area-based approach, facilitating holistic solutions, e.g. not only housing, but water, education, health, access to markets, civilian security, and through an environmentally conscious lens (under Outcome 2). Similarly, Outcome 1, Saameynta will focus on working with municipal, regional and FMS government entities to enhance their capacity to better plan, manage, and adjudicate urban and peri-urban spaces, and equip them to collaborate and coordinate with a wide array of stakeholders in doing so.

These three fundamental strategic considerations are further informed by the principles and specific approaches below:

Nexus. The New Way of Working leverages three tenets to prioritize preventative interventions and reduce inefficient expenditure on response. Those are collective outcomes, comparative advantage, and multiyear timeframes for implementation. In terms of collective outcomes, Saameynta is a direct contribution to the National Durable Solutions Strategy Objectives and the United Nations Sustainable Development Cooperation Framework (UNCF) which aspires to strengthen by “2025, the capacities of local, national, and customary institutions and communities [...]to achieve durable solutions and increase the resilience, self-reliance and social cohesion of urban communities affected by displacement.”. Saameynta is supported by a partnership of UN Agencies (IOM, UN Habitat and UNDP) who have expertly delivered durable solutions interventions in Somalia since 2016. In terms of engagement on “nexable items”, the Saameynta partner agencies supported by the Integrated Office, will mobilise various sets of stakeholders including Displacement Affected Communities, Government, Private Sector, civil society, academia, and practitioners working across the peace, humanitarian and development spectrum in order to maximise the impact of the project and generate additional revenues that will enable financing of durable solutions, instead of funding. The lessons learned from other durable solutions projects (cf. p. 11) demonstrate the importance to adopt strong area-based and spatial approach to local integration processes. Particularly in Baidoa, and with reference to the experience from the Barwaaqo relocation, it has emerged that the development of settlements planned as neighbourhoods require a comprehensive approach that takes into account rigorous security planning, protection concerns (particularly vis-à-vis Gender Based Violence and land tenure security), social cohesion, infrastructure, governance and livelihoods and employment. Saameynta integrates these components into its approach and aims to generate sufficient funds and impact for the delivery of services in the long term. In line with the recommendations of Professor Kälin and Peter de Clercq on the forthcoming National Durable Solutions Strategy, Saameynta aims to promote the triple nexus by promoting accountability for populations affected by displacement and durable solutions at the heart of an urbanisation process aimed at supporting institution building in Somalia.

Voluntary Nature of Durable Solutions and Aspirations of DACs. The project acknowledges the agency and voluntary nature of the choice of groups that are in forced displacement and will give attention to local integration, return and resettlement options based on the preferences of the target groups. Whereas the funds of the project remain limited to address simultaneously rural interventions that would be necessary to support returns at scale, the project will take into consideration the

aspiration of the target groups and will support relocations of IDPs and other Displacement Affected Communities in one city to urban areas of origin targeted by the project.

Do No Harm, Leave No One Behind and Conflict Sensitivity. ‘Do No Harm’, ‘Leave No One Behind’ and ‘Conflict Sensitivity’ in the Somali context are closely related concepts. Conflict analysis is key in understanding differential impact of developmental action. Development efforts never have the same impact on different groups in society, while most vulnerable groups tend to be squarely left behind or only marginally benefit from change. The ‘Do No Harm’ model of conflict sensitive programming recognises that the *actions and behaviours* of humanitarian/development actors have ‘consequences’ on the individuals, group dynamics and context in which this assistance is provided¹⁶. The Saameynta programme will build on the expertise of CCCM cluster developed Standard Operating Procedures (SOPs) for relocations of IDPs with a focus on “Do-no-harm principles” and support regional and local authorities to adhere to and apply the SOPs. Saameynta will work with local authorities, communities and key stakeholders to closely scrutinize the operational context¹⁷ in a process of constant assessment and analysis to better understand conflicts, their history, the groups involved and their likely continuation through identifying the causes of any conflict and how conflicts can be reduced or even eliminated. Community Action Planning processes will focus on conducting in-depth analysis of root causes of displacement and conflict and enable communities to take the lead in seeking and providing prevention-oriented solutions to these root causes. Conflict monitoring and adaptation over the course of the programme will inform the understanding and response to how assistance is improving or harming the development perspective of IDPs and their host communities to maximise opportunities for social cohesion and minimise spoilers. Particular attention will be given to groups that are experiencing different types of vulnerability. These groups will be empowered to make substantive contributions to decisions relevant in the project context.

Ensuring Somali Leadership and Ownership of the process. The durable solutions intervention requires strong ownership of the government and citizens to be successful and to contribute to increasing trust between citizens and government. The ownership of the government will be reflected at three different levels, and it will reflect on the roles and responsibility of the different tiers of government.

First, at Federal Level, Ministry of Interior and Federal Affairs (MOIFAR) and Ministry of Public Works will be the institutional focal points for the project and will co-chair a Project Management Unit together with the Program Coordinator, which will meet monthly with the UN implementing agencies. The Durable Solutions Secretariat within the FGS Ministry of Planning, Investment and Economic Development (MOIPED) will take an oversight role that the activities remain consistent with national strategies and priorities on durable solutions with MOPIED and MoIFAR guidance.

Second, through the MoIFAR oversight, M&E and coordination, the role of the Federal Member State Ministries and districts will be key in the delivery of the result that are discussed in Chapter 6 and in particular in relation to instating accountability platforms, promoting local legislation, creating systems and tools for land governance, as well as provision of assets necessary for land development.

¹⁶ https://reliefweb.int/sites/reliefweb.int/files/resources/conflict_sensitive_do_no_harm_guidance.pdf

¹⁷ The operating environment, which ranges from the micro to the macro level (e.g. community, district, region(s), country, neighbouring countries).

Third, these government entities will be members of the Joint Steering Committee of the project (comprised by Ministers at Federal level, Heads of Donor Agencies and Heads of Implementing Agencies). The platforms created by the project will also support the creation of accountability and trust between citizens in the target locations and authorities.

Direct and indirect service delivery models. The Saameynta programme will employ both direct and indirect service delivery models. Direct service provision will be promoted to expeditiously respond to urgent needs of DACs for protection, early recovery and laying foundation for durable solutions and resilience building i.e. to trigger and catalyse innovations e.g. on community led WASH and durable solutions housing which can bridge the humanitarian – development - peace nexus. Direct implementation modalities will also be used to reward beneficiary participation through cash for work which also enhances social protection. Through direct service provision, the programme will also leverage quick wins to build community confidence in the intervention and also ensure rapid social cohesion through minimizing competition over resources and basic services. Concurrently, the mechanism will ensure that visible and tangible results are created early enough to provide evidence base for effectiveness of programme approaches and demonstrate impact on target beneficiaries leading to leveraging of more resources for consolidation and scaling up as well as to close the funding gap.

Conversely, indirect mechanisms will also be used in delivering services in order to create space for local services providers including private sector, NGOs and CBOs to apply their knowledge, skills and services for efficient project delivery in a way that enables continuity after donor funding phase. Transparent systems that ensure value for money will be utilised in identification and selection of these local service providers that can bring in unique expertise and innovative services. The Programme Management Unit, including government co-chairs, will ultimately decide when and how indirect service provision will be utilised. The indirect service delivery model is also envisaged to foster cost effectiveness and promote co-creation of durable solution initiatives with multiple actors who will add value to the process building on their experience, expertise and knowledge of local environment. By working through local actors, the programme will build local capacity for the long-term benefit of DACs and ensure communities have ready access to services they need from local service providers beyond the project lifespan.

Based on the above arguments, the Saameynta programme will use both direct and indirect implementation mechanisms in a creative and adaptive way. The participatory nature of the project will ensure periodic reviews of the approaches to generate learning, continuously improve and ensure value for money.

Approaches in determining concrete project deliverables as they relate to service delivery. The programme used early sensing mechanisms building on existing community plans, experiences, guidance from CCCM and evolving context to detect some of the early initiatives and innovations ('bubbling opportunities') that will need to be implemented without further community consultations. These include community led water, sanitation and hygiene; owner – driven low-cost durable solutions housing; health, security and education facilities in resettlement sites; climate adaptive livelihoods and economic strengthening initiatives. The programme will also uphold practically proven and internationally recognized durable solutions principles and will ensure that IDPs are in a position to make informed and voluntary decisions on the durable solution they would like to pursue through

participating in the planning and management of the durable solutions initiatives so that their needs and rights are considered in recovery and development strategies. The Community Based Planning processes that will be used build on and complement the consensus process as a guiding principle of the Wadajir Framework for Local Governance with a particular focus on social healing, governance in practice and peace dividend projects. These processes have been found to promote coexistence and peaceful resolution of conflicts including reconciliation; democratic governance and conflict prevention/management in the UNPBF supported Midnimo projects. The processes generate government leadership and community drive in identifying locally prioritized projects that address triggers and drivers of displacement. Besides the processes being rights, needs and gender sensitive, they have also fostered government credibility and legitimacy through improved responsiveness and accountability to community priorities. They also nurture social cohesion, entrench ownership and sustainability as well as create a broader awareness among stakeholders to uphold/advance those rights and strengthen capacity of communities to demand relevant, quality, affordable and reliable services. The resultant Community Action Plans will also be shared with broader stakeholders including government departments, donors, UN agencies, NGOs, private sector, diaspora community and multilateral agencies like the World Bank in order to harness additional resources for implementation of community priorities that may be beyond the funding scope of Saameynta. These stakeholders responded positively to community priorities in the Midnimo project which generated catalytic effects and amplified peace dividends in South West State and Jubaland State of Somalia. The project will couple bottom-up community-based planning with top-down planning. For a broader urban management, Saameynta will interface the bottom-up with a more top-down, macro level planning as urban development requires a city-wide perspective in addition to a community based one. This perspective is also reflected in the economic development component approach (see below). Thus, the project will ensure that that community-level investments are in line with the macro-level urban development plan.

Gender. The 2030 Agenda for SDGs (SDG5, SDG1) envisions gender equality, the empowerment for all women and girls, equal rights to economic resources including land, technology and micro-finance. The UN Security Council Resolution (UNSCR) 1325 emboldens the adoption of the IASC Framework on women's equal participation and full involvement in all peace and security initiatives.¹⁸ The UN Strategic Framework 2030 (UNSF) commits to achieve 30% women representation in public, political, and policy-making bodies while the Gender Equality policy and the UN Somalia Gender Equality Strategy make gender equality central to humanitarian and development efforts. The Somalia Women's Charter goes further and demands a 50% representation across all decision-making entities and positions, including the private sector. The need to address structural hurdles of legislation, institutional requirements, economic discrimination, and rigid social norms which perpetuate gender inequality is paramount. For IDP women it is also important to recognize their inequality of access to opportunity.

The core of the gender approach in Saameynta is outlined in Figure 4. The project will contribute to enhancing **visibility** of gender issues through among others improved data and analytics, enhance the **'voice'** of women by providing safe space to engage, support the **action** perspective (or 'agency') among others by improving access to opportunity, and last the project will, in line with its overall approach, provide for a **'systems approach'** for instance stimulating common answers and priorities

¹⁸ IASC Framework on Durable Solutions for Internally Displaced Persons. 2010

and the ability to engage other actors that influence the gender issues attracting them into behavioural change that positively influences the position of women.

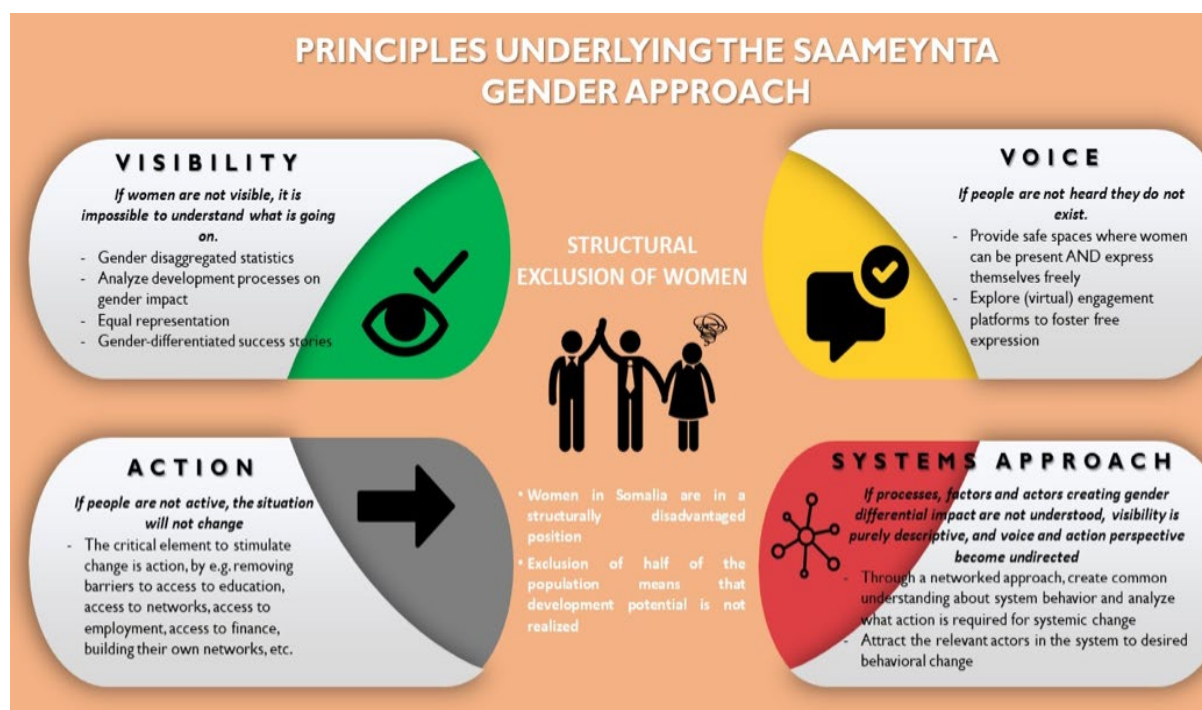


Figure 4 - Saameynta Gender Principles

Based on the approach outlined above, the project will take specific measures as follows:

- Saameynta will make (GEWE) targets explicit in every programme component, and with gender equality as a significant objective (Gender Marker Score of '2' in the UN system) and will work towards the introduction of a *public [gender equality seal](#)* as a way to institutionalize gender-responsive planning, monitoring, and reporting.
- Gender issues will be explicitly addressed in the cooperation arrangements with the partners, including FGS Ministry of Planning, Investment and Economic Development, Ministry of Interior and Federal Affairs and Ministry of Women and Human Rights as well as State ministries, UN agencies and I/NGOs.
- Women leaders on durable solutions platforms and civil society actors will be engaged to forge partnerships for advocating the GEWE agenda and to ensure women's representation in project activities.
- Saameynta will carry out a mapping of existing gender expertise and establish capacities for drastically improving gender balance. Specific attention will be paid to developing a cadre of young women leaders and GEWE female champions for the different themes of the project (e.g. housing access, private sector engagement or social protection) in partnership with the Ministry of Women and Human Rights.
- An in-depth analysis of drivers and symptoms of gender inequalities specific to Displacement Affected Communities be developed. This will allow a baseline for the formulation of indicators to be measured at six-monthly intervals to be institutionalized as a data base to relate to the GEWE agenda of NDP and the SDGs, feeding into reporting and knowledge products will be reviewed.

Climate Resilience and Adaptation Issues. A sound plan must consider the principles of resilience and the building, or re-building, of urban governance structures through which settlements can be administered long into the future. Strengthening local authorities' capacity to adapt to climate change allows reinforcing rather than replacing the roles of national and local actors in the delivery of coordinated assistance.

For a population heavily dependent on the natural resource base, environmental degradation, exacerbated by climate change poses a serious threat to the Somali population and are at risk of aggravating existing drivers of conflict and result in displacement.¹⁹ This, amplified by structural and acute multidimensional poverty, contributes to cyclic forced migration patterns following hazard events, especially to urban and peri-urban areas, which contributes to increasing levels of vulnerability. Furthermore, the lack of access to natural resources does not only fuel tensions among communities before displacement, but may also act as a further aggravating factor of tensions between displaced communities and their hosts, as the influx of IDPs is at risk of depleting the already meagre absorption capacity of communities, resulting in IDPs and host communities sharing the limited available resources. In this regard, the rapid, unmanaged urbanization of displacement settlements is at risk of straining the environment in urban and peri-urban areas, which increases the pressure on limited resources such as water, food and energy.²⁰

The mainstreaming of climate resilience and adaptation under the Saameynta initiative will be based on the findings of an upcoming IOM-assessment aiming to identify climate adaptive solutions to displacement in Somalia. In this regard, the strong focus on land governance is crucial to building climate resilience as part of durable solutions interventions. Weak land governance contributes to reducing the resilience to natural hazards and increasing environmental risk in urban settings as it decreases the ability to implement infrastructure investments necessary to mitigate environmental risks. Through improved urban planning, and land governance, the project will thereby contribute to increased ability to plan urban spaces which incorporate climate resilience for the long term and contribute to reducing the risks of secondary displacement due to natural hazards.

Building on the Midnimo and Danwadaag programmes, the community-driven and government-led community-based consultations in conjunction with technical assessments (e.g. on flood risks), will further contribute to reducing climate risk in the target locations. By conducting a natural resource mapping and risk assessment as part of the consultations, communities government agencies are provided with an opportunity to address identified climate risks, such as the construction of drainage as part of mitigating flood risks, or apply integrated settlement planning principles leading to the construction of connector roads and improved water supply systems to reduce the impact of droughts. The implementation through a cash-for-work implementation modality, will further contribute to reducing the vulnerability to climactic shocks, through the development of social safety nets, as elaborated on under output 2.2.

Additionally, there is growing understanding that fit-for-purpose land administration helps to address key land tenure issues surrounding recovery and reconstruction. FFP approaches can assist the government in managing resettlement of high-risk communities while protecting sensitive area. The project will provide structured guidance on building the spatial, legal and institutional frameworks -

¹⁹ Government of Somalia, UN, EU, 'Somalia Drought Impact and Needs Assessment – Volume I', 2018.

²⁰ UN Environment, Displacement and Environment in Africa: What is the relationship?

(<https://www.unenvironment.org/news-and-stories/story/displacement-and-environment-africa-what-relationship>)

and use pro-poor land tools that, are flexible, and can be improved over time to support the provisions of the evolving policy and regulatory framework taking into account post disaster land challenges. The unsustainable usage of natural resources in urban settings are a driver of environmental degradation, this includes, inter alia, the usage of firewood for household energy consumption, the unsustainable usage of natural resources for the construction of shelter as well as the lack of governance on the sustainable extraction of groundwater resources. In that regard, the 'environmental lens' will be enshrined in all outputs of the project, by ensuring that environmental considerations and environmental risk assessments are incorporated from the identification of barriers to durable solutions in the target locations, to the governance-building support provided to communities and governments and the implementation modality of the activities.

As mentioned above, the New Way of Working has emphasised the need for broad partnership and sustainable financing to generate preventative investments aimed at resolving complex crises rooted in mass displacement, exclusion and marginalisation, and unplanned urbanization. Through a systems approach, the present project will seek collaboration with other actors in the socio-economic development field, leveraging the expertise of the various stakeholders. These other actors include government officials (e.g. for legal and regulatory arrangements), other specialised agencies/organizations (e.g. in the field of Technical and Vocational Education Training), existing enterprises (e.g. for training content development and job placement, or starting business operations), or with banks and investors (e.g. for access to finance arrangements). The project systems approach is to attract other parties to the areas where the project is operational. Through this approach it will be possible to develop the 'development packages' for the community that are well aligned with the expectations and opportunities in the area. This approach is not only more likely to lead to much larger scale impact, it is also more sustainable in the sense that developmental support is not dependent on one actor.

Box 2 - A System Approach to Saameynta

Economic Development. Saameynta strives to improve service delivery, employment creation and social cohesion within the chosen locations affected by displacement, as well as their attractiveness for further investment.

The fundamental approach in Saameynta is that through improved delivery of a key municipal service in land governance and inclusive and participatory engagement of affected communities, land value creation can be captured and re-invested in further improvement (and attractiveness) of urban settlements. A critical element is who would be able to 'capture' increases in land value. Solid tenure and ownership arrangements as well as transparent planning processes can prevent relatively poor citizens, who mostly are in weak negotiation positions and most often do not have longer-term tenure arrangements or outright land ownership, from being driven out of their places as alternative land use becomes more profitable.

At the same time, improving tenure security and land access, increasing efficiency and transparency in land administration services, developing capacity in land administration and increasing scope and effectiveness of land use planning contribute to public confidence in the land administration. This means on one hand reduced investment risk by private and public investors, on the other strengthen administration accountability.

Land rights enable private investors, including women and vulnerable groups, to invest in improvements of their properties without fear of losing them. Land rights can give access to get credit, enabling invest in land, property and businesses. Dealing with land value and proper land management is a complicated process, but the land value in urban settlements (with the focus on those areas where there are large numbers of displaced persons) tends to increase for several reasons. Initially when urbanization rates are high, land value in (peri) urban settlements is driven by a need for residential space, but often a mutually reinforcing process of residential and business driven opportunity (and

sometime speculation), pressure on the land market emerges. Specific investments in for instance roads and electricity make these areas more attractive for both residential and business purposes. These are the so-called anchor and ancillary investments, generally attracting business that make use of the facilities installed (see Figure 5).

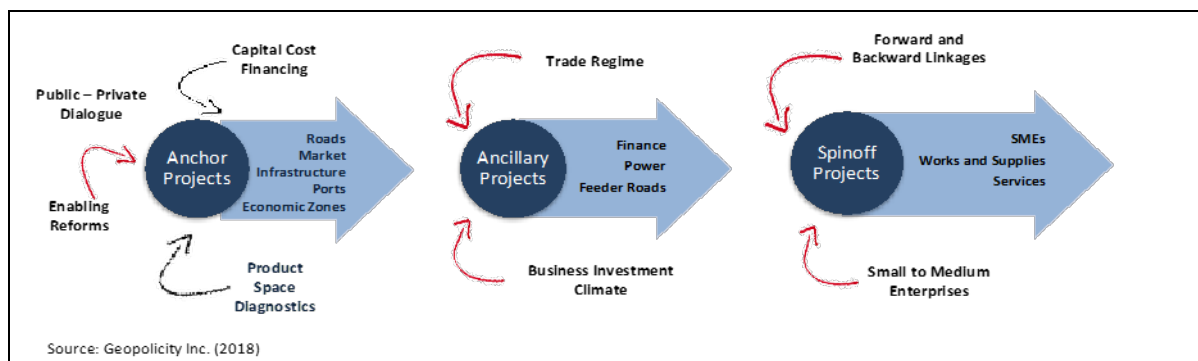


Figure 5 - Catalytic Role of Anchor and Ancillary Investments

To support increased security of tenure and to ensure that the residents (IDPs) in the areas are well placed to benefit from emerging economic opportunities, several types of support action are necessary:

- Assist municipal leadership and community leaders to draft development packages for infrastructure provision and livelihood opportunities in displacement affected areas;
- Assist the residents with the development of businesses; and,
- Assist the residents to improve their profile and network in the labour market.

The way in which these activities are linked to the overall approach is outlined in the graphic below (Figure 6).

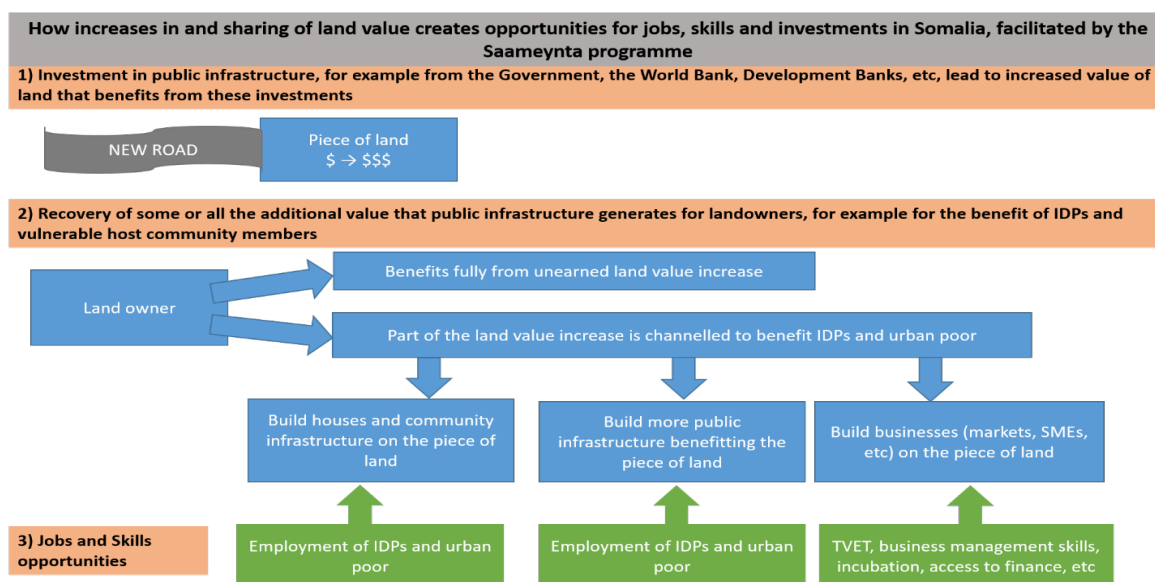


Figure 6 - Saameynta Approach to Land Value Increments as a Contribution to Business Development in Somalia

The economic development component of Saameynta will look at a combination of support to build management skills, product identification or development, business incubation and access to finance. While in general alignment with the NDP and National Investment Promotion Strategy²¹ priorities

²¹ National Development Plan, National Investment Promotion Strategy

(energy, infrastructure, financial services, ICT, construction, tourism and hospitality, farming, livestock, and fisheries) will be sought, local circumstances will inform choices. In Baidoa, for instance, IDPs rely on a mix of salaries, small family businesses, remittances, and aid. Agriculture (including livestock) in most (peri-)urban settings does not translate into a source of income due to challenges with restoring key productive infrastructure and value chains, while for instance sectors as education, health, water, sanitation and recycling have potential for new investment and growth. Another important element is the partnership options, with e.g. Universities, the local Chambers of Commerce, private companies, and local cooperatives of producers.

The programme introduces a demand driven approach to design and implement livelihood opportunities. This includes improving livelihoods opportunities with addressing both labour market supply and demand side and strengthening the capacities of local service providers and stakeholders in the areas of employment and economic development. A fundamental part of the programme work relies on analysing the local market dynamics to design solutions around an existing or potential demand and deploying training and entrepreneurial support that is linked with market outlets. In this way interventions done at the market level would be catalytic since they reactivate value chains and allow to include more people. Support can be customized to different kinds of participants to anchor firms along the value chain. To support livelihoods opportunities that are sustainable and achievable in terms of quantity, the programme support to livelihoods will be articulated along three tracks, i.e. (1) stabilizing livelihoods, income generation and emergency employment ; (2) supporting local economy recovery for employment and resilient livelihoods²²; and (3) support sustainable livelihoods and inclusive growth . While all three tracks promote employment and livelihoods, their focus is different and tailored respectively stabilization, reintegration, and long-term employment creation to suit the local context of displacement affected communities in the three geographic areas and nationwide.

The programme supports a combination of provision of a safety nets to stabilize urgent and basic needs and a linkage with markets and business opportunities. It is expected that this will allow displacement affected communities to be included in value or supply chains (for example through effective urban waste management for impacted communities and in this area supporting an increase in the efficiency and quality of delivery of municipal services). Support to employability and entrepreneurship in the formal or informal sector will tie with the dynamics of the market, and with identifying the opportunities of goods and services to be marketed. The program will promote an analysis of the economic situation around area-based actions to identify opportunities for livelihoods stabilization and economic recovery. Global experience demonstrates clear linkages between capacity building with assets development. Thus, the programme will support an analysis of the value chain and work together with anchor firms or MSMEs to identify opportunities for suppliers of goods and services. Via capacity building and incubation, the programme will ensure that the enterprises undergoing the incubation process will work to respond to a real demand. The program will promote partnership with local incubators and accelerators that have access to angel²³ or start-up funds, as well as the intelligence on market demands.

In line with the findings of the SDC funded study: “Financing Durable solutions for refugees and forcibly displaced people”, the project will explore opportunities to create employment opportunities or support entrepreneurship in the 3 sectors described in the report (circular waste water and sanitation,

²² <https://www.undp.org/content/undp/en/home/2030-agenda-for-sustainable-development/prosperity/recovery-solutions-and-human-mobility/economic-recovery.html>.

²³ An angel investor is an individual who provides capital for a business start-up, usually in exchange for convertible debt or ownership equity. Angel investors usually give support to start-ups at the initial moments and when most investors are not prepared to back them.

energy) as well as seeing how enterprises in these 3 sectors may be helped to be scale up through Accelerator Labs . Example of successful approaches around the livelihoods of energy include Yemen where UNDP has developed mini-grid business model not only supporting energy access to households and MSMEs but also providing sustainable livelihood opportunities to women and youth (and changing gender perceptions) as solar technicians. Other examples of this approach have been tested in Zambia and Ghana through UNDP Accelerator Lab, by supporting a Call for Innovations in Waste Management to identify entities already working on this and helping scale up or create a Waste Recovery Platform. In terms of sustainability and scale, the programme explores how shorter-term cash for work programming (around solid waste) could be transitioned into longer-term employment opportunities by working with the private sector to build business models around these essential services and delivering services on behalf of/with the government of Somalia. With smaller-scale entrepreneurs and to ensure sustainability, the programme approach would be to ensure that they have access to finance (beyond the support provided under the assistance). In this context the programme will pursue a partnership with the World Bank under the project Somali Urban Resilience Project Phase Two. It is expected that this will ensure complementarity and synergy to address urban infrastructure needs and strengthen municipal capacities for Baidoa.

(see Annex C for a more detailed description of the approach for business development and employment generation).

CHAPTER 4: Beneficiaries and Regional Focus

4.1 – Beneficiaries. The project’s main beneficiary groups are:

1. IDPs as well as urban poor among the Displacement Affected Communities (vulnerable DACs)
2. Local authorities, along with FMS and FGS administrations and line ministry counterparts.

Within these two categories, the programme pays particular attention to the gender dimension to equitably empower both men and women. Further indirect beneficiaries include the wider population of DACs, authorities at the Federal Member States (FMS) and Federal Government of Somalia (FGS) level as well as private sector and investors. Table 1 below contains a more detailed description of the respective target groups and their engagement in the programme.

Table 1 – Overview Table of Target Groups and Selection Criteria

Table 1: Target groups		
Who	Description and Selection Criteria	Engagement in the programme
Direct target group		
IDPs in target cities	People of all ages who have lived in protracted displacement in the target city. A rigorous process will be established to ensure that the most vulnerable IDPs are incorporated into the programme selection criteria, and to avoid “pull-factor” for more displacement. This could include criteria for the duration of displacement, high risk of eviction, those without a family or community network on site, or those with disability or many children in the household. At least 50% of the IDP beneficiaries in the programme will be women.	The identified IDPs will take part in training on livelihoods, community-organization, conflict-resolution, and advocacy to effectively interact with and influence government action. Since the protection and tenure security aspects are central to this project, such elements will also be included in the training packages. They will participate in processes and meetings to define durable solution priorities in the target cities, be consulted in the design of city and neighbourhood extension plans and to identify priorities (amongst others through the online citizen-dialogue platform) and handle community-managed funds. They will be part of processes that hold authorities accountable to their promises and agreed-upon priorities. They will be the first ones to benefit from the extension plans and the social as well as public infrastructure being built through investors, and to get support from investments coming from the community-managed funds.
Urban poor of DAC’s in target cities	Intervention should target both IDPs and members of the vulnerable host community. This will help avoid competition and tension between IDPs and host community members. At least 30% of the direct beneficiaries should be urban poor of the host community. They will be selected according to the same criteria and process as mentioned above.	At least 30% of the total beneficiaries will be urban poor of the DAC’s concerned, of which at least 50% will be women.
Local authorities in target cities	Elected and appointed leaders who take decisions that have most immediate impact on IDPs and urban poor. Given that they are in close proximity to vulnerable DACs, they have a strong incentive to work towards improving their situation, for an overall more thriving and peaceful city population. This category encompasses mayors, district council members (political positions) and senior staff at city departments and offices (technical positions).	Relevant local authorities will take part in trainings on tools and systems in land-governance, land value-transaction, public financial management as well as gender-responsive M&E. They will be trained on inclusive governance and peaceful conflict-resolution in setting up respective tools, strategies, by-laws, and systems in their cities. They will define durable solutions priorities in the target cities, to co-design city and neighbourhood extension plans with those affected and to identify priorities (amongst others through the online citizen-dialogue platform). They will equally be part

		of accountability processes on the promises and agreed-upon priorities.
Indirect target group		
Wider DAC population in target cities	This includes all members of host communities and those living in the target cities.	While they will not be directly engaged in programme planning activities there will be opportunities for consultation and will benefit from overall improved cities with planned settlements, reduction in poverty and more inclusive service delivery, and greater local investment. This will result in more prosperous, safe and peaceful cities which are in the interest and benefit of all local inhabitants.
FMS authorities where target cities are located	The respective Federal Member States to which the target cities belong and their respective Ministries.	They will participate in several relevant trainings and will through their own state-structures be involved in policy and by-law development processes. Some FMS representatives will be actively involved in the programme steering committee.
FGS authorities	The relevant Ministries at the Federal Government Level.	They will benefit through participation in several trainings and via capacity injection where possible, and will through their own state-structures be involved in policy and by-law development processes. Some FGS Ministries of MOIFAR and MPWHR will be actively involved in the programme steering committee and co-chairs of the Project Management Unit.
Private sector and investors	Private sector actors and investors who are financially invested in or interested in financially investing in, the target cities.	The programme will seek to attract them to invest in land investment packages and the financing of major public works and social infrastructure. Their engagement in financing will bring them financial returns and give them credit in contributing to overcome protracted displacement and in fostering thriving, safe and more peaceful cities.

4.2 - Regional Focus. UNDP, IOM, and UN-HABITAT jointly conducted the following activities to facilitate the selection of three focus cities:

- Rapid analysis to identify direct and indirect beneficiary districts with the presence of minimum conditions needed to leverage land value to finance the cost of affordable housing and basic infrastructure.
- Assessment and scoring the districts based on the agreed selection criteria which consider vulnerability; political context, local governance; land administration and financial feasibility.
- Developing shortlist of districts for presentation and discussion with Federal Government of Somalia to select two priority cities beyond Baidoa.

Factors considered included:

- a) Potential for land value capture with regard to local land market.
- b) Scale of displacement, severity of needs, vulnerability to disaster and climate change.
- c) Political context and local governance - political will of local authorities to integrate IDPs and spend considerable public resources/assets on IDPs.
- d) Capacity in land administration in the context of local governance and legislation.
- e) Financial feasibility - investment taking place whose value can be captured for public use including for major infrastructure projects; presence of active private sector and availability of public land for relocation and reintegration.

The Government and the Saameynta team have selected the following three cities; Baidoa, Bossaso and Beletweyne for the project implementation. Below a brief background is provided for each of the cities' displacement situation.

Baidoa

Baidoa has the largest proportion of IDPs per capita in Somalia and until 2015/16 it was a small enclave in a large portion of territory controlled by Al Shabaab. Due to its economy that is largely agro-pastoral, Baidoa is subject to climatic shocks – particularly droughts and floods. The 2016/17 drought had an

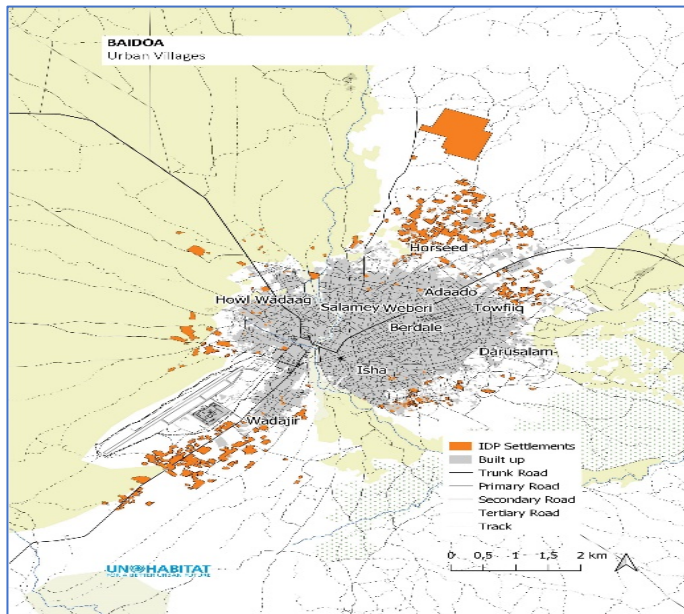


Figure 7 - Baidoa City - Source UN Habitat

unprecedented impact on the urban fabric of the city, as can be seen in the map in Figure 7. This change was mostly driven by internal displacement and managing this population growth was, and is, one of the greatest challenges related to its urbanization process. Because of its improved security, Baidoa regularly hosts populations displaced by crisis from within and outside the region.²⁴

Figure 8 shows the transformation occurred in the city between 2004 and 2017. A town that in 2004 had a built-up area of 547 hectares had almost doubled by 2017 reaching 1,323 hectares²⁵. In 2019, at least 27,000 people were displaced to Baidoa; a

majority, fifty four percent, of which were female. Based on 27,696 observed movements, 89% of displaced people planned to permanently settle in Baidoa and only 11% left the area when the crisis subsided. The highest surge (60%) of displacement in Baidoa occurred in July 2019 due to a shortage of food. This climate-induced calamity severely impacted breastfeeding women (62%), pregnant women (20%), and malnourished members of the community (23%). The net result of in-out migration of IDPs planning to permanently settle in Baidoa resulted in protracted overcrowding of camp settlements and rapid unplanned urban expansion.²⁶ The unabated displacement and rapid urbanization disproportionately impacted women and girls who, reportedly, had the highest risk of sexual violence due to lack of or limited access to protection mechanisms^{27, 28, 29}.

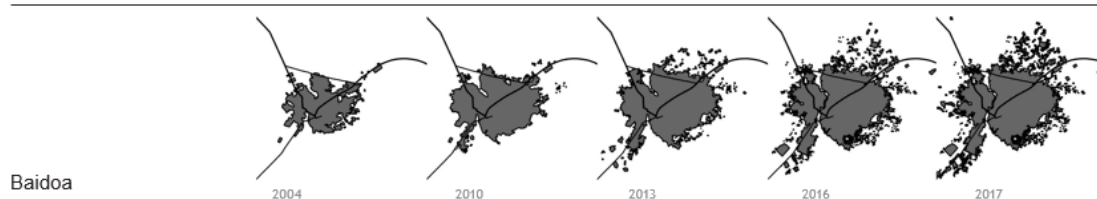


Figure 8 - Images of Baidoa City Expansion over the Years

Major IDPs settlements such as Hanaano 1, Hanaano 2, and emerging Barwaqo townships are located in the northern part of the town and local businessmen are pushing for the area's development. In

²⁴ UN Women report for Somalia. <https://bit.ly/2y94XBx>

²⁵ See Baidoa Urban Profile documentation 2017 and 2020: <https://unhabitat.org/baidoa-urban-profile-working-paper-and-spatial-analyses-for-urban-planning-consultations-and-durable-solutions-for-displacement-crises/> <https://reliefweb.int/report/somalia/baidoa-urban-profile-working-paper-and-spatial-analyses-urban-planning-and-durable>

²⁶ SRSG-SVC Report August 2019. <https://bit.ly/2yeUi88>

²⁷ Comprehensive Site Assessment, CCCM Cluster. May 2018. <https://bit.ly/3b7WOMe>

²⁸ Safety Audit Report Baidoa. Nov 2018. ACTED. <https://bit.ly/2K8qVHF>

²⁹ Analytics to Enhance Conditions for Durable Solutions in Baidoa, 2019

Boonkey/Holwadag, the western part of the city, which is also affected by displacement, tensions seem to arise due to the increased competition for scarce services, changes in the land use (from farming to commercial) which sometimes results in localised disputes between the different groups. There are semi-frequent incidents of violence between IDPs and the host community, particularly when aid is distributed land conflict incidents are common.³⁰ IDPs have very little capability for self-protection beyond clan ties and Police capacity is limited, despite a pronounced police presence. Evictions are also a major contributor to conflict and communal tensions between host communities/gatekeepers and IDPs. Below is an evictions dashboard developed by NRC (Figure 9). Baidoa used to be the breadbasket of Somalia, and its agricultural and livestock trade has linkages along the corridors leading to Mogadishu, Merka, Qoryoley, Bardera and Beled Hawa, to the Ethiopian

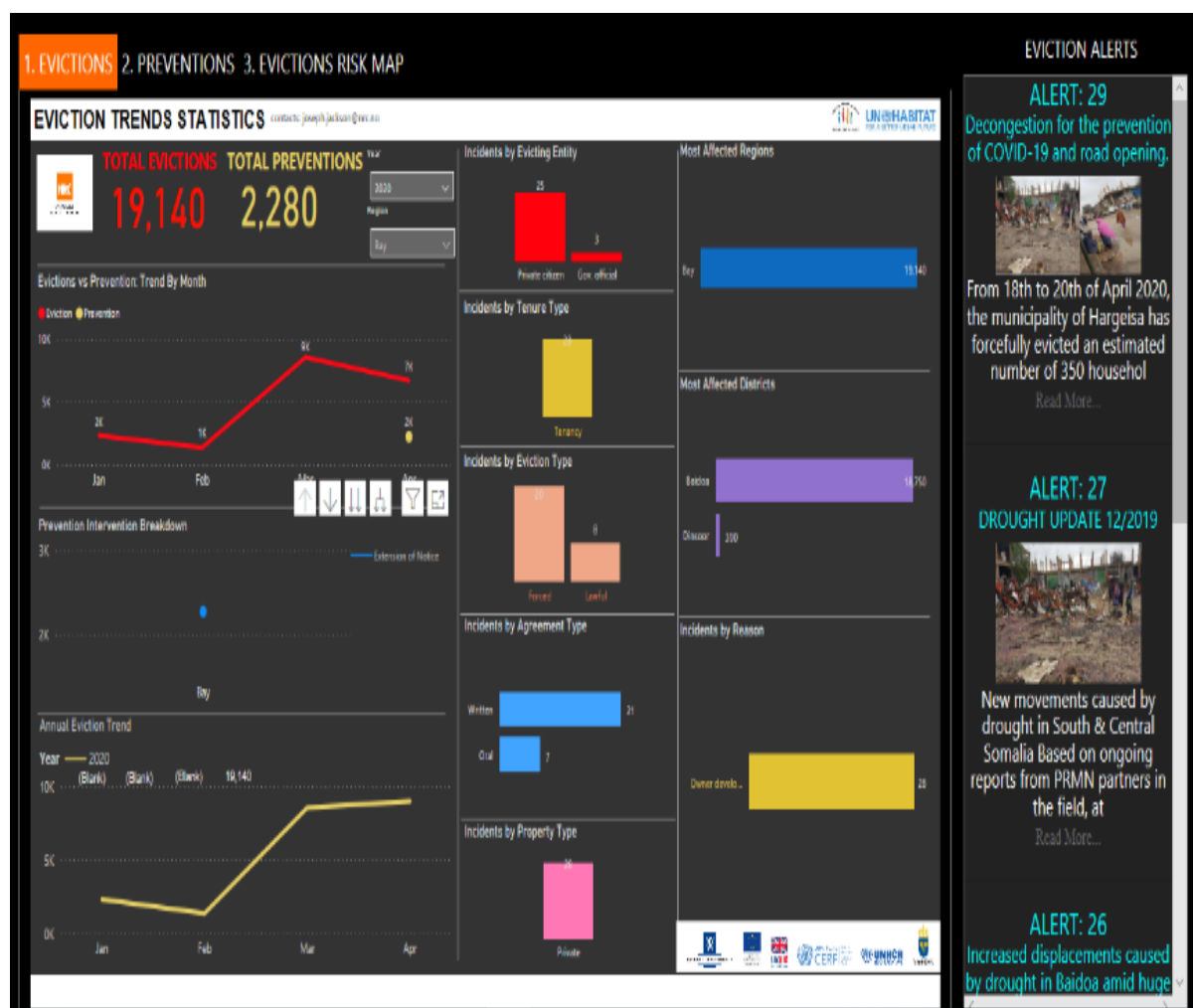


Fig 10: Forced Evictions Episodes, Evictions Tracking Tool, NRC HLP AoR

cities of Dolow and Qalaafe, and the Kenyan town of Garissa. Market activities in Baidoa tend to be influenced by rainfall patterns and in 2016/17 have proven to be vulnerable to climatic shocks³¹. Baidoa, like many other cities in Somalia requires city development approaches that look at inclusive- rather than extractive - economies, shared prosperity and an economic diversification that will provide possibilities of investment beyond land³². Currently, the local administration is managed by an appointed leadership.

³⁰ Further research on the topic will be incorporated during the Saamenyta area planning exercises.

³¹ UN Habitat Baidoa City Profile, 2017

³² UN in Somalia, 2019

SWS does not yet have an explicit land policy. The Urban Land Management Law, currently at the Parliament for adoption, delineates roles and responsibilities of public institutions responsible for elements of urban land administration, sets procedures for urban planning through the establishment of state urban planning committees and dedicates separate chapters to urban private and public land allocation, land use permission, land registration and transfer, and land-based taxation. A specific article establishes Protection of land rights for IDPs and the Needy People incl. the right of women to acquire and inherit land.

However, the vast majority of land is in the hands of the private individuals while government-owned land is steadily decreasing. The land outside the urban areas, which is the largest land resource is freehold. When urban areas reach rural neighbourhoods as a result of urbanization, land tends to be subject to extensive illegal occupation and land grabbing. Planning of land parcels by the government and allocation of land for public use is rare and insufficient.

The land-based taxation system does not exist yet. The administrative capacity of local government is also extremely limited, with meagre or non-existent land records. Recently Baidoa District has received support for the construction of an office space for the Land Department. An organogram exists, but several gaps persist in human resources (vacant positions for qualified technical personnel; especially surveyor, technical engineer, urban planning coordinator), specialised equipment (server, GIS software and hardware, workstations), and most of all, standard operating procedures.³³

A GIS-based property survey has been prepared under the Ministry of Finance as an essential base to the process of developing an operational property taxation system. However, no assessment of citizens' tax paying abilities, in consideration of local economics and financial viabilities of residents to meet tax obligations, has been carried out yet. Furthermore, the focus of this exercise is on revenue generation rather than an integrated approach to land governance.

On planning, the 2019 Integrated Community Action Plan for Baidoa serves as a planning tool to coordinate and mobilize resources for local development projects.

Bossaso

The city of Bossaso, with a population of 800,000, is located in the north-eastern province of Somalia and is also the commercial capital of Puntland State. Since 1991, the Urban and IDP populations have doubled in Bossaso and an average 2,000 people migrate into the city every year. The combined total population of displaced people is considered to be 80,542 and growing (Bossaso Municipality Dec 2018). Bossaso attracts large numbers of displaced people who are fleeing insecurity and want to rebuild their livelihoods in the city. The steady inflows of displaced persons in Bossaso is also due to its geographical location, climate shocks in the country as well as the economic opportunities offered by the city. Large numbers of IDPs have expressed their desire to integrate in the city

Some IDPs remain invisible in host communities but most are based in 39 camps. In addition to the IDPs, the city also hosts asylum seekers, refugees, Somali refugee returnees from Yemen, urban poor, and migrants. Furthermore, the nomadic population and their livestock are pushed to urban centres by drought and conflicts. The rapid growth rate combined with poor urban management has meant that urban services, education, and health care are in a deplorable state.

Environmental degradation is often the most visible problem and is particularly dangerous for the displaced communities. Environmental constraints, but also risk mitigation strategies, are outlined in the City Extension Plan that has passed the local council in 2017 technically support under JPLG by UN-

³³ In the absence of urban land management legislation enacted, the department uses the Public Finance Management Act developed by the Ministry of Interior as reference. There are no digitized files, no official base map and no records for title deeds issued before 1991.

Habitat. The city extension plan is under implementation by the municipality and the Puntland Ministry of Public Works. The review of the planning document is pending. Bossaso also has a District Development Plan in place.

The Urban Regulatory Framework is both a policy document and a practical guidebook on the sustainable approaches to the administrative and technical aspects of spatial planning, master plan development, land use plans and land management tools.

Puntland also enacted in 2020 the Urban Land Management Law, which delineates roles and responsibilities of public institutions responsible for elements of urban land administration, sets procedures for urban planning through the establishment of national urban planning committees and dedicates separate chapters to urban land-based taxation. Together with the Local Government Finance Policy, The Decentralization Policy and the Fiscal Decentralization Policy, it constitutes the bulk of the regulation and policy for land administration and local land-based taxation system active in Bossaso. Thanks to this framework, and flanked by technical support for urban planning, JPLG supported the establishment of a functioning property registration and property tax collection system. In the last ten years Bossaso has seen a notable increase in property taxes and local revenues, also improving the accountability of its public expenditure through improved budget and expenditure management and increased public participation.

The majority of the IDPs settlements are situated on the outskirts of the town in the south and the northwest however, many settlements also exist in the eastern area of the city. When IDPs initially arrived in Bossaso, many clustered together based on shared clan/ethnic affiliation or a common place of origin as reflected by the names of some of the camps. (Bossaso Municipality Dec 2018).

Land originally agreed with the municipal government for rent free lease to IDPs was generally located on the periphery of urban areas in Garowe, Bossaso and Galkayo. Although at the time of the lease such land was marginal and of little worth, the value of the land can quickly increase as a result of increasing urbanization (Bossaso Municipality Dec 2018).

Saameynta closely links to the NORAD supported land-based finance project in selected cities with JPLG support in Somaliland and Puntland, among them Bossaso. UN-Habitat collaborates with four districts in Somalia (Bossaso, Gardho, Burao and Borama) in improving property and land taxation. The intervention will build on previous interventions and aims to further streamline land-based finances with a view of improved service delivery, citizenship building and sustaining peace.

Under this NORAD-funded land -based finance, a comprehensive diagnostic assessment is carried out and based on this, quick implementable action plans are put in place in which UN-Habitat will implement jointly with relevant government entities.

Beletweyne

Beletweyne city is in central Somalia and is the capital of the Hirshabelle State. The city is ideally suited to agricultural activities, and acts as a trade hub with neighbouring town. It also caters to local and international markets, linked by ports at Berbera and Bossaso in particular. Like Baidoa, livestock and agriculture characterise much of the local economic activity. However, a fundamental lack of employment opportunities is the main reason why the population find it difficult to get jobs³⁴. IDPs in Beletweyne face myriad problems from lack of basic needs and services including shelter, food, water, education, and health care. Female IDPs are particularly vulnerable to physical abuse and trauma in IDP camps and face considerable threat of Sexual and Gender Based Violence (SGBV). Dispossessed of land and property, often without fathers or husbands, female IDPs are vulnerable to physical and sexual assault, rape, and psychological abuse. Since January 2018, there

³⁴ ILO/Samuel Hall 2014

have been several reports and appeals from local communities and authorities in Beletweyne regarding the dire humanitarian situation of Internally Displaced Persons located within settlements in the district³⁵. In Hirshabelle land disputes were identified by the Federal Member State leaders as one of the major drivers of conflict. Attempts to establish dialogues around land tenure security were some core elements of past and ongoing stabilisation and peacebuilding interventions (e.g. the EU Stabilisation Programme and *Dhulka Nabada*). However, in Beletweyne there is no known formalized system of land registration or land governance, even though the authorities are discussing possibility for city extensions and coordinating interventions for IDP and other informal settlements.³⁶

Furthermore, Beletweyne has experienced climate shocks in the past few years that exacerbated the displacement situation in the city. For example, of the 430,000 people displaced by the floods countrywide in the last three months of 2019, 230,000 were in Beletweyne. (UNHCR Feb 2020 cited by Reliefweb). In late October 2019, the Beletweyne area has experienced severe flooding, when the Shabelle River burst its banks due to heavy rains, the situation left some 570,000 people affected. An estimated 80,000 displaced people in Beletweyne town – around 40 per cent of 240,000 displaced town residents – were affected by the flood³⁷. In November 2019, the Beletweyne flood taskforce estimated that at least 45,200 households had been displaced due to severe flooding. The scale of the floods was large, and the impact is estimated to be some of the worst the region has ever seen. Over 85% of Beletweyne town had been affected and many people’s homes were damaged by the flooding (Save the Children 7 November 2019). UN-Habitat under the Midnimo II project has developed an urban profile to outline the main urban development challenges and concluded a planning exercise to map the flood risk in all IDP settlements and elaborate an Urban Resilience Plan³⁸. These documents, together with the government endorsed 2019 Community Action Plan of the city³⁹, constitute a first entry point towards much needed integrated urban development planning and debate on state land reform initiatives.

³⁵ Inter-agency Assessment of Internally Displaced Persons in Beletweyne March 2018

³⁶ UN-Habitat (2020), An Analysis of Flood Risk and Urban Resilience in Beledweyne, See: An Analysis of Flood Risk and Urban Resilience in Beledweyne

³⁷ Reliefweb (Dec 2019)

³⁸ UN-Habitat (2020), An Analysis of Flood Risk and Urban Resilience in Beledweyne, See: An Analysis of Flood Risk and Urban Resilience in Beledweyne

³⁹

CHAPTER 5: Theory of Change and Result Structure

5.1 Implementation modalities. As mentioned previously, Saameynta relies on strong synergies with government, UN, civil society and DACs from conception to implementation and delivery.⁴⁰

The specific partnership model of Saameynta will prioritise the direct involvement of the following partners:

- Men and women affected by displacement;
- Local and national authorities;
- Civil society, including private sector and academia;
- Non-Governmental Organizations (local and international);
- Private sector.

While these partners were consulted at various stages of the design of the project, they are key players in the delivery of activities. Saameynta partners can therefore enter contractual partnerships in the areas of municipal services, capacity building, contract for local level service delivery and for larger development initiatives connected to the delivery and implementation of development briefs. The range of services that can be delivered, rigorously in line with prioritization by Government and local communities,⁴¹ can cover infrastructure for “hardware” social and basic services (e.g. schools, health, protection centres, police stations, solar lighting and wash facilities) for residential purposes (public spaces and housing) or strategic infrastructure (e.g. roads, water). Services should also be conceived as software components – while the project will generate directly services related to tenure security, social accountability and capacity building, synergies with other actors will be necessary.

As evidenced by the World Bank Urban review, and by the data analysis conducted by the Integrated Office on the HRP and matching Financial Tracking Services, private sector and NGOs remain essential service providers and key partners in the creation of resilience for vulnerable populations. Saameynta will draw on a detailed area-based analysis of services drawing on the data made available by the detailed site assessments.

Partners will be included based on comparative advantage, sustainability consideration and competitive process. Whilst at the time being it is not possible to spell out the details of potential local partnerships, a request for manifestation of interest will be issued during the inception phase of the project.

The project start date is intended to be mid 2021 following successful SDRF approval. A range of preparatory activities have been undertaken or planned, including GIS mapping of two areas in Baidoa to support land management records and trainings on risk management and gender inclusivity. After analysis and consultation with federal and local authorities, Baidoa, which has an Integrated Community Action Plan (2019) and where currently a GIS-based property survey has been prepared under the Ministry of Finance, will be selected as the first project site. Activities will be implemented in Beletweyne and Bossaso thereafter, also building on more adaptive programming based on lessons from Baidoa. Please see the budget in Annex G.

⁴⁰ Consultations with DACs in Baidoa are ongoing at the time of writing.

⁴¹ The Community Action Plans or the District Development Frameworks, in conjunction with consultations with the most vulnerable groups will orient the prioritization of the services delivered by Saameynta

5.2 Theory of Change. The previous chapters summarised the overall context and the strategic considerations that inform Saameynta. The programme seeks to encourage and identify major investments from private, government, multilateral sources in mixed-use land development packages and urban public works, and link these with durable solutions at scale through the resulting land value increments. The programme aims at harnessing the latter to build the infrastructure benefitting IDPs and other vulnerable DAC members to create more sustainable and inclusive cities. Although ambitious, the achievement of this outcome, based on strengthened systems, capacities and more inclusive DACs with development packages already prepared for investors, can bring durable solutions initiatives in Somalia to another scale. It will move interventions from funding humanitarian interventions to funding nexus interventions to finance and improve the situation for a much higher number of IDPs and vulnerable DACs and will provide an example of how internal displacement can be addressed through government systems. It must be noted that this theory of change and pathways for the achievement of the main project goals is a contribution to the National Durable Solutions Strategy key objectives. As noted by the advisors De Clercq and Professor Kälin those too can be articulated as a theory of change whereby *“If IDPs can effectively participate in public affairs as full citizens (SO2) with equal rights to make independent planning decisions that advance their access to services (SO1), access to sustainable livelihoods and employment (SO3) as well as access to justice (SO4) and can live in designated areas with security of tenure coupled with affordable housing and community assets (SO1) provided through direct and indirect service delivery models; , then they can achieve durable solutions because favourable environment is created to attract stakeholders to capture land value increases, create, invest, and support the development aspirations and opportunities for DACs making IDPs able to become self-sufficient and re-join mainstream society: this works well, largely complies with the IASC Framework on Durable Solutions Framework, and is well aligned with the four NPD Pillars.”*

Saameynta aims to facilitate an enabling environment for the provision of service delivery by creating public private partnerships and involving NGOs in helping create a social contract between local authorities and displaced populations. The programme operates under the assumption that the long-term sustainability of returns depends on access to services (SO1) and access to sustainable livelihoods and employment (SO3)”: The programme uses an area-based approach combined with a livelihood demand driven approach to design and implement livelihood opportunities and contribute to sustainable recovery. The programme will ensure the informed consent of the DACs regarding their durable solutions and their expectations on access to services, livelihoods & employment, access to land and housing. To augment local authorities’ capacity to achieve the expressed outcome and overcome challenges, and limitations, and dependencies including those related to the Theory of Change, the programme deploys interim technical expertise to accompany project implementation. E.g., through deployment of Durable Solutions Technical Experts to provide local level political-economy analysis of areas of return to inform area-based planning, identify priority areas for capacity strengthening tailored to each local authority and generally day-to-day operational support to local authorities. The Technical Expert/s will also liaise UNDP Accelerator lab to identify innovative local solutions to be scaled up.

The above translates into the follow core **theory of change**:

If,

- Capacities of local authorities and displacement affected communities (DACs) are enhanced to participate meaningfully in community and urban planning exercises;

- DACs have equal rights, as all other city inhabitants, to access land, basic services and sustainable livelihoods;
- Cities take lead in developing and financing affordable housing and community assets that benefit DACs by leveraging increased land value as a result of investment of infrastructure;
- Major investments from private, government, bi- and multi-lateral sources in mixed-use land development packages and urban public works generate land value increments that can finance and build the infrastructure for IDP durable solutions at scale in a DAC-inclusive way;
- Sustainable livelihoods for DACs are secured through identified additional investments and more financial inclusion opportunities;
- Enabling policies, legal frameworks and tools are developed;

Then,

A favourable environment is created to attract stakeholders, including government, women and men from DACs, to capture land value increases, create, invest, and support the development aspirations and opportunities for DACs, improving access to services and economic opportunities and employment among DACs and to generate financing for further infrastructure, services, and sustainable housing. This will promote the sustainable integration of displaced communities in urban areas, increase DACs' self-reliance, and contribute to durable solutions at scale.

Because,

- Local authorities will have improved technical knowledge, leading to a more effective and locally-owned DS planning and implementation as they will have increased capacity and legitimacy as duty bearer and regulator of service delivery; as they operationalize and roll out strategies, systems, legal policies and mechanisms guided by evidence-based studies and assessments.
- DACs will have an active role in social accountability and have strengthened self-reliance and social cohesion of DACs through employment generation, service delivery and additional investments in target sites;
- Provision of integrated services benefiting both displaced and host communities will be sustainably financed and provided by diverse range of actors including authorities, private sector and community themselves;
- Private sector will be able to work in partnership with the community and local authorities to support service delivery, livelihoods, social and public infrastructure and other investment opportunities as there will be clear avenues to engage with the community and local authorities;
- Durable solutions will be available to a greater number of persons affected by displacement in the target locations.

The **aspirational impact** Saameynta seeks to contribute to: *“Promote the sustainable integration of displaced communities in urban areas by empowering governments to leverage value generated by urbanization and urban infrastructure investment and to increase DACs' self-reliance and access to sustainable basic services in three Somali cities (Baidoa, Bossaso and Beletweyne)”*.

The **more attainable programme goal** of Saameynta is: *“Investments toward mixed-use land development packages and urban public works will generate land value increments that, combined with advancements in land tenure security and employment will increase opportunities for self-reliance and access to social services hence contribute to durable solutions at scale in a DAC-inclusive way”*.

This is subsequently translated into two immediate outcomes, with their respective outputs.

The **immediate outcomes** are:

- 1) *Enhanced capacities of local authorities and DACs reinforce mutual accountability to plan, leverage and implement durable solutions at scale that reflect collective and area-specific priorities*
- 2) *Strengthened self-reliance and social cohesion of DACs through employment generation, service delivery and additional investments in target sites*

The **outputs** that are associated with each of the immediate outcomes are as follows:

Immediate outcome 1:	Enhanced capacities of local authorities and DACs reinforce mutual accountability to plan, leverage and implement durable solutions at scale that reflect collective and area-specific priorities.		
Output 1.1	Output 1.2	Output 1.3	Output 1.4
Preparatory studies and assessments are produced that include a gender and conflict angle	Strategies and legal provision are produced that include specific priorities of women, youth and are climate smart.	Institutions, governance mechanisms and tools are developed in the areas of land as well as inclusive and accountable governance	Technical knowledge of authorities and DAC members is enhanced.

Immediate outcome 2:	Strengthened self-reliance and social cohesion of DACs through employment generation, service delivery and additional investments in target sites.	
Output 2.1	Output 2.2	Output 2.3
Consultations between authorities and communities improve access to service delivery and livelihoods	Community funds and access to livelihoods support and empower DACs to implement community identified priorities secure increased economic self-reliance.	Development briefs increase the investment potential of target sites and enhance tenure security for vulnerable IDPs.

5.2 Summary description of the outputs. The seven different outputs, four related to Immediate Outcome 1 and three related to Immediate Outcome 2, are described in summary form below. For more detailed information see Annex D. It must be noted that for each output, a gender mainstreaming section provides elements that will be incorporated in the design, planning and implementation of the Saameynta activities.

5.2.1 Outputs related to Immediate Outcome 1

Immediate outcome 1:	Enhanced capacities of local authorities and DACs reinforce mutual accountability to plan, leverage and implement durable solutions at scale that reflect collective and area-specific priorities.		
Output 1.1	Output 1.2	Output 1.3	Output 1.4
Preparatory studies and assessments are produced that include a gender and conflict angle	Strategies and legal provision are produced that include specific priorities of women, youth and are climate smart.	Institutions, governance mechanisms and tools are developed in the areas of land governance, infrastructure investment, and well as inclusive and accountable governance	Technical knowledge of authorities and DAC members is enhanced.

Output 1.1: Preparatory studies and assessments are produced that include a gender and conflict angle.

This output provides for the core knowledge base that is required to inform specific legal and policy instruments and strategies (see the other outputs) as well as standard operating procedures to inform collaborative arrangements and assessments to inform capacity development activities. Some of these have begun during the programme inception phase, including (a) a Gender/Protection consultant to lead focus group discussions with government and communities in Baidoa and to strengthen gender and protection components of the programme, and (b) a GIS consultant to map properties (e.g. temporary and permanent structures), their properties wherever possible and land use in two selected areas of Baidoa with high proportion of DAC. This exercise facilitates entry points for preparation of planning consultations with community leaders, technical staff from local and state government entities and decisionmakers by identifying suitable vacant land, areas of land use conflicts, accessibility and connectivity patterns and environmental impact degradation. In addition, a training manual will be produced to link similar mapping exercises with validation and tenure security recording as part of STDM application. Although the work of both has started pre-Phase One, their work as well as further assessments will continue during the Phase One period.⁴² Investment in land and the financing of major public works and social infrastructure will require private investment. This output focuses on establishing the baseline for attracting private sector actors and investors who are interested in investing in the target cities.

The **main activities** include:

- Consultation processes, involving a variety of government and community stakeholders to formulate area-level durable solutions priorities. Map based analyses of socio-economic status of DACs and one assessment of land tenure security, functionality of urban services, housing and land markets,
- IDPs women and men ownership are ensured by creating multi-stakeholder partnerships and providing the evidence-base for stakeholders to identify land tenure security and socio-economic solutions.
- Analysis of the levels of tax revenues and expenditures at the start of the project, and collection methods. Analysis of the economic situation around area-based actions to identify opportunities for livelihoods stabilization and economic recovery.

The main **deliverables** in this output are:

- Area level outcomes formulated
 - Feasibility studies and assessments, including institutional capacity assessment on community engagement, planning and financial management
 - Map-based analysis of socio-economic status of DACs,
 - Assessment of land tenure security and functionality of urban services housing and land markets, including the identification and mapping of ethical investors
 - Outline of Fit-For-Purpose land administration tools to project location contexts
 - SOPs for private sector engagement in the delivery of public assets and finances
 - Baseline of the level of tax revenues and collection methods
- Value chain analysis and support to identify opportunities for suppliers of goods and services.

The information collected in this output will be essential to establish a solid M&E system for the project.

⁴² Due to the COVID-19 pandemic and associate travel restrictions, on-site field assessments and tenure security recording were impossible. Property and land use mapping were conducted through remote sensing.

Gender mainstreaming for this Output 1.1- Gender-responsive locally relevant and owned interventions identified

- IDP women's and men's ownership are ensured by creating multi-stakeholder partnerships and providing the evidence base for stakeholders to identify all land tenure security arrangements and socio-economic solutions. The scoping study is an essential component identifying women's right to property and land tenure
- Assessments to provide valid and specific data to ensure a deep understanding of local needs of women and men for public spaces like safe markets in the delivery of public assets and services and the context in which it occurs
- Capacity and engagement of DAC communities' women's groups on business planning, financial management and monitoring enhanced (# of capacity assessments conducted, training, for awareness raising, community mobilization)
- Sex-disaggregated data on access to select public facilities and services.
- Assessment (by sex and age) on community engagement, planning, financial management and M&E

Output 1.2: Strategies, policies and legal provision are produced that include specific priorities of women, youth and are climate smart.

Under this output city extension plans and neighbourhood plans will be drafted through participatory processes with wide stakeholder consultations and reflecting durable solutions for DACs as well as implementation and financing plans, are prepared. Support will be provided to Federal, state and municipal authorities to implement policies and strategies enabling upscaling of durable solutions at all levels, including for the purposes of monitoring impact of durable solutions. By-laws will be established on fit-for-purpose land and property registration developer exaction and other land value sharing tools (where needed), business licensing, and public financial management for adoption.

The main **activities** include:

- Public and Private area-based HLP (housing, land and property) management tools (Policies, Strategies, Guidelines, by laws, acts) are drafted
- Development of city extension and neighbourhood plans prepared through participatory processes and reflecting durable solutions for DACs, and related implementation and financing plans, prepared through stakeholder participation.
- Workshops are used to engage female and male key stakeholders in active reflections on the findings of the scoping study, its impact on women and men, girls and boys, to enable them to develop programmes with a specific set of results, based on the local context of DACs, vision, and joint stakeholders' accountability.
- Support to Federal, State and Municipal authorities enabling scaling up of durable solution at all levels in line with the National Durable Solutions Strategy.
- Develop by-laws on fit-for-purpose land and property registration as well as developing exaction and other land value sharing tool, business licensing and public financial management

The main **deliverables** in this output are:

- City development strategies and aligned area plans

- Implementation of scaling up durable solutions from Federal to Municipal levels in line with National Durable Solutions Strategy.
- Monitoring plans for Federal, State and Municipalities authorities are drafted.
- By-laws for FFP land administration including implementation plan ready for endorsement

Gender mainstreaming for this Output 1.2. Strategies and legal provision are produced that include specific priorities of women, youth and are climate-smart

- Programme design workshops are used to engage female and male key stakeholders in active reflections on the findings of the scoping study, its impact on women and men, girls and boys, to enable them to develop programmes with a specific set of results, based on the local context of DACs, vision, and joint stakeholders' accountability
- Gender review for fit-for-purpose property registration, business licensing ensured status and access of women and young women and men in place

Output 1.3: Institutions, governance mechanisms and tools are developed in the areas of land as well as inclusive and accountable governance

This output focuses on the establishment of the appropriate institutional arrangements and mechanisms that need to be in place to conduct the core actions foreseen in the project and creating the enabling environment to deliver land value capture. This will include the arrangements for citizen engagement, social cohesion and accountability, the establishment/strengthening of the land departments as well as the M&E systems. An adaptation and tailoring of the UN Habitat Social Tenure Domain Model (STDM) to each project location and context will assure informal and formal rights to be recognized and managed in the FFP land administration system. This will enable the administration to assess whether and to what extent these rights are legal or can be made legal over time. The objective of the fit for purpose (FFP) approach is to ensure security of tenure for all. The land administration system can then be upgraded and incrementally improved over time in response to social and legal needs and emerging economic opportunities.

The main **activities** that will be implemented are:

- Development of housing and infrastructure investment mobilisations tools (Consultations, Policies, Strategies, Guidelines, by laws, acts)
- Adoption of the CONSUL engagement platform to create a space for stakeholder consultations on financing of investment to support sustainable city development, as well as social and economic integration of DACs, with special attention to the particular need of women.
- Establish social cohesion and social accountability mechanisms in every Municipality to create a direct forum of engagement between DACs and municipal authorities.
- Establish or enhance land departments or local branches of lands commissions at district level, implementing city-wide community-based land registration oriented on GLTN fit-for-purpose land administration model incl. issuance and registration of tenure security documents for DAC.
- Gender inclusive plans that include public infrastructure, economic development, inclusive of women's economic empowerment in public spaces, and other measures in place with accompanying financing, and oversight mechanisms.

- Establish gender sensitive monitoring and evaluation systems in each Municipality and support capacity at the Ministry of Planning Durable Solutions Monitoring and Evaluation, with equivalent support provided in the relevant Federal Member States.

The main **deliverables** in this output are:

- Toolkits for social cohesion, social accountability and social accountability monitoring
- Training and engagement reports on social cohesion and social accountability
- Social cohesion and social accountability forums at Municipality level providing platforms for direct engagement between DACs and municipal authorities
- Capacity injection through development and application of ICT platform for Spatial Data Infrastructure, recruitment and training
- Gender sensitive monitoring and evaluation system in each Municipality
- Capacity building reports for gender sensitive monitoring and evaluation

Gender mainstreaming for this output 1.3 Institutions, governance mechanisms and tools are developed in the areas of land as well as inclusive and accountable governance

- Investments in the safety and economic viability of land tenure and property allocations are gender responsive with special attention to the particular needs of women
- Public infrastructure and economic development with special concern for creating economic opportunities for women in the renewed public spaces
- Building capacity of local governments to invest in engendering urban planning, including public infrastructure, such as markets, public transport, street lighting, social services, sanitation, that provide safety, and economic empowerment monitored for women and men and benefits for women and men within the DAC communities
- Gender-inclusive plans that include public infrastructure, economic development, inclusive of women’s economic empowerment in public spaces, and other measures in place with accompanying financing, and oversight mechanisms
- Capacity assessments conducted to identify gaps; budgets allocated, incentives & leveraging of partnerships with the private sector, M&E mechanism

Output 1.4: Technical knowledge of authorities and DAC members is enhanced.

This output focuses specifically on strengthening the capacities of the partners in the project in the core elements that underlie the strategic approach of Saameynta. The training activities – depending on options – will as much as possible be implemented on face-to-face basis and will be accompanied by individual and group pre-training testing, post-training review and individualised follow-up plans and integration of training packages into government system for capacity development (Local Governance Institute). During the action planning stage, the Durable Solutions Experts will help refine sustainability indicators along political, economic, and environmental and programmatic areas and these will be tracked during joint M&E exercises. The progress on these indicators and mitigation measures required would form part of the regular reporting shared with donors and partners (see also deploying Durable Solutions Experts above). Where feasible, mentoring and coaching follow-up will be provided.

The **activities** that will be implemented are:

- Technical capacities of property mapping tools (designing, planning, recording, and ArcGIS software,) enhanced
- Develop capacity of administrative, finance and housing departments to manage land value capture related transaction and revenue
- Issuance and registration of tenure security documents for DACs
- Develop the capacity of the relevant local authority departments on the on-line citizen dialogue/ engagement platform (CONSUL) for community outreach and social accountability and on financial literacy and fund management
- Capacity building for Local planning and decentralized service delivery Train DACs on foundations of local governance, online dialogue / engagement platform (CONSUL), financial management, funds management, saving schemes and investment plans
- Train community leaders, municipal authorities and courts to effectively resolve land disputes.
- Assist municipal authorities to perform economy and political analysis to provide local level political-economy analysis of areas of return to inform area-based planning
- Train DACs and authorities in the use of mobile technology to update the map-based socio-economic analysis of the DACs, the land tenure system, functionality of urban services, housing and land markets
- Socio-economic recovery & political participation of women are promoted including through capacity strengthening of women and provision of technical expertise to ensure institutions and processes are gender responsive and adopt durable solutions policies that further women's protection, participation and equal benefits

The main **deliverables** in this output are:

- SOPs for admin and finance department implemented
- Training package on land value capture policy development and land value calculation for admin and finance department
- Mobile technology data collection software (procured)
- Training reports on use of mobile technology by DACs and Authorities
- Updated map based socio-economic data and DAC services
- SOP between mediation committee and formal justice system implemented
- Training package on land, land conflict resolution and advancing women rights for land dispute committees, community leaders and municipal authorities
- Economic and political analysis on identify priority areas for capacity strengthening tailored to each local authority and generally day-to-day operational support to local authorities with focus on how to monitor tax collection practices and ensure that collection is done in a transparent and accountable manner
- Tenure documents for DACs

Gender mainstreaming for this output 1.4. Technical knowledge of authorities and DAC members is enhanced.

- An enabling environment for implementation of Saameynta commitments is created addressing attitudinal and cultural biases on women in citizen dialogue platforms Consultation through strong accountability frameworks and continued building of evidence-based advocacy will create an enabling environment for implementation of commitments

- The socio-economic recovery & political participation of women are promoted including through capacity strengthening of women and provision of technical expertise to ensure institutions and processes are gender responsive and durable solutions policies that further women’s protection, participation and equal benefits are adopted
- Women participate in and inform decision-making processes & gendered responses related to land management, saving schemes and investments plans through provision of expertise, capacity strengthening for women as well as those involved as gatekeepers and supporters to processes
- Women receive land tenure security documents

5.2.2 Outputs related to Immediate Outcome 2

Immediate outcome 2:	Strengthened self-reliance and social cohesion of DACs through employment generation, service delivery and additional investments in target sites.	
Output 2.1	Output 2.2	Output 2.3
Consultations between authorities and communities improve access to service delivery and livelihoods	Community funds and access to livelihoods support and empower DACs to implement community identified priorities secure increased economic self-reliance.	Development briefs increase the investment potential of target sites and enhance tenure security for vulnerable IDPs.

Output 2.1: Consultations between authorities and communities improve access to service delivery and livelihoods

One of the core elements of the overall approach in Saameynta is to establish or strengthen solid engagement arrangements between the various stakeholders and platforms where stakeholders can engage. For example, in Baidoa, there is a monthly Durable Solutions Working Group, chaired by the Ministry of Planning’s Durable Solutions Focal Point (former Mayor of Baidoa), where current Durable Solutions programs (Danwadaag, REINTEG, and peripheral agencies) convene monthly to discuss existing and future programs and to better understand government priorities. This working group represents a decent foundation, but Saameynta envisages strengthening this coordination and planning forum to include broader representation from other agencies (including longer term development programs and NGOs) as well as private sector participation as the working group discusses economic and social services available and yet needed in target locations. Here, it will be critical to integrate IOM’s Community Action Planning processes, which bring together local authorities and communities to jointly assess and prioritize durable solutions needs. To mobilize a broader array of stakeholders who may have an interest in durable solutions initiatives, in this output, it is also foreseen to organize Municipal Investment Forums specific investment opportunities.

On service delivery, the programme supports partnership with NGOs to help rebuild/renew social contract between local authorities and displaced populations. The aim would be of strengthening capacity of local NGOs and community-based organizations to support quality service delivery provision. Local NGOs can play an important role when it comes to participate in planning and consultation process leading to improved governance, rule of law, justice, and social cohesion. Community organizations and actors will also include those public- or private-sector actors who work in partnership with civil society to support community-based service delivery, for example local government authorities, community entrepreneurs and cooperatives. Some of the tangible activities

foreseen in partnership with NGOs are related to their support in helping provide feedback and to ensure that quality services are delivered as intended to beneficiaries. In the context of water delivery this would include for example monitor access to water especially by women, quality of water, and price) and price. In this regard the programme encourages participation of NGO in perception surveys, setting up real time feedback loops on service delivery, participatory budgeting, complaints mechanism, community consultation processes, including through the CONSUL Digital Platform.

The **activities** that will be implemented are:

- Conduct Municipal investment forums, with participants selected on gender-identified basis including private sector, banks, donors, to inform development briefs
- Conduct Community Action Planning with authorities and with DACs
- Support government counterparts to convene and facilitate coordination and collaboration forums, bringing in a broader array of stakeholders
- Support specific investment opportunities.

The main **deliverables** in this output are:

- Municipal investment forum reports.
- Service delivery plans – integrated into existing urban and city extension plans.

Gender mainstreaming for this output 2.1: Consultations between authorities and communities improve access to service delivery and livelihoods

- District and municipal action plans, with women and men participating in their implementation, in particular women’s organizations, must be adequately resourced and appropriate financing instruments in place
- Capacities of multi-stakeholder partners (private/public) to analyse the gender impact of their fund investments will be strengthened. Gender advocates and women’s organizations will be enabled to demand greater accountability for and transparency in government expenditures through enhanced capacity on gender incidence and impact analysis of budgets and advocacy.

Output 2.2: Community funds and access to livelihoods support and empower DACs to implement community identified priorities and secure increased economic self-reliance.

One of the key challenges that has emerged from the various reviews and assessments is access to sustainable finance for community activities as well as livelihood opportunities for the most vulnerable DACs. This output responds by establishing a community fund to catalyse investments in DAC-identified priorities, providing safety net arrangements and cash for work opportunities for the most vulnerable groups, as well as targeted demand-driven livelihood support for DACs. Here, we envisage that the funds allocated to support identified priorities may be catalysed by other stakeholders for their own fundraising. E.g. If Saameynta decides to support the grading of a road to facilitate safer and more efficient travel from DACs in point A to the city centre (point B), we anticipate that this investment may spur others to invest knowing that their funding decision is capitalizing on a Saameynta investment (a stabilization program may invest in solar street lights to further enhance security along the Saameynta-funded road, or traders may be motivated to establish shops along the road anticipating improved traffic. Further, through Saameynta, agencies and government partners will be proactively advocating for such complementary programming / investment).

With regard to livelihoods, Saameynta recognises that immediate livelihoods support is needed in the interim while land value benefits take time to be realized. Like the way in which infrastructure / social services priorities will be driven by community-based planning, similarly Saameynta proposes a demand driven livelihoods approach. By this, we mean that resources allocated under Output 2.2, Activity 2.2.4 should be considered as tools in a varied Saameynta livelihoods toolbox and will be utilized weighing the specific circumstances / applicability of identified DACs, while being grounded in the socio-economic mapping (Activity 1.1.2) as well as other existing assessments / research (¹ E.g. *Private Sector and Labour Market Assessment in Kismayo, Baidoa and Mogadishu, DRC/ReDDS, November 2018, and Market Opportunity Mapping in Somalia: A value-chain analysis and rapid market assessment in Baidoa and Beletweyne Provinces, ILO/Samuel Hall*). For further elaboration of Saameynta's livelihoods approach, see [ANNEX D-2: Detailed Description Outputs related to Outcome 2 as well as Annex 3: Business development and employment generation](#). Saameynta will also liaise closely with the Danwadaag programme, which has recently refined its livelihoods strategy and which proposes a similar demand driven approach. However, elements of both the Danwadaag approach and what Saameynta proposes include the following:

Concrete linkages with existing externally funded economic development / livelihoods initiatives (e.g., UNIDO's successful TVET model in Baidoa and integrated recovery and developmental approach to be prioritized by the communities may include: entrepreneurship support; supplying start-up kits for micro, small and medium businesses. To support national revenue and service delivery, the project may use the country system (national window) to channel parts of the funds related to infrastructure with built in fiduciary oversight mechanisms to ensure proper use of funds.

The **activities** that will be implemented are:

- Establish a governance model for community funds
- Procure items needed to implement priorities identified
- Provide safety net for the most vulnerable groups
- Provide a tailored immediate livelihood interventions to DACs, based on an integrated recovery and developmental approach with a particular focus on the most vulnerable
- Policies that eliminate discriminatory provisions and result in more gender equitable distribution of socio-economic benefits will be provided. In addition, institutional capacities of are gender responsive and public procurement management systems are strengthened.
- Gender responsive locally relevant and owned interventions identified. Safe community partnerships in place and inclusive of women in decision-making positions and accountability mechanisms
- Enhance the mutual trust and cohesion between host community and IDP.
- Provision of Grants for the creation of DACs-led social enterprises that generate employment and improved accessibility of services.

The main **deliverables** in this output are:

- Governance framework for community funds
- Training reports on Local Community Fund Mobilisation and Management
- Community Fund Management Structures and Systems
- Safety net provided for the most vulnerable groups
- Immediate livelihood interventions provided
- Entrepreneurship support; supplying start-up kits for micro, small and medium businesses

- Materials and infrastructure for WASH, durable housing models and other community priorities for improved access to basic services
- M&E training reports for community managed funds
- Cash for work interventions reports and impact assessments
- A Saameynta-specific livelihoods plan that clearly articulates the menu of livelihood support options
- Grants provided for the creation of DACs-led social enterprises that generate employment and improved accessibility of services.

Gender mainstreaming for this output 2.2: Community funds empower vulnerable DACs to implement community identified priorities and finance livelihoods:

- Policies that eliminate discriminatory provisions and result in more gender-equitable distribution of socio-economic benefits will be provided. In addition, institutional capacities of cash program is gender responsive and public procurement management systems are strengthened
- Gender-responsive locally relevant and owned interventions identified and implemented. Safe community partnerships in place and inclusive of women in decision-making positions and accountability mechanisms

Output 2.3: Development briefs increase the investment potential of target sites and enhance tenure security for vulnerable IDPs.

Investment opportunities emerge regularly, but often they do not materialise as attracting the investors is complicated. IDPs and their vulnerable host communities must not be left behind, they must be heard, and their active participation needs to be promoted. Elaborating ‘Development Briefs’ that outline investment opportunities, conducting and involving projects partners and authorities in local, national and international investment forums and events to raise awareness about the opportunities and network among potential partners in investment. Development briefs, set by the local authority, allow for profitable development and include technical standards and obligations on the development of social assets and services that benefit and respond to DACs and other vulnerable local communities.

The **activities** that will be implemented are:

- Conduct ‘Development Challenges’ where participants compete in response to development briefs and take the best briefs forward.
- Conduct and/or facilitate local, national and international forums for donor and private sector investment.
- Conduct (inter)national events or facilitate participation in relevant (inter)national events to present development briefs, specifically targeting the diaspora.
- Local authorities, women’s and community groups have the capacity to engage in development policy reform to respond to security and protection needs in public spaces; identifying adequate financing and oversight mechanisms to be in place; and with the capacity of local authorities to implement policies with gender-responsive policy analysis enhanced.

The main **deliverables** are:

- Development briefs with financial feasibility studies and tenure security relevant information
- Local and international forum reports for donor, diaspora and private sector engagement
- Financial records of revenues generated by the investment briefs and information upon tenure security arrangements for DAC
- Investment plans and delivery frameworks

Gender mainstreaming for this output 2.3: Development briefs increase the investment potential of target sites and enhance tenure security for vulnerable IDPs

- Local authorities, women’s and community groups have the capacity to engage in development policy reform to respond to security and protection needs in public spaces; identifying adequate financing and oversight mechanisms to be in place; with the capacity of local authorities to implement policies with gender-responsive policy analysis enhanced.

5.3 Ongoing activities

Consultations/ assessments have been done and/or ongoing are as follows:

Activity:	Status:	Progress:
One assessment to identify 1 - 2 additional implementation cities beyond Baidoa (conducted through missions to 3 - 4 possible additional locations, meetings with local stakeholders and one workshop).	Complete	A set of criteria to gauge the readiness of several cities affected by displacement to implement the project has been developed. The criteria include issues such as: IDPs vulnerability to disaster and climate change, urban-rural connectivity, presence of private sector, and readiness of local government and land administration to address land dispute and tenure security. The Cities of Baidoa (South West State), Beletweyne (Hirshabelle State) and Bossaso (Puntland State) were selected and endorsed by Government partners as project expansion sites, completing the number of target project sites to three.
Gender and conflict analysis expert	Ongoing	Started on Friday 9 th Oct 20 and will develop a gender-sensitive baseline data and M&E and supports the development area-level outcomes in each project locations.
Assessment on Map-based analysis of socio-economic status of displacement-affected communities (DACs) and land tenure security, as well as land administration tools including land and property registration.	Ongoing	Started 15 th September. Activities had to be reshaped as part of the assignment requires field visits and face-to-face engagement that with the present COVID-19 restrictions is not possible. The GIS expert is conducting a remote-based analysis of around 5,000 properties in Baidoa-North (Horsed) and Baidoa South West (Airport) with pre-dominantly DAC, land use mapping and determining basic functionality of urban services and housing. The two areas cover a size of 19 km ² . On-ground verification of remote-based mapping will be conducted in 2021, following the delivery of a specific training to record the land tenure arrangements together with community leaders in detail. The GIS mapping expert currently designs a training manual for land and property registration linked to STDM model with specific application for Baidoa.
Assessment of private sector readiness (including mapping of investors and for development of investment packages), SOPs	Suspended	Activity has not yet started because the assignment requires field visits and face-to-face engagement that with the present COVID-19 restrictions is not possible.

for private sector engagement in the delivery of public assets and services.		
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CHAPTER 6: Monitoring & Evaluation Framework

The results framework accompanying this project document as a separate attachment provides the basis for the M&E arrangements. The M&E framework design has been informed by lessons from previous interventions and the Saameynta indicators intend to contribute to the broader monitoring of the progress towards the global *Land at Scale* Programme, the objectives of the NDP, UNCF, the Sustainable Development Goals, and the IASC Framework on Durable Solutions.

At impact level, Saameynta will contribute to: *“Reduce the number of people living in forced displacement through leveraging value generated by urbanization and urban infrastructure investment to deliver durable solutions at scale in three Somali cities (Baidoa, Bosaso and Beletweyne)”*.

Saameynta expects to reach at least 25,000 IDPs and host community members directly – and 50,000 indirectly - per location.

[Link to national frameworks – the NDP 9 and the National Durable Solutions Strategy](#)

The [NDP 9 \(2020 – 2024\)](#) lists durable solutions as a cross cutting imperative with relevant indicators for the pillar of inclusive politics, security and justice, economic recovery and social development.

The National Durable Solutions Strategy is being developed at the time of writing and it is not possible to outline its indicators. Saameynta however intends to contribute to the achievement of the objectives set forth by the strategy and to the priorities of the National Strategy and the NDP9. This mentions 3 key areas:

- **Urban Planning:** transitioning from temporary IDP camps on the outskirts of major urban centers to a more permanent arrangement will require urban planning. This is needed to address a range of solutions, including building of schools and health clinics, city services (such as water and sanitation), housing, security, lighting, transportation, green spaces, gathering places and other facilities.
- **Education and Vocational Training:** many IDPs have relocated from rural settings where livelihoods were based in agriculture and livestock. Training programs for new vocational skills will be needed in the education system for both children and for adults in need of reskilling.
- **Rural Planning:** if IDPs are to return to their places of origin, the provision of essential services will be needed, including increasing the sense of safety and equitable access in communities better planned to meet environmental and economic shocks.

Regarding the last two points, the NDP points out that support to IDP’s who wish to resettle in their areas of origin will also be included “as the security and economic conditions of rural parts of the country improve”. Saameynta has made provisions to accommodate for urban returns and focuses primarily on the Urban Planning priority mentioned by the NDP9. However, planning for service provision in urban areas will also take into account the functional service area of each location, intended as the rural hinterland which maintain direct social and economic links to the city.

The proposed programme is fully aligned with the priorities and goals that are outlined in the UN Sustainable Development Cooperation Framework. Saameynta strongly aligns with the social development and inclusive governance aspirations of the NDP9, which will be reflected in the UNCF. This dimension of participatory, inclusive and responsive governance is a key pillar of the proposed programme, which contains several strategies and objectives to that end. It therefore seeks to overcome discrimination which IDPs and other vulnerable members of DAC's often face. This discrimination over-proportionally affects women and girls, and as emphasized in the UNSF, the programme seeks to provide particular support to those categories, while monitoring and evaluating the intended changes through a gender- and age-segregated M&E framework. With regards to UN-internal humanitarian – development coordination, the programme seeks to be an example of operationalizing the nexus across those dimensions as well as the peace pillar, through addressing challenges in all those sectors. The UNCF has not been finalised but Saameynta's priorities are devised to respond to the challenge of "mass displacement and urbanisation" which features among the factors that are currently undermining social development in the country and it is addressed by the UNCF outcome 4.4 which aims to strengthen "[b]y 2025, the capacities of local, national, and customary institutions and communities [...] to achieve durable solutions and increase the resilience, self-reliance and social cohesion of urban communities affected by displacement".

The programme supports the achievement of SDGs 1, 10, 11 and 16, with a cross-cutting focus on SDG 13 and SDG17:

SDG 1 "End poverty in all its forms everywhere", in particular contribute to ensuring that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property. Linked to that the project will also foster significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions.

SDG 10 "Reduce inequality within and among countries", namely contribute to reducing inequality between IDPs and host communities. The project also aims at empowering and promoting the social, economic and political inclusion of all, irrespective of age, sex, ethnicity, origin or any other status.

SDG 11 "Make cities and human settlements inclusive, safe, resilient and sustainable", which strives to build on rapid urbanization as an opportunity for more socially cohesive, developed and environmentally friendly cities. The project aims at helping to ensure access for all to adequate, safe and affordable housing and basic services, while upgrading slum-like areas and informal settlements. It also seeks to enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management, where civil society directly participates in those processes. It will also support building sustainable and resilient buildings utilizing local materials.

SDG 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels", in particular supporting the development of effective, accountable and transparent institutions as well as responsive, inclusive and participatory decision-making.

It also focuses on SDG 13 that requires urgent action to combat climate change and its impact through strengthening resilience and adaptive capacity in particular among women, youth, local and marginalized communities like IDPs.

SDG 17 Two key tenets of the Saameynta strategic approach leverage partners and networks and combine these with a strong area-based approach. Linkages with private sector actors, statistics agencies and the business sector will be essential to ensure the financing and attainment of the project priorities that are aligned with the above-mentioned SDGs.

The project's catalysing impact strives to indirectly contribute other SDGs, such as SDG 2 ending hunger and achieving food security, SDG 3 ensuring healthy lives, SDG 4 ensuring inclusive and equitable quality education, SDG 5 achieve gender equality and empower women and girls, SDG 6 ensure availability and sustainable management of water and sanitation, SDG 7 ensure access to affordable, reliable, sustainable and modern energy, SDG 8 promote sustained, inclusive and sustainable economic growth and SDG 9 foster innovation.

Link to relevant international guidance – the IASC framework on Durable Solution

The programme design takes into account guidance for example from the [IASC framework on durable solutions](#), which specifies that IDPs have achieved a durable solutions if they are able to enjoy without discrimination:

- Long-term safety, security and freedom of movement
- An adequate standard of living, including at minimum access to adequate food, water, housing health care and basic education
- Access to employment and livelihoods
- Access to effective mechanisms that restore their housing, land and property or provide them with compensation.

The results framework integrates [several indicators from across the categories mentioned above](#) to monitor and evaluate progress towards achieving durable solutions.

Land at Scale

Given that the intervention is complex and addresses governance and urbanization issues which go beyond the typical humanitarian sector that has been at the origins of the IASC framework, more guidance and indicators are needed for a comprehensive monitoring and evaluation approach. The Global Land Tool Network, hosted by UN-HABITAT, has provided a [number of useful indicators](#) for this programme. The results framework equally includes guidance from [the Land-At-Scale programme by the Netherlands](#).

Eighteen indicators included in the excel results framework annexed to this submission are directly aligned or are proxy indicators for the indicators included in the RVO *Land at Scale* project. An overview of the indicators relevant for the Land at Scale projects is listed below:

- Number of people (f/m/y) that enjoy secure tenure rights to land
- Number of people (f/m/y) with more secure and equal access to houses (which are climate resilient)
- Number of people (f/m/y) with improved access to basic services

- Number of law reforms (including bylaws, information management systems and tools) advanced at municipality level (% of law reforms that considers climate adaptation)
- Number of municipal land-related institutions strengthened or established
- Number of individuals with strengthened competencies to advance women's rights and gender equality
- Number of people (f/m/y) that are involved in activities that aim for improved secure tenure rights to land
- Number of land transactions recorded and accounted for
- Number of people (f/m/y) that are involved in activities that aim for improved secure housing rights
- Number of participants (f/m/y) in community trainings conducted
- Number of (inter)national land rights-related institutions supported: municipal land departments established
- Number of authorities and displacement affected community members (f/m/y) trained
- Number of people (f/m/y) with newly established relations and engagement with key government stakeholders in development and land planning and management processes
- Number of collective durable solution priorities (% which focus on women and youth) reflected in city- and area-development plans
- Number of land tools developed and applied
- Number of people (f/m) trained in conflict resolution skills
- Number of studies on drivers of conflict or political governance perception surveys conducted with NL support.

It must be noted that the data collected to monitor the indicators will be disaggregated by age and gender.

Monitoring – Resources and Means of Verification

In addition to the data that will be generated through the assessment included under output 1.1, Saameynta has made budget provisions for baseline, mid-line and end-line studies and evaluations (cf. Annex G. Several indicators at impact, outcome and output level will require baseline studies to define the targets for the implementation of the project.

Additional means of verification will come from project data, records of authorities, records of UN agencies and monitoring visits. Saameynta, in line with the National Monitoring and Evaluation policy and Durable Solution Monitoring and Evaluation Framework and provisions of other UN Joint Programmes, will support quarterly and annual government led joint monitoring visits.

6.1 - Goal and Outcome Monitoring Framework

Goal: Reduce the number of people living in forced displacement through leveraging value generated by urbanization and urban infrastructure investment to deliver durable solutions at scale in three Somali cities (Baidoa, Bosasso and Beletweyne).

Indicator	Baseline	Target	Means of Verification
Per city - direct impact on 25,000 vulnerable DAC members, of which 50% are women and girls and 50% men and boys; indirect impact on 50'000 vulnerable DAC members	0	25,000	Baseline, midline and end-line study and evaluation

% of DAC target population who are (re)integrated in the places where they live disaggregated by gender	TBD	TBD	Baseline, midline and end-line study and evaluation – based on initial LORA data collection.
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Intermediate Outcome: Major investments from private, government and bilateral institutions in land development packages for mixed use and in urban public works generate land value increments that can finance infrastructure work and durable solutions at scale for DACs in an inclusive way

Indicator	Baseline	Target	Means of Verification
\$\$ value of infrastructure and housing for DACs generated by leveraging land value capture per city Baseline: 0 Target: USD 3.5 million per city	0	US \$ 3.5 million/city	Project data, data collected by procurement transaction and accounting systems of municipality and partner agencies.
# of vulnerable DAC members reached as a result of successful investments from PPP (by housing)	0	4162 HH	Baseline, midline and end-line study and evaluation
% of DAC target population that feels integrated in the places where they live (m/f/y)	TBD	TBD	Baseline, midline and end-line study and evaluation – based on initial LORA data collection.

Immediate Outcome 1: Local authorities and DACs enhanced capacities reinforce mutual accountability and plan, leverage, finance and implement durable solutions at scale that reflect collective and area-specific priorities

Indicator	Baseline	Target	Means of Verification
# vulnerable DAC members with land transactions recorded and accounted	0	4162 HH 50% women	Project data, municipal records, KIIs with beneficiaries
% of city-level expansion plans that have been implemented	2	4	Project data, municipal records, KIIs, FGDs and Community Action Plans and Consul records
% decrease in land conflict	TBD	(TBD – ideal - 50%)	Baseline, midline and end-line study and evaluation
# of authorities, DACs and academia are engaged in the monitoring and evaluation of the area-based collective outcome process in a gender-sensitive way.	0	1800, 50% women	Project data; baseline, midline and end-line study and evaluation
% of DAC target population who believe decision-making on community affairs coordinated with local authorities is inclusive and responsive.	TBD	approx. 80% but TBD after the baseline	Project data; baseline, midline and end-line study and evaluation
# of vulnerable DAC members who report incidents of victimization when interacting with authorities and institutions.	TBD	TBD after the baseline	Project data; baseline, midline and end-line study and evaluation
% of vulnerable DAC members who believe that their agency over their own future has increased.	TBD	TBD after the baseline (+70%, 50%women)	Project data; baseline, midline and end-line study and evaluation
% of vulnerable DAC members who actively participate in community social or political forums).	TBD	TBD by baseline study (50% women)	Project data; baseline, midline and end-line study and evaluation

Immediate Outcome 2: Service delivery, participatory plans, development briefs, livelihoods and employment generation and cohesion within DAC's generate additional investments in target sites.

Indicator	Baseline	Target	Means of Verification
# of vulnerable DAC members employed in the formal and informal sector.	0	4,162HH	Project data; baseline, midline and end-line study and evaluation
% of DAC target population that report improved access to basic services. (water, sanitation, health and education)	TBD	25,000	Project data; baseline, midline and end-line study and evaluation

% of rehabilitated or developed community assets linked with markets and value chain	TB	At least 70% of community assets rehabilitated/developed are linked with markets and value chains	Project data; baseline, midline and end-line study and evaluation. Secondary data. Reliable/relevant sources from other actors, clusters or government
# of IDPs that benefit from entrepreneurship support; supplying start-up kits for micro, small and medium businesses	TBD	500 HH	Project data; baseline, midline and end-line study and evaluation
Number and \$\$ amount of major investments in public works secured per city.	0	USD\$ 3.5million	Project data, data collected by procurement transaction and accounting systems of municipality and partner agencies.
% of DACs with tenure documents (of which women).	0	4162 HH (50% women)	Project data; baseline, midline and end-line study and evaluation

6.2 Output Monitoring

The overview of output monitoring is presented in Section 8.3.

CHAPTER 7: Risk Management and Mitigation

This section provides a succinct descriptive overview of the three main categories of risk assessed for the implementation of the Saameynta project. These concentrate primarily on contextual, strategic and programmatic risks. A detailed overview of these risks, their drivers, potential impact, likelihood and mitigation in Annex B.

The **contextual risks** considered by the project design deal with structural factors influencing the national and regional context of implementation. These are: environmental shocks, pandemic related risks, security deterioration in project locations, political risks associated to elections and politicization of project funds, as well as lack of a formal banking systems to operationalize the transactions related to the revenue sharing function that this project supports. The likelihood of these contextual risks is rated high, and possible impacts include large populations movements, an economic slowdown that will limit land transactions and with lower-than-expected land value increments, a severe socio-economic crisis due to the loss of remittances and livelihoods, increased communal tensions, and limitations to attract ancillary funds for the investment briefs.

Saameynta has embedded in its design tools and activities that will contribute to the mitigation of some of these risks. These mitigation measures include, and are not limited to, the negotiation with authorities to earmark portions of land necessary for the land value sharing activities included in the project. Saameynta will leverage networks and area-based approaches to work on the mitigation of the social-economic impact of the pandemic and it will equally engage with rule of law and security actors on issues pertaining legal redress, and a careful security approach to the target locations of the project.⁴³ Issues relates to the risk of politicization of funds will be dealt with by planning over a multi-year timespan, and through clear and transparent communication on budget allocations in relation to the achievement of the project objectives. Detailed analysis of fraud risks will be presented at the end of this section. To conclude on contextual risks, in lack of a formal system to regulate the financial sector, best available standards and safeguards will be used, and these include mobile transfers, biometric data, and monitoring payments.

The **strategic risk** assessed by the project focuses on the inability of the current national land legislation to resolve disputes that may arise during the implementation of the project. The likelihood is very high, and affects projects dealing with infrastructure, shelter, housing and activities that entail physical land developments. The impact may entail increased land disputes, arbitrary re-zoning and land use, as well as increased forced evictions. As a mitigation, the project will leverage all synergies with interventions that look at re-building the legislative and policy frameworks necessary to mitigate land disputes. The project will, in addition, create transitional regulations such as by-laws (or documentation approved by authorities), fit-for-purpose land administration systems and social cohesion activities to mitigate the impact of increased land related communal tensions.

Stemming from this key strategic risk, is a set of programmatic risks specifically related to the land component of Saameynta. These include delays in transfer of ownership documents, pull factors generated from displacement affected communities' expectations for increased tenure security and services, soil degradation in relation to the allocation of land for the project, disputes arising from multiple claims to the same land parcel. The likelihood of these risks has been rated as high. The above-mentioned considerations on the use of land systems and regulations that this project aims at setting in place apply to this section. Other mitigation measures will take into account information coming from the assessments and community monitoring, that pertain issues related to increased pressures on scarce services.

⁴³ It must be noted that a security risk assessment of the Barwaqo site has been conducted and its findings and recommendations integrated into this project document.

The final part of this risk analysis zeroes-in on a medium-to-high programmatic **risk related to fraud, corruption and aid diversion**. The possible impact of this risk may compromise that the project funding is used for the attainment of its primary objectives. As part of the mitigation, Saameynta will draw on an extensive collaboration with the Risk Management Unit (RMU) of the Integrated Office. The RMU has an established presence in Somalia and it has rolled out several preventative actions to ensure timely and appropriate mitigation of aid diversion, fraud and corruption. These actions include the implementation of trainings on fraud, zero-tolerance policies and advisory services on fraud and corruption. Implementing partners will be capacitated to communicate concerns about suspected fraud, on the appropriate reporting channels and the understanding of independent third-party monitors. The RMU will be a resource for partners in the design and conduction of surprise spot-visits, organizing regular, special and forensic investigations, carry out joint audits etc. Saameynta will undertake regular revisions of fraud risk and adjust the mitigation measures accordingly. These include the set-up and adjustment of existing controls (e.g. separation of duties, rotations, independence of internal audit functions etc.) and screening measures. In this regard the Saameynta partners will make use of the CIMS database to vet partners, companies, board members and CVs.

Saameynta partners have also committed to undergoing a risk training at the onset of the project implementation in order to be well equipped to incorporate immediately tools and provisions to carry out risk mitigation at the various stages of project implementation.

CHAPTER 8: Governance Structure and Management Approach

8.1 Governance Structure

The Joint Steering Committee (JSC) represents the executive board of this intervention and will be chaired by the United Nations Deputy Special Representative of the Secretary General, Humanitarian and Resident Coordinator and by H.E. the Minister of Planning, Investment and Economic Development in their capacities of coordinating entities in the UN system and in the Government. Members of the JS Committee are H.E. the Minister of Interior, Federal Affairs and Reconciliation, H.E. the Minister of Public Works, Housing and Reconstruction, the Representative of the Swiss Agency for Development and Cooperation, the Federal Member State Ministers of Planning, Public Works and Interior, the Representative of the Embassy of the Netherlands, the UNDP Resident Representative, the IOM Chief of Mission and the UN Habitat Chief Technical Advisor. Teams supporting the members may participate in the capacity of observers with the sole purpose of facilitating the participation of the members.

Table 2 - Saameynta Government Partners

Government Authority	Management	Implementation and alignment with national priorities
MOIFAR	Steering Committee Membership	Project Focal Point, co-chair of PMU, and coordination & M&E of project implementation.
MPWHR	Steering Committee Membership	Project Focal Point, co-chair of PMU, and coordination & M&E of project implementation
MOPIED and Durable Solutions Secretariat	Steering Committee Membership	Oversight and alignment with National Plans & Strategies
NCRI	Steering Committee Membership	Oversight and alignment with National Development Plans & Strategies
FMS MOIs	Steering Committee Membership	Oversight on local project implementation
FMS MPWs	Steering Committee Membership	Oversight on local project implementation
FMS MOPIED and Local IDP and Refugee Commissions	Steering Committee Membership	Oversight on local project implementation
Municipalities	Steering Committee Membership	Delivery of activities

The JSC is tasked with making strategic decisions related to the implementation of Saameynta, including approving the yearly workplan and budget allocation. With a view of managing the programmatic risk of Saameynta, and mitigating related contextual, political and strategic risks, the JSC makes decisions on fund reallocation of activities based on the performance and implementation rate of the various partners. Should delays in the implementation of the project occur on the part of an implementing partner, the JSC may decide in favour of a transfer of funds to another implementing partner.

The JSC may appraise and decide on the inclusion of new members – whether they be Government Entities, contributing Donors or Implementing Partners in the Saameynta Joint Project Document. The Chairs of Saameynta will report on the progress of the programme whenever required by the SDFR and will provide presentations and briefings to the relevant pillars (particularly the ones on Economic and Social Development) whenever relevant. The Saameynta joint steering committee decisions will be shared by its members in relevant networks for Government, Donors and UN Coordination.

The JSC can hold ad-hoc meetings when requested by a majority of partners and meets at least every six months. The JSC meeting gathers in Mogadishu and facilitates online connection with other locations to ensure full participation of its members. Secretariat functions of the joint steering committee meetings will be executed by the United Nations Integrated Office and these include the preparation of the meetings, note taking and circulation of relevant materials ahead of the sessions. In particular cases the JSC will adopt simplified procedures for decision making to comply with necessities driven by the content.

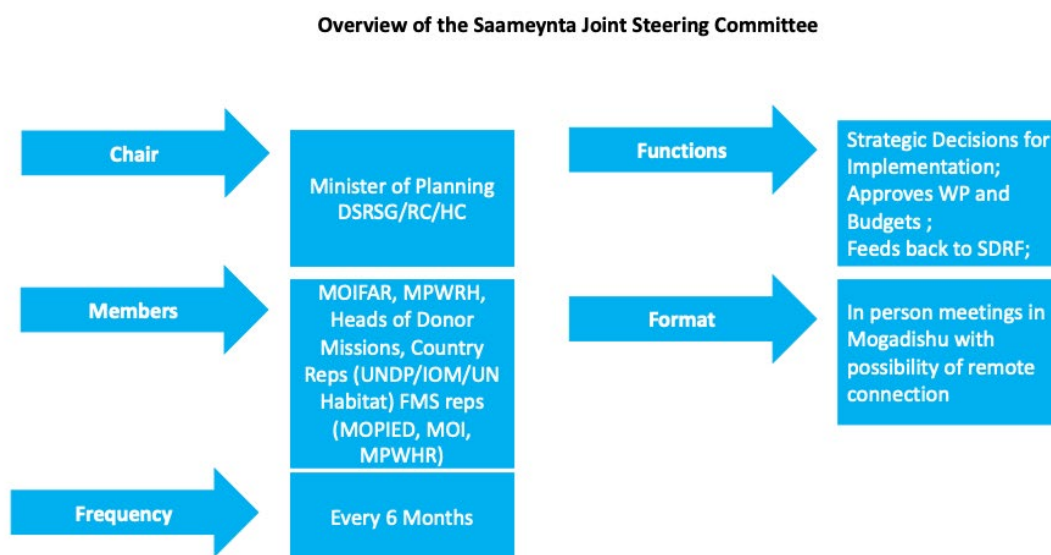


Figure 9 - The Saameynta Joint Steering Committee

8.2 Management, adaptation and simplified procedures

The complexity and interdependence of Saameynta warrant a strong integrated approach for the day-to-day management of the project. The Saameynta partners suggest holding combined inter-governmental and inter-agency project management meetings every two weeks. On the UN side, these meetings will include the project managers assigned by the agencies as main focal points for the project plus national project officers and implementing partners as required, while the Government will be represented by Saameynta funded focal points or others assigned by the respective FGS and/or FMS line ministries. The project management team (comprised of Somali Government and UN agencies) will hold regular meetings with local and FMS authorities in the Federal Member States where Saameynta is implemented at least every two months. To ensure strong overall implementation of the project, the partners suggest to budget for the position of a Project Coordinator, who will work closely with FGS counterparts to coordinate the program, while the FGS will coordinate with their counterparts at the FMS level. The FGS and FMS focal points and UN agency project managers focus on joint implementation of activities. The management meetings deal, among others, with the drafting of the annual joint workplan and budget as well as a risk analysis of the project. Documents, which facilitate decision making by the Joint Steering Committee (JSC), will provide an overview of the joint progress of the implementation of activities, a financial analysis of expenditure, and any new proposal for funds reallocations across agencies.

Beyond the preparation of key documents for the review and approval of JSC meetings, the Project Management Team (PMT) will play an important function of quality assurance and oversight of Saameynta. The Saameynta Government and UN agency partners will discuss methodologies for the implementation of activities, results obtained during their implementation and mitigation measures related to challenges. The PMT will also ensure that these initiatives are jointly carried out, and the Group will prepare and organize interventions related to joint implementation, data collection and monitoring. The PMT members will prepare donor reports on a six-monthly basis, in compliance with the regulation of the UN Multi Partner Trust Fund.

Programme Management Unit (PMU)

The Programme Management Unit, co-led by the Programme Coordinator and representatives from MoPIED, MOPWR and MOIFAR, will be responsible for reporting to the donors and will be the point of contact for donors and external stakeholders. The membership of this joint programme will delegate the responsibility for the recruitment and day-to-day management of the PMU to the lead agency managing this unit. Key responsibilities of the PMU include: 1) Developing and leading the necessary coordination structures for the Consortium while ensuring the inter-organization synergies and joint efforts; 2) Effectively manage partnerships between joint programme partners to ensure effective collaboration; and be responsive to joint programme partners requests for coordination support and needs; 3) Promote standardization of approaches and methodologies across all consortium partners by developing and monitoring use of common tools, as well as creating opportunities for experience sharing and learning; 4) Coordinate the development of all technical tools related to the joint programme; 5) Ensure effective engagement with other partners in Somalia; 6) Improving the monitoring and evaluation systems of partner's and to ensure appropriate adaptation, enhance quality and learning; 6) Ensure the project progress is effectively monitored through regular data collection, analysis of indicators and activities and documented with proper sources of verification; 7) Manage communications to external partners related to programme activities including the implementation of a communication strategy which highlights the joint programme's collective efforts; 8) Oversee and coordinate timely submission of reporting requirements to the donor and ensure all Partners of the joint programme comply with their reporting requirements; 9) Ensure proper documentation of all programme supportive documents for the projects (grants, beneficiary registration, land agreements, etc.) are recorded; 10) Represent Joint Programme and its interests with relevant government authorities and ensure collaborative cooperation with key government counterparts for effective implementation and towards achievement of durable solutions to displacement in Somalia; and 11) Advocating for specific issues and action, based on emerging evidence (e.g. on innovations).

Each FGS institution will work with its Saameynta partner counterpart on the implementation of the respective activities of the project based on their mandates as indicated below:

1. Ministry of Planning (MoPIED) – UNDP
2. Ministry of Interior (MoIFAR) – IOM
3. Ministry of Public Works (MoPWHR) – UNHABITAT

The Ministries will coordinate with their respective FMS counterparts on local implementation.

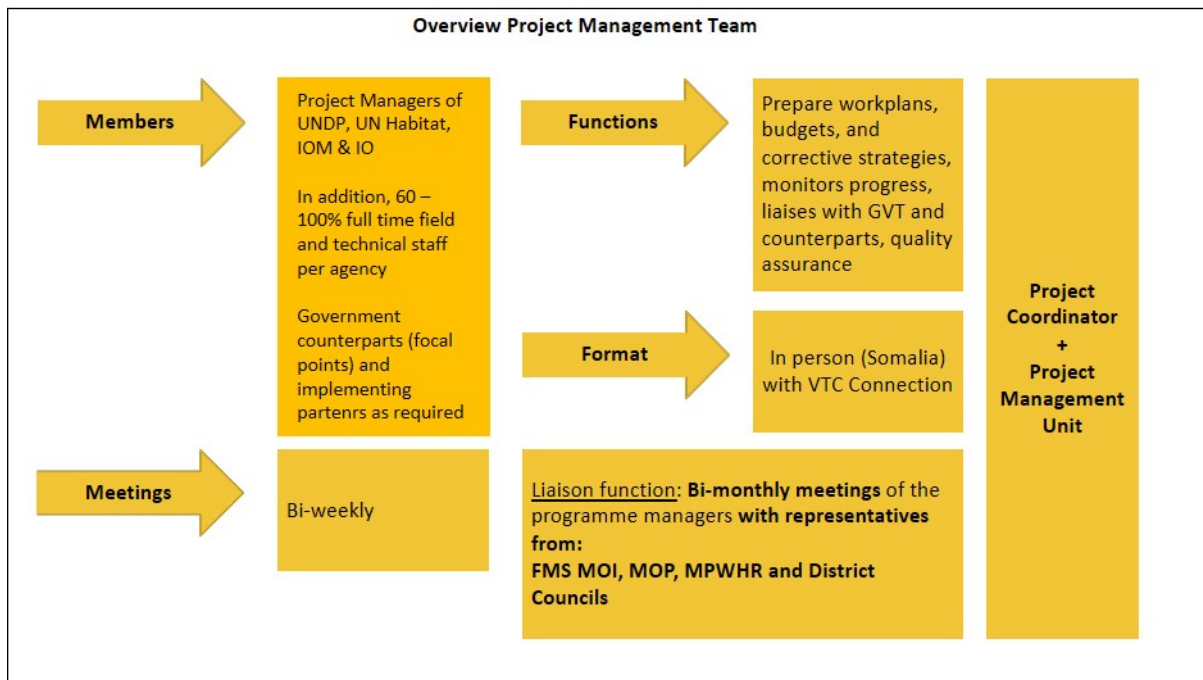


Figure 10 - Project Management Structure

Adaptive Management

The 2020 Covid-19 pandemic has demonstrated the importance of agile management of programmes that may also be subject to human made and natural disasters. Being cognizant of changing context and needs in Somalia, the project will ensure adaptive management through flexibility and responsiveness at the centre of the programme design. The programme will incorporate a six-month adaptive phase to comprehensively test the theory of change and assumptions with critical stakeholders, including government, local authorities and communities. The adaptive phase will ensure key staff in Government, UNDP, UN Habitat, and IOM have a collective understanding of durable solutions, the programme logic, social accountability, and government and local authorities' engagement. Regular meetings and learning sessions will be organized to ensure adaptive programming, as well as synergies and complementarities with other programmes that are contributing to durable solutions, such as Midnimo II, Dhulka Nabaada, Danwadaag etc. A strong emphasis on learning will ensure that the Joint Programme capitalizes on the significant added value of each partner.

Further, to guarantee the effective management of *Saameynta* throughout its implementation timespan, it is key that simplified procedures for decision making are available to the partners. These will primarily involve the JSC function as follows:

Virtual ad hoc Steering Committee Meetings: Experiences from past Joint Programmes has demonstrated that organizing in-person JSC meetings can pose a number of logistical challenges that sometimes result in the delay of sessions. In situations that justify an emergency meeting of the JSC, it is recommended to use virtual platforms for convening the participants and that any review and signature of documents be carried out online. Therefore, use of electronic signatures for document approval is highly recommended.

Adaptive learning and easy access to knowledge products: Will inform the executive decisions of the JSC. A common repository of knowledge and online platforms including all relevant documents will be established. This data will include, but not be limited to, analytics and knowledge products developed by the partners. The repository will give authorities and partners easy access to information on the displacement context and other relevant elements such as fluctuations in markets, impact of disasters that justify changes in the design and strategies of Saameynta.

8.3 Monitoring, Evaluation and Reporting

The overview below presents a summary of the M&E and Reporting arrangements.

Table 3 - Saameynta Monitoring Arrangements:

M&E and Reporting Overview			
Monitoring Activity	Purpose	Frequency	Expected Action
Baseline assessment	Baseline information will be collected which will be measured against over the course of the project	Once, within the first six months.	Baseline report will be available ⁴⁴
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. Results related to perception will be measured during midterm and final evaluation.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UN's Social and Environmental Standards. Audits will be conducted in accordance with UN's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. This learning will be shared with the available knowledge management and sharing platforms, which include those set up by ReDSS, GLTN or by the Land at Scale programme.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UN's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Performance Review Meeting	The implementers of the project will have quarterly performance review meetings to review progress made is to measure progress made implementation against expected output	Quarterly	Produce timely and high-quality, reliable, and routine project performance data. Identify challenges and outline corrective actions discussed and presented in the

⁴⁴The initial assessments, the review and data of the JMCNA and the focus group discussions conducted through the SDC component of the Project Initiation Plan were not sufficient to carry out baseline assessment for all indicators. Please also note that surveys and in person data collection were severely limited by Covid 19.

	In the quarterly review meetings all implementers will prepare quarterly performance reports, and present their planned vs achieved activities, progress against specified indicators, identify challenges and outline corrective actions on quarterly basis.		quarterly performance review meetings attend by all stakeholders
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Joint monitoring	Government led joint monitoring exercise will be undertaken at the end of every year during project time. the joint M&E will generate quality evidence on project progress made towards achievement of results, extent to which they were achieved, and the contributing factors affecting the achievement of the intended results or deviations and use of data for decision-making purposes	Annually	Produce comprehensive reports which will be presented and discussed in the first quarter review meetings by the project board and key stakeholders
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
Project Review (Project Board)	The Project Board will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.
Mid-Term Evaluation		End of Year 2	FGS partners, FSM anti-corruption units, civil society reps, private sector reps, development partners,
Final Evaluation		End of Year 4	FGS partners, FSM anti-corruption units, civil society reps, private sector reps, development partners

It must be noted that several indicators in the results framework express a target of 50% engagement with women civil servants in local administrations. It must be noted that to accompany the target set, Saameynta will abide by a strict do no harm policy, recognising that women's

empowerment needs to be supported by adequate frameworks of protection against any backlash driven by discrimination. Gender exclusion in Somalia is an issue that the Government aims at redressing, and one of its ramifications is the lack of female civil servants employed in Government Offices. Those targets may be revised based on the institutional capacity assessment conducted in the framework of Output 1.1.

8.4 Communications and Visibility

A communication and visibility plan will be prepared to ensure systematic communication to key stakeholders at different levels in Somalia. As part of the governance structure, the partners will report upon implementation of the communication and visibility plan regularly. Donor visibility will be ensured at trainings, public events, coordination meetings and national advocacy activities. This will include any of the Donors' policy related to the initiatives connected to this project, such for example, the Land at Scale programme which has a dedicated global communication strategy. Materials to publicise the partnership will include joint press releases (highlighting key milestones in the project) along with photographs, human interest stories and video reports featuring beneficiaries (that will be uploaded to the UN country office pages and global websites, for example GLTN) to demonstrate how the interventions have supported durable solutions in Somalia.

All printed material, including training materials, will display donor logos in line with visibility requirements. The UN and partners will ensure that all communication about this project including press releases, videos and calendars, advocacy and communication materials are disseminated amongst beneficiaries and external stakeholders mention the donor support.

8.5 Financial Management Arrangements

For the fund management of the Saameynta Joint Programme the UN Partner Agencies propose to adopt a pass-through management arrangement used in the framework of the United Nations Multiparter Trust Fund. The [UNDG Guidance Note on Joint Programmes](#) indicates that "pass-through fund management is currently the most commonly used modality for Joint Programmes. Under this option, two to five UN organizations develop a Joint Programme, identify funding gaps and submit a Joint Programme Document to donor(s). If the donor(s) and participating UN organizations agree to channel the funds through one UN organization, working with different national, sub-national and/or international governmental partners, then the pass-through modality applies."

The figure below displays the model for this arrangement.

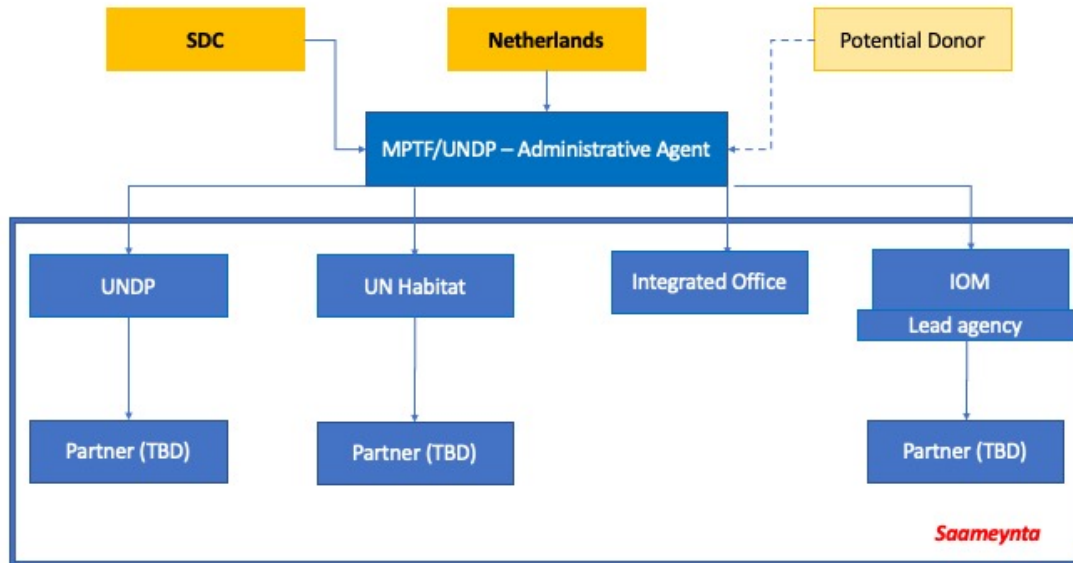


Figure 11 - Saameynta MPTF Pass through Arrangement

The Governance system regulating this financial arrangement is outlined in section 8.1 “Governance Structure”.

As IOM is the lead agency, the project will be implemented in line with the IOM legal arrangements as outlined below.

The International Organization for Migration (previously the Intergovernmental Committee for Migration) operates in Somalia through a basic agreement was concluded between the Government and IOM on 13 November 1983.

This project will be implemented by the Government and UN partners in accordance with the relevant financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UN shall apply.

The Implementing Partners/Executing Agency agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all subcontracts or sub-agreements entered into under this programme document.

Cash transfer modalities, the size and frequency of disbursements, and the scope and frequency of monitoring, reporting, assurance and audit will be agreed prior to programme implementation, taking into consideration the capacity of implementing partners, and can be adjusted in its course in accordance with applicable policies, processes and procedures of the participating UN organizations. For the Funds and Programmes, the provisions required under the Harmonized Approach to Cash Transfers (HACT) as detailed in their CPAPs or in other agreements covering cash transfers will apply.

8.6 Resource mobilisation and attracting resources

Saameynta will implement an adaptation phase with initial piloting and a test run of the theory of change in Baidoa. In the phase of adaptive management of the project which will run for the first six months from beginning of the activities, Saameynta partners will have an opportunity to continue to advocate, jointly with authorities, for additional resources in support of the implementation of the project. A joint resource mobilisation strategy will be presented at the second joint steering committee of the project and it will guide the request for additional resources. These may lead to new partnerships joining the project, and section 8.2 clarifies the various steps, which will be in accordance with the revised SDRF Operations Manual.

The second way in which the project will attract and generate funding will be through the implementation of the land value capture. If the activities are successfully implemented, they will generate up to an estimated US \$ 3.5million of additional investment, increasing the impact that the project will have on durable solutions for displaced affected communities.

8.7 Budget overview

Refer to Annex G

ANNEXES

ANNEX A: The landscape of international presence

Saameynta has the opportunity to converge several development outcomes so that actions related to achieving one will contribute to strengthening one or more others. There are particular synergies across outcome areas of resilience building, infrastructure development, sustainable urban development, IDPs durable solutions and strengthening local government. The World Bank led Somalia Urban Resilience Project (SURP) II allocates USD 112 million to support infrastructure investments in strategic cities. SURP supports resilience in cities, it strengthens local governance by putting people in the centre of decision making and demonstrates the effective role of local government in delivering services; it contributes to sustainable urbanisation, which can be a driver of economic and social development, it also addresses inequality and exclusion by focusing on infrastructure investments that help integrate displaced populations as well as the urban poor.^[1] It can further support the urban poor and displaced populations if increased land value resulting from infrastructure investment can be shared in a way that generates resources to build public assets such as social infrastructure and affordable housing. The UN Joint Programme on Local Governance (JPLG) aims to create a “local government system” that includes: (a) well-designed laws and systems for public procurement, budgeting, oversight, tax collection and other government functions; (b) well-trained staff with the administrative, financial and other skills needed to implement these laws and systems; and, (c) an empowered citizenry that is involved in decision making through regular discussion forums and consultation meetings in both towns and villages.

Key outputs include improvements in local services, such as new roads, schools and clinics; laws that define what local government is and that clearly delineate between local and central authority; accountable, effective systems for procurement, budgeting, planning and other government functions; increases in tax revenue for local councils; better-trained government staff who can operate systems for accountable planning, procurement, budgeting and service delivery; and, citizen participation and community consultations. These combine to strengthen local governance and improve the effectiveness in delivering services, which in turn also contribute to poverty alleviation, social inclusion, increased resilience, sustainable urban development, and provides local authorities with administrative tools needed to leverage land value towards achieving durable solutions at scale. Given the salience of land governance and dispute resolution, Saameynta will build on the current efforts undertaken by the Midnimo and Dhulka Nabada projects, which have contributed to community-based land dispute resolution, land governance and administration through the creation of land commissions (e.g. Baidoa), support for land office infrastructure, participatory land use planning and urban land legislation drafting and other key components of tenure security in Baidoa, which is one of the locations targeted by Saameynta.

Other programmes such as EU REINTEG contribute to a number of outcomes, including stability and security, economic and social development and IDP return. *Deliberate* effort to integrate initiatives such as land value capture to benefit DACs is more effective if infrastructure is built in proximity to sites targeting DACs. The groundwork achieved and being pursued by JPLG in urban governance and local administration is needed to generate durable solutions and can be beneficial if lessons learnt are captured and transferred to target cities of Saameynta. Saameynta will therefore navigate in detail

the landscape of international presence to identify all synergies related to the achievement of its objectives. Hopefully Saameynta will learn from both positive and negative experiences, thereby leveraging its skills to develop and investment in durable solutions for IDPs.

Synergies and Catalytic Effect so as to effectively Leverage and Involve the UN System and other Partners and the NDP

The Saameynta project is strategically positioned to build synergies with multiple UN and INGO programmes in Baidoa. For instance:

FCDO: The Saameynta project has already engaged with the FCDO Funded and IOM led Danwadaag programme - Enhancing Conditions for Durable Solutions for Internally Displaced Persons and Returning Refugees in Somalia programme to identify areas of partnership in Baidoa.

Danwadaag: Areas of collaboration with the Danwadaag programme include: (a) strengthening Government leadership and capacity to enable Durable Solutions processes at FMS, district and municipality levels, (b) increasing decision making, access and use of basic services by DACs and (c) increasing self-reliance of DACs through inclusive sustainable economic opportunities co-created with local private sector, development partners, diaspora and government.

UNICEF: In Baidoa on child protection, basic services such as education, health and WASH. Work with UNICEF on WASH including: 1) access to an improved water source, 2) access to sufficient water, 3) safe storage of water, 4) access to safe and dignified latrines, 5) access to environmental sanitation, 6) availability of hygiene products 7) access to hand-washing facilities. UNICEF supporting service also include delivery model such as primary school operations – and has successfully tested and financed state and local administrations in Somaliland in bringing the Urban Water Master Plans to live through a profiled coordination approach with other actors in streamlining activities with the ongoing World Bank Urban Investment Project as well as planned city extension Baidoa under UN-Habitat, and with the ILO led urban road and employment project in Baidoa.

World Bank Urban Investment Project / Urban Resilience Project: It further develops and implements planning strategies coming up from the planned city extension approach developed by UN-Habitat in collaboration with Baidoa Municipality; Saameynta partners and World Bank, Somalia team, have agreed to further support local coordination mechanism as already started in Baidoa. ;

ILO: ILO currently prepares a labour-intensive secondary urban road rehabilitation and employment project in Baidoa in a coordinated approach with the World Bank.

UNFPA: Will include protection from its Gender Based Violence through Ministry of Women and Human Rights activity that builds on the Somali Demographic Survey through the Ministry of Planning, Investment and Economic Development.

UN-Habitat: The Dhulka Nabada programme led by UN Habitat in partnership with UNDP, IOM and UNHCR will contribute to Saameynta's intermediate outcomes 1 and 2 by a) increasing access to justice, remedial and adjudication on land issues b) through an integrated framework of the various legal mechanisms guided by clear policy and legislation, to ensure coherence in resolution of disputes

and c) improving delivery of land administration and land rights services through institutionalization of appropriate infrastructure and information management systems. Further synergies are expected from collaboration with an upcoming project YOURS – Youth and Urban Regeneration in Somalia with Baidoa as a core intervention location and focussing upon livelihood for youth in the context of settlement upgrading and reintegration of DAC.

Joint Programme on Local Governance and Decentralized Service Delivery (JPLG): The Saameynta programme will also complement efforts under five UN agencies long-term programme (UNDP, UNICEF, UN-Habitat, IOM, UNCF) across all FMS to establish systems and structures for local governance including local resource and revenue mobilization, public finance management, local development planning and financing through Local Development Fund and upscaling service delivery modals, mainly in education and health.

In close collaboration with the FGS, Ministry of Interior, Federal Affairs and Reconciliation, JPLG has signed partnership agreements with all Ministries of Interior in FMS following agreed strategies and main implementation tools for district administrations. UN-Habitat and IOM under JPLG have a complementary approach in capacity building and system development with the state Ministries of Public Works, Reconstruction and Housing – urban planning, building permit processes, land administration, building codes, infrastructure technical specifications, procurement etc.

FAO: Strategic linkages with FAO are being brokered on livelihoods and job creation working through the Ministry of Agriculture, Fisheries and Livestock. In Hirshabelle and elsewhere, FAO supports an integrated flood risk and response information management system. FAO also undertakes detailed research on sustainable river and adjacent land management for utilizing agricultural potential to increase food production and also minimize the impact of floods and droughts as outlined in the NDP9 priorities. Especially for Beletweyne and its close hinterland, the land management related activities of Saameynta open up new avenues for synergies in urban and territorial planning and protecting arable land resources.

WFP: In Beletweyne, WFP has been very active in IDs profiling, livelihood assessments and support in the last years. Baidoa and SWS Durable Solutions Technical Working Group (DSTWG) was established by authorities in Baidoa, with the technical support of the Danwadaag programme. The DSTWG contributes to improved coordination and information sharing amongst all durable solutions, resilience and urban planning actors to maximize complementarities and synergies as well as support prioritization of value-added interventions.

Danish Refugee Council: Saameynta project will work with the Danish Refugee Council led programme on Promoting Durable Solutions through its Integrated Return, Reintegration and Resilience Support to Somali Displacement Affected Populations in Baidoa. Their aim is to increase demand for, and supply of, government services including social protection mechanisms to protect IDPs and returnees (particularly women and children) from violence and abuse as well as improve their access to shelter, clean water, employment and access to loans and savings.

Norwegian Refugee Council: Saameynta project will work with NRC to utilize their rich expertise in land tenure security arrangements in Baidoa and other locations across Somalia; also with regard to a wider range of tenure security arrangements such as applicability of rental housing arrangements

learning from a previous joint project with UN-Habitat in Mogadishu. Furthermore, recent advocacy work of NRC with regard to forced evictions in South West State will be utilized during the Saamenyta field assessments.

The NDP 9 covering 2020 – 2024 “prioritises durable solutions to long-term displacement” as one cross-cutting issue underpinning the four priorities and states that “Somalia’s IDPs are the group most deeply impacted by drivers of poverty”, therefore acknowledging that addressing poverty “will require the targeting of this most vulnerable group”. Among the priority interventions for IDPs is the provision of services, “including urban and municipal planning and vocational training more suited to their urban reality”. The NDP emphasises:

- **Urban Planning:** transitioning from temporary IDPs camps on the outskirts of major urban centers to a more permanent arrangement will require urban planning.
- **Rural Planning:** For IDPs who wish to return to their places of origin, the provision of essential services will be needed, including plans for safety and equitable access in communities to meet environmental and economic shocks.
- **Education and Vocational training:** for IDPs who return home will need agricultural and vocational skills that are better suited to sustainable farming, water management, high yield farming and new crop varieties. The NDP points out that support to IDP’s who wish to resettle in their areas of origin will also be included “as the security and economic conditions of rural parts of the country improve”. The proposed Saameynta programme is in line with the priorities as outlined in the NDP 9 and as anticipated for the National Durable Solutions Strategy.

SDG’s: The UN system in Somalia has commenced the development of a new Integrated UN Sustainable Development Cooperation Framework (UNCF) in response to the newly articulated Somali peace and development priorities as outlined in the new NDP-9. The new UNCF will become operational from the beginning of 2021 until the end of 2025.

UN Sustainable Development Cooperation Framework: The UN Sustainable Development Cooperation Framework supports a dedicated outcome on durable solutions and urbanization, which has also been endorsed as collective outcome for humanitarian partners. The outcome aims to strengthen “[b]y 2025, the capacities of local, national, and customary institutions and communities [...] to achieve durable solutions and increase the resilience, self-reliance and social cohesion of urban communities affected by displacement”.

The programme’s contribution to the SDGs and the UNCF is “the reduction of the number of people living in forced displacement through leveraging value generated by urbanization to deliver durable solutions at scale in three Somali cities”, targeting directly at least 25’000 IDPs and host community members directly – and 50’000 indirectly - per location. As such, the project primarily seeks to contribute to SDGs 1, 10, 11 and 16, with a cross-cutting focus on SDG 13.

Link to relevant international guidance – the IASC framework on Durable solution and GLTN

IASC: The programme design takes into account guidance from the IASC framework on durable solutions, which specifies that IDPs have achieved durable solutions if they are able to enjoy without discrimination:

- Long-term safety, security and freedom of movement
- An adequate standard of living, including at minimum access to adequate food, water, housing health care and basic education
- Access to employment and livelihoods
- Access to effective mechanisms that restore their housing, land and property or provide them with compensation.

Stakeholders' assessment, analysis and comparative advantage:

Saameynta Project is a partnership of **UNDP, UN Habitat, IOM, supported by the Integrated Office of the UN DSRSG/RC/HC**. The three UN agencies have come together across institutional boundaries to work on displacement in line with UN reform, One UN approach and the New Way of Working. The project strategic approach lays an emphasis on partnerships and works with the Government of Somalia, UN-agencies, the private sector, and civil society organizations to create the conditions for displaced persons to fully contribute to sustainable development.

The partnership aims at facilitating stronger coherence, teamwork, and mutual accountability. It is aligned with national priorities. It contributes to reduce transaction costs, enhance transparency, and more effectively integrate cross-cutting issues. The collaborative integrated efforts serve to reinforce and strengthen already existing national and local the capacities. The partnership puts displaced persons at the core of the programmes of poverty reduction (SDG 1), decent work and economic growth (SDG 8), and Inequalities (SDG 10). The comparative advantage of this partnership is derived from its partners' strong global and local experience in durable solutions for displaced persons and host communities. The partnership is an example of an integrated response to complex challenges in a context characterized by economic, social, institutional deficits accumulated over decades of crises and continued insecurity. It contributes to national and international community's effort to prevent, protect, and resolve forced displacement and pursuing new, innovative forms of financing.

UNDP brings its ability to identify sustainable development solutions for displaced persons and host communities. It builds on the existing rule of law conflict prevention programmes to improve access of displaced populations and host communities to justice, safety and security and human rights protection systems. Through the land governance interventions, the project partners create value for money for donors' financing and sustainability by aiming at generating at least US \$ 10.5 million in the 3 cities as revenue generated through the development briefs and the work on land value capture.

IOM helps convene a wide range of actors to focus on problem solving using its technical expertise in housing and urban development with urban poor communities, local authorities, financial institutions, providers of public services as well as national governments. IOM has emerged as one of the most engaged agencies in the durable solutions space in Somalia and leads a comparable consortium in Danwadaag. This is combined with the organization's flexibility and procedural agility.

UN-Habitat works directly and in collaboration with agencies working in crisis to respond to the urgent needs of the affected communities. In a Durable Solutions and Nexus context, UN-Habitat takes a position of leveraging humanitarian interventions and funding towards HDPN in order to ensure better recovery '*building back better*'. In Baidoa, UN-Habitat supports site planning for refugee and IDP camps to prevent slums from forming when temporary accommodation is replaced with bricks and mortar; planning camps as future urban extensions with adequate urban planning standards and tenure arrangements and local governance structures which facilitate eventual transformation from Camps into neighbourhoods / urban villages. In Mogadishu UN Habitat has supported the establishment of the first Durable Solutions Unit (DSU) under the office of the Governor of Banadir and Mayor of Mogadishu. The unit is responsible for coordinating and consolidating various solutions aimed at supporting displacement affected communities in the nation's capital. UN-Habitat supported the development

of a Durable Solutions Strategy (2020-2024) to provide a coordinated approach to displacement in Mogadishu in line with NDP-9.

Finally, the **Integrated Office**, given its mandate for UN system-wide coordination and custodian of the UNCF implementation, as well as based on its role of coordinator of the Durable Solutions Initiative, will ensure that Saameynta will maintain alignment with national priorities and international standards. Its coordination function will also strengthen the integrated approach and synergies that are essential for the achievement of the Saameynta main goal.

ANNEX B Risk Analysis and Mitigation

Risk Description	Risk Drivers / Impact	Risk assessment	Risk Mitigations
Contextual			
Environmental shocks	<p>Somalia is prone to continuous environmental shocks and extreme weather conditions – such as long periods of drought, erratic rainfall, disruption to the monsoon season and flooding, strong winds, cyclones, sand and dust storms. As such, the selected project sights might be affected from such conditions which can influence reallocation of funding from durable solutions projects to emergency response, they can trigger larger population movements that may increase the possibility of the land assigned by the government for Saameynta and other infrastructure project to be squatted. Even though Somalia has learned from the past natural disasters, it is critical that the project learns from the past to avoid any mistakes which has caused life loses. The project should recognize the impact of climate change as a cause of displacement and a contributor to increases in conflict and instability. Systems for land management should also support to the extent possible the management of the consequences of environmental shocks.</p> <p>Impact: reallocation of funds from durable solution to emergency/humanitarian response; larger population movement; land allocated to the project may be squatted; loss of lives;</p>	<p>Likelihood: Likely Impact: Major Risk Rating: High</p>	<ul style="list-style-type: none"> • Engage authorities to earmark a portion of land and conduct environmental studies to see if the soil, terrain is appropriate for residential/commercial and rural use and identify any potential impact on biodiversity. • Identify areas where environmentally friendly infrastructure projects that can boost the land value will be implemented. • Identify opportunities brought about by the increased service delivery associated with the emergency response. • Rely on PRMN and DTM to monitor influxes and populations movements • Identify suitable areas for accommodating unexpected or immediate huge influx of DAC ('emergency shelter settlements') and propose to government counterparts and resp. stakeholder coordination platforms
Pandemic related risks	<p>COVID-19 may present challenges during the initial stages of the project (designing, approval and project initiation stage) which may also have a long-term consequence on the project, such as: Delay in the project design and approval; Delay/suspension of the project during pandemic; Insufficient funds mobilized for the project; Limited or no access to the project site during COVID-19 pandemic; Risk of community spread of infection. Since the month of July 2020, there has been cessation of reporting of infections and deaths, which creates which raises the risk of being blindsided by COVID-related events. There is also a feel of denial of the pandemic at large, as such avoiding the protective measures.</p> <p>Impact: commencement of the project may be delayed; project may not reach the intended outcomes; loss of trust</p>	<p>Likelihood: likely Impact: Moderate Risk Rating: High</p>	<ul style="list-style-type: none"> • Work closely with partners to finalize project formulation. • Undertake virtual consultations to collect inputs from all stakeholders. • Organize virtual review and endorsement. • A resource mobilization plan shall be developed. • Undertake monitoring of activities using GPS/GIS pictures. • Build strong networks with partner organizations with presence on the ground.

	and credibility of the government authorities and the project itself.		
Security deterioration in the project locations	It is possible that the security situation may deteriorate during the elections, due to armed clashes, or clan conflict. Violence may cause further displacement, impede reconciliation processes, exacerbate competition over natural resources, create a prolonged sense of injustice or prejudice among IDPs, and thereby undermine the achievement of durable solutions. Thus, securing justice for IDPs is an essential component of long-term peace and stability.	Likelihood: Likely Impact: Major Risk Rating: High	<ul style="list-style-type: none"> • A security risk assessment conducted on the Barwaqo site (2019) has shown that engagement with local police to protect the site reduces the risk to expose DACs to extremism violence. • The project will refer disputes to legal assistance services and ADR whenever possible. • The project will also coordinate with UNDSS on the security updates and follow its instructions as necessary.
Political risk / risk of politicizations of project funds	National and State elections can lead to politization of funds, potentially influencing the choice of investment or the speed of delivery. Politically motivated decision by authorities may lead certain target locations marginalised. With heightened political activity during the second half of 2020, the project considers potential of these political movements may be influencing the program design including selection of project locations to serve political agenda. Impact: Increased political competition: funding deviates from planned and equitable allocation and is instead along political cleavages and faultiness between key actors, reducing outcomes and longer-term impact; reduced trust and credibility	Likelihood: Possible Impact: Moderate Risk Rating: High	<ul style="list-style-type: none"> • Provide strategic guidance on project outcomes, outputs and activities, available resources, capacity of counterparts for roll-out. • project priorities should be presented with sufficient framing justifying allocation decisions • Support development and dissemination of credible, comprehensive data sets to inform decision making • Greater shift towards multi-year planning
Lack of formal banking system	Lack of a banking system in Somalia remains a key risk to the sustainability of funds flows to the government and other beneficiaries. Impact: Breakdown in existing disbursement channels delay important disbursements to beneficiaries	Likelihood: Likely Impact: Moderate Risk Rating: High	<ul style="list-style-type: none"> • In absence of formal system, use agreed, interim systems and procedures (best available standards & safeguards); mobile transfer, biometric data, monitoring of payments etc.
Strategic			
Strategic Risk that the 1975 land law may be unable to legally solve land disputes	1975 land law is the main legal framework which guides land property and land disputes, which may represent its limitations on land administration and implementation of law. However, it refers to a constitution that is no longer in use. Impact: There is a significant impact of increased disputes, forced evictions and arbitrary re-zoning and land use.	Likelihood: very likely Impact: Major Risk Rating: Very High	<ul style="list-style-type: none"> • Wherever possible and particularly in South West State promote and support the development approval by the Regional Assembly of an Urban Land Law and implementation steps by the government. • Supporting transitional regulation such as bylaws, using the fit for purpose land administration system created by the projects to make those provisions implementable in a fair and effective way. • The project will monitor the compliance with the existing law and/or any amendment to the law and guide the government authorities accordingly. • A thorough detailed risk plan will also be developed jointly with the national/local authorities to reduce the residual risk to High.

			<ul style="list-style-type: none"> • Make use of current policies and provisions passed by the FGS and FMS authorities that refer to land governance, for example the National IDP Policy, and the National Evictions Guidelines.
Unconstructive federal-regional dynamics	<p>Ambiguity in the federal relationships between FGS and FMS remains challenging, such as the elections model, constitution process, fiscal arrangements and coordination of the justice system, indicating that roles are not yet outlined. Breakdown in relations, reluctance to participate in / achieve consensus, and inability to collaborate on projects, thereby slowing or stalling implementation.</p> <p>Impact: Projects and programs operating across Somalia could be affected if states declare a suspension of relations affecting disbursement to emerging states via the CBS</p>	<p>Likelihood: Possible Impact: Moderate Risk Rating: High</p>	<ul style="list-style-type: none"> • Monitor dynamics between the federal government and the states that are project targets and discuss with technical staff at both central and local government to facilitate approval and implementation process • Ensure regular engagement with authorities from central and local government and keep all the parties informed on the progress and challenges.
Programmatic/Operational			
Possible delays in the transfer of land ownership	<p>Numerous challenges to privatisation of land and its gifting to IDP's over residents. Tensions may arise from the parcel/assets/housing distribution process; from the acquisition of ownership documents (who in the family?) and from the duty of maintenance. Lack of clarity on land rights transferability and tenure can lead to increased disputes.</p> <p>Impact: lack of clarity on land rights transferability and tenure can lead to increased disputes and communal tensions.</p>	<p>Likelihood: High Impact: Major Risk Rating: High</p>	<ul style="list-style-type: none"> • The project will create accountability mechanisms on land rights and allocation of assets, ensuring that this process includes vulnerable groups, and has a sufficient oversight of international partners to ensure that international standards, do no harm and protection principles are upheld. • Ensure by-laws have proper provisions that are enforceable and consider a plurality of land rights, to protect people who are not able to afford the formal system. • The land value sharing models could also articulate if some of the aspects related to maintenance and servicing of the houses. This may be linked to activities related to investments (e.g. maintenance of common social infrastructure; synergies with other projects (e.g. JPLG local development funds or social delivery models); revenues raised by the government as a direct result of the action.
Possible risk that the project may not provide expected results for IDPs if the root cause of displacement is not addressed	<p>Socio-economic integration. It is important that attention and cooperation with other partners remains an ongoing process to address drivers that cause displacement of populations. The provision of housing may in fact increase risks of further displacement, as homes and land become more attractive to others, especially if land values increase. Displacement may increase, due to COVID -19, climatic shocks and conflict. The migration patterns have indicated in the past a net preference for rural to urban migration, also as a result of unmanaged environmental shocks, it is not known</p>	<p>Likelihood: Likely Impact: Major Risk Rating: High</p>	<ul style="list-style-type: none"> • Project starts on small scale / piloting stage • Draw lessons during piloting stage • Analyse bottlenecks to and accelerators of local integration • Ensure that there are solid agreements and partnerships around how this project will benefit the most vulnerable groups. • The project will select ethical investments and behaviour and it could create a code of conduct that integrates a strong protection framework. • Ensure visibility on the win-wins for multiple stakeholders: private sector, local government, populations (hosts and displaced)

	<p>yet whether a health emergency like the spread of the pandemic can influence those patterns.</p> <p>Impact: The project objectives may not be achieved according to the plans and would exacerbate the trauma of those originally displaced. Possible conflict/land grabbing;</p>		<ul style="list-style-type: none"> Engage the government within the Joint Steering Committee framework to encourage authorities to reprimand opportunistic behaviours (such as forced evictions once a site has been upgraded by the project). Proper land tenure documentation for IDPs in combination with access to justice and land dispute mechanisms. Project emphasizes the need to create the enabling environment to properly manage displacement crises.
<p>Compromised safety due to soil degradation and other environmental risks</p>	<p>The project contemplates scenarios where public land is made available or is recovered through legislation systems and tools but may cause harm to the safety of target groups, and undermine investments made in that location. Construction on land that is inadequate for residential purposes may harm the safety of the residents, and in general undermine the investment on infrastructure which may collapse. In addition, the land could be located far away from services and it may risk to isolate and separate displaced households from economic opportunities, basic services and public offices.</p>	<p>Likelihood: Possible Impact: Moderate Risk Rating: High</p>	<ul style="list-style-type: none"> The project will set up the systems necessary to develop land that is adequate for the construction of new neighbourhoods, for example through socio-economic and environmental impact analyses. Standards of the land required to be set up at the start of the project in line with standards for settlement planning and / or administering IDP sites The local authorities commit to make available land that meets minimum standards for residential and mixed use based upon participatory planning exercises and field assessments. Use of existing guidelines implemented by Clusters which entail site assessments, de-congestion guidelines etc.
<p>Possible delay in obtaining transfer of property to the community / IDP</p>	<p>Taking into consideration the challenges that may be faced due to the 1975 land law, the authority and capability to comply with the existing law, despite the gaps that it presents, and the impact of other risks mentioned in this matrix, the project will monitor and assess the situation on the ground to be able to develop accurate mitigation measures to reduce the risk.</p> <p>Impact: conflicts and dispute over land will arise</p>	<p>Likelihood: Likely Impact: Moderate Risk Rating: High</p>	<ul style="list-style-type: none"> The project will incorporate into bylaw and fit for purpose land administration systems provisions that consider plurality of tenure rights the project will also try to facilitate land transaction by creating tenure models that enable target groups to own and sell land when they want and if they need to. The project will engage with the formal and customary justice system to ensure that disputes in this process are peacefully transformed.
<p>Possible risk of more than one owner may exist for the plot of land assigned to the project</p>	<p>There may be a possibility that local authorities issue two documents legalizing ownership over the same plot of land, or one document over land that is already legally owned by someone else.</p> <p>Impact: conflicts and dispute over land will arise</p>	<p>Likelihood: Possible Impact: Major Risk Rating: High</p>	<ul style="list-style-type: none"> The project is informed and has processes in place to deal with these transactions and formalize them in a way that does not create conflict or harms target groups and local populations. The project will incorporate into bylaw and fit for purpose land administration systems provisions that consider plurality of tenure rights The project will also try to facilitate land transaction by creating tenure models that enable target groups to own and sell land when they want and if they need to. The project will engage with the formal and customary justice system to ensure that disputes in this process are peacefully transformed.
<p>Challenges in securing integration of the IDPs in the new land</p>	<p>Resettlement of IDPs in new locations increases the demand for additional resources, increasing pressures on scarce services and communal tensions. This is further complicated by the lack of capacity in managing environmental shocks and natural resource distributions.</p>	<p>Likelihood: Possible Impact: Moderate Risk Rating: High</p>	<ul style="list-style-type: none"> The project has a strong focus on social cohesion. Methodologies to support social cohesion have been devised by durable solutions interventions such as Midnimo and Danwadaag and have been adapted to reconciliation processes in newly liberated areas.

	Impact: Reduced resources; Tension and conflict between the IDPs and hosting communities		
<p>Risk of aid diversion, corruption, poor tracking of payments, lack of settlement system, etc.</p>	<p>Due to its nature, the project may be prone of different forms of fraud and corruption, which remains high</p> <p>Potential drivers:</p> <ul style="list-style-type: none"> • Recipient/IP risk management procedures and/or failure to adhere to procedures (based on the partner assessments and risk assessments the partner risk rating remains significant to high) • Weak internal controls • Non-standard accounting procedures • Failure to observe the need for financial transparency /accountability • Failure of Government to implement improved financial procedures • Government (federal and state) pressure to participate in procurement processes (UN, NGO, etc.) • Extensive links between political/business/NGO communities • Limited pools of contractors/IPs • Lack of robust regulations • Lack of / high cost of access to monitor • Limited audit firms operating in Somalia and the credibility of the financial statement <p>Impact: Reduced impact; Funds do not reach intended recipients; Damaged reputation and reduced trust for the UN, donors, government; Contractors do not fulfil contracts.</p>	<p>Likelihood: Likely Impact Major</p> <p>Risk Rating High</p>	<ul style="list-style-type: none"> • Anti-fraud training (such as provided by the RMU) to ensure employees understand what constitutes fraud, what a zero-tolerance policy is, and employees know where to seek advice, should it be needed. • Fraud Reporting Mechanisms. The IPs and the project teams shall be taught how to communicate concerns about known or suspected fraud; introduce multiple reporting channels (e.g. independent, third party means) such as telephone hotlines, email, and the provision of trusted local ‘confidants’ • Publicized Perception Methods. Application of aggressive measure against fraudulent conduct; surprise visits, regular, special and forensic audits, investigations; The coordination of joint audits/inspections by UN AFP’s will make this process easier to achieve. Inform the stakeholders that information on fraudulent behaviours and findings are shared with stakeholders aware that any fraudulent behaviour will be reported and shared between agencies. • Management Responsibility. Project management shall undertake continuous oversight of controls on procurement, accounts, transactions, project results in accordance with the organizations requirements and additional risk mitigation measures, information sharing and face consequences of fraudulent behaviour. • Fraud Risk Assessments. The project will undertake regular reviews on the risk of fraud and adjust the mitigation measures accordingly. • Anti-fraud controls. Many IP’s in Somalia fail to comply with generally accepted accounting principles (articulated by standards such as COSO). Some of these controls include enhanced internal controls and separation of duties, rotations, and the independence of internal audit functions without undue influence from management. • Screening Processes. Vetting of the partners, board members, and their key personnel vetted against the RMU CIMS database, and if necessary, subject to further analysis by the RMU. Verification of CV’s, along with recommendation letters and verification of the authenticity of the documentations submitted by partners.

ANNEX C: Business development and employment generation

While it is generally recognized that Somali citizens are business savvy, those actually creating a new business face multiple challenges:

- While many people are conversant with trading, only few people are conversant with business management in terms of HR management, financial management, legal and regulatory arrangements, marketing, etc.;
- Business development services are virtually absent in Somalia and especially start-up enterprises find it very difficult to source legal advice, marketing support, product design, accounting and other services; chambers of commerce where existing are still not yet in a position to perform their specific role;
- With the collapse of the educational system, skills development has stalled, and many (starting) enterprises find it difficult to find capable staff;
- With very limited local industry, most of the machinery and products are imported, which increases costs and requires established networks with importers;
- Costs of doing business in Somalia are extremely high when it comes to basic commodities like power, water; but security costs including protection money are also a decisive factor;
- While access to finance is improving, most starting entrepreneurs face significant challenges to access credit; especially marginalized people like IDPs.

Many of the local enterprises are based on trading or local transport and often copying successful small entrepreneurs in the near vicinity, leading to oversupply in the market and pressure on the margins.

Although Somali citizens are known for the business acumen, it is safe to assume most citizens are not looking for doing business but prefer to be employed. Especially in the case of IDPs, their competitive advantage in the labour market is very limited with the majority having only limited education and no specific skills to offer in the market, resulting in very high levels of unemployment.

Although women are very active in the private sector and in business development, there is a structural tendency that places them in a disadvantaged situation, for instance related to access to training, access to finance, and independent networking and socializing for employment or business opportunity. The project will not only ensure an as close as possible participation rate of 50% of women in the activities, it will equally develop dedicated activities to support breaking down barriers related to women in employment and business development, for instance through supporting women associations of business or worker interests or stimulating banks to develop finance arrangements that are easily accessible to women.

Over the past few years a number of approaches have been developed to address these challenges and that fit well with the Somali context. These approaches are proposed to be explored more systematically in the context of the diaspora dominated settlements and those with displaced communities.

Employment generation approach

Two factors dominate the success people have in finding employment:

- The individual characteristics in terms of marketable skills, and
- The network people have to contact potential employers.

Skills development programs have been implemented for several years in Somalia, and they are generally successful. The YES evaluation found that the large majority of participants in TVET type of programs have improved their income situation significantly. The success rate seems to further improve if skills training is accompanied by introducing participants into the labour market through training on presentation, CV drafting, interview skills, and by providing internships as well as counselling and mentoring support. Although the evidence is somewhat scanty, it seems that those skills training programs that have prior arrangements with potential employers focusing on training content (to ensure alignment with demand) and internship arrangements do very well. This networking can be further complemented by dedicated job-fairs, virtual job-placement arrangements, etc. While through networking the scale of impact is expected to be increased significantly beyond what can be realized by relying on internal project resources

alone, activities like the construction of housing and community facilities that will be directly supported by the project will provide for sizeable employment opportunities.

Business development approach

The experiences from the past few years concerning business development have revealed that the ecosystem in which businesses are developed in Somalia remains very challenging.

Supporting and stimulating citizens to develop their business ideas into viable enterprises requires more than training alone. Below, a selection of services (aspiring) entrepreneurs require to be successful in their aspirations are highlighted. In all cases, the way in which these services are to be made available will be tuned to the local settings and grounded in local opportunity.

Business management skills

Many (aspiring) entrepreneurs have very limited understanding what is required to run a business. Knowledge concerning personnel management, accounting, legal and regulatory arrangements, product design, marketing, customer services etc., generally is very low. The project, in cooperation with other initiatives and integrated in the overall approach will provide a training and support set-up that will provide these services.

Product identification and development

Many (aspiring) entrepreneurs have a generic interest to start a business, but do not have very elaborated ideas about the product they wish to produce and sell. Others start their business with an initial idea about the product they wish to put in the market. Often however, these entrepreneurs have very limited information on whether or not the product is a viable product in terms of demand, competition, production costs in relation to selling price, etc. The risk of failure in such a situation is significant.

Building a business is about proposing a product in the market that finds sufficient interest in the population to be profitable. The way in which a product can be identified and developed can of course simply be an idea by an individual that fits the market. In many cases, however, initial product ideas need further development, design to fit market preferences and a business model on how to produce, market and sell the product. Most aspiring entrepreneurs require assistance to go through this process successfully.

Value chain analysis helps to gain insight in possible market niches for specific products, but this only works in areas where there is already a market. In projects like Future Ready, a different approach was followed, where based on available market information, through challenges and innovation workshops, participants are stimulated to develop an answer to a felt challenge or need in society and develop a product and business model around the product. Applying approaches like ideation and design methodologies, participants go through the process of market analysis, product prototype development as well as building a viable business model.

Incubation

Whatever the origin of the business idea and initial product to be placed in the market, most (aspiring) entrepreneurs require support to get the business started. The business development services they generally need are in the areas of product development and design, production process management, workspace and physical address, accounting services, legal and regulatory arrangements, marketing services as well as access to finance.

Incubation services are in Somalia still in an infant stage, with very limited opportunities. The project will, in cooperation with other initiatives or integrated with in the project scope, provide incubation services to start-up entrepreneurs.

Access to finance

Most aspiring entrepreneurs indicate they find it excruciatingly difficult to access the financial means to start their business. While the situation is gradually improving with the banks starting to provide more, and higher risk, credit,

the situation remains far from easy. Where it is important to develop a business case that is compelling, access to finance is equally a matter of solid networking. The project will support the entrepreneurs with developing their business case to potential investors, make arrangements to come into contact with potential investors. This may be individualized contact management to for instance the banks or private investors, where for instance investment pitches can be organized to groups of investors. The Crowd-financing market in Somalia is still under development, but initiatives are ongoing.

Sectors of interest

As the domestic economy continues to grow and regional economic integration accelerates, with anchor and ancillary investments being brought online, new opportunities are emerging which can be highly profitable, and also provide critical services. The draft National Investment Promotion Strategy outlines the following economic subsectors as high potential, including Energy, Infrastructure, Financial Services, ICT, Construction, Tourism and Hospitality, Farming, Livestock, and Fisheries.

In addition, sectors such as education, health, water, sanitation, housing related services and recycling also have potential for new investment and growth.

The *Somalia Vulnerability and Poverty Assessment* highlighted that IDP livelihoods before displacement consisted of a mix of salaries, small businesses and agriculture, while IDPs in urban settings rely on a mix of salaries, small family businesses, remittances and aid. Agriculture (including livestock) in most (peri-)urban settings is insignificant as a source of income. IDPs, however, generally find it challenging to gain access to employment as they rarely have the right skills and do not have an appropriate network. In order to improve the livelihoods and resilience of the IDPs (and their host communities), they need improved access to employment and business development in the different sectors.

Not all of these sectors will prove to be viable or relevant in all settings, especially the last three, although urban farming and processing as well as fisheries in coastal settings have potential. The project will assess the potential in each location it is operational and explore the potential in close collaboration with the local residents and possible other interested parties.

ANNEX D-1: Detailed description of outputs related to outcome 1

This annex provides a detailed description of each of the outputs, in two sections:

- 1) *The outputs related to Outcome 1:* Local authorities and DACs enhanced capacities reinforce mutual accountability and plan, leverage, finance and implement durable solutions at scale that reflect collective and area-specific priorities.
- 2) *The outputs related to Outcome 2 (Annex D-2):* Service delivery, participatory plans, development briefs, employment generation and cohesion within DACs generate additional investments in target sites.

Immediate outcome 1:	Local authorities and DACs enhanced capacities reinforce mutual accountability and plan, leverage, finance and implement durable solutions at scale that reflect collective and area-specific priorities.		
Output 1.1	Output 1.2	Output 1.3	Output 1.4
Preparatory studies and assessments are produced that include a gender and conflict angle	Strategies, policies and legal provisions are produced that include specific priorities of women, youth and are climate-smart.	Institutions, governance mechanisms and tools are developed in the areas of land and housing, infrastructure investment, and inclusive and accountable governance	Technical knowledge of authorities and DAC members is enhanced.

Each output is described in detail below.

Output 1.1: Preparatory studies and assessments are produced that include a gender and conflict angle

The **main activities** include:

- Joint Assessments to identify the implementation cities beyond Baidoa, institutional capacity and ethical investors interested in implementing the project.
- Map based analyses of socio-economic status of DACs and one assessment of land tenure security, functionality of urban services, housing and land markets.
- A GIS-based property survey mapping out land parcels based on visible boundaries within each district
- Analysis of the levels of tax revenues and expenditures at the start of the project, and collection methods.
- Analysis of the economic situation around area-based actions to identify opportunities for livelihoods stabilization and economic recovery.
- Gender-responsive locally relevant and owned interventions identified
- IDPs women and men ownership are ensured by creating multi-stakeholder partnerships and providing the evidence-base for stakeholders to identify land tenure security and socio-economic solutions. The scoping study is an essential component identifying women's right to property and land tenure
- Assessments to provide valid and specific data to ensure a deep understanding of local needs of women and men for public spaces like markets in the delivery of public assets and services and the context in which it occurs
- Orientation of DACs and women's groups on local government functions' roles and responsibilities
- Capacity and engagement of DAC communities' women's groups on business planning, financial management and monitoring enhanced (#capacity assessments conducted, training, for awareness raising, community mobilization)
- Sex-disaggregated data on access to select public facilities and services.
- Assessment (by sex and age) on community engagement, planning, financial management and M&E

The main **deliverables** in this output are:

- Formulated area level outcomes in place.
- Developed Feasibility studies and joint assessments, including institutional capacity assessment on community engagement, planning and financial management handed over to the project team.
- Map-based analysis of socio-economic status of DACs delivered
- Assessment of land tenure security and functionality of urban services housing and land markets, including the identification and mapping of ethical investors is completed
- Capacitated women groups on local government functions to participate and engage local authorities
- Fit-For-Purpose land administration tools to project location contexts is functioning by the involved institutions.
- SOPs for private sector engagement in the delivery of public assets and finances
- Baseline of the level of tax revenues and collection methods
- GIS-based property survey conducted mapping out land parcels based on visible boundaries within each district.
- Value chains to identify opportunities for suppliers of goods and services.

The information collected under this output will be essential to establish a solid M&E system for the project.

This output provides for the core knowledge base that is required to inform specific legal and policy instruments and strategies (see the other outputs) as well as standard operating procedures to inform collaborative arrangements and assessments to inform capacity development activities. It also provides for a baseline on the levels of tax revenues and expenditures at the start of the project, and the collection methods.

The outline of various options for FFP land administration tools will follow the identification of the specific needs and assignment of defined project areas. The project will conduct an in-depth socio-economic analysis on the status of DACs to understand the IDP social and economic stratification by geographical sites including socio-economic characterisation of the IDPs themselves. Functionality of core urban services will be assessed in terms of status, key concerns of users, accessibility, availability and their ability to meet the needs of communities. Housing demand and supply situation will be assessed to understand the gap in housing services and the strategies that need to be developed and implemented. Finally, a review of legal frameworks (local government law, land legislation and public finance policies) will identify which legitimate tenure types could be included in the formal system – for example customary and community tenure.

Legitimate rights, as well as new forms of evidence on who holds the rights, need to be identified through a consultative and participatory process where the focus is on the necessary proofs of individuals, families or groups, rather than complete evidence. An adaptation and tailoring of the Social Tenure Domain Model (STDM) to project location contexts will assure informal and formal rights to be recognized and managed in the FFP land administration system. This will enable the administration to assess whether and to what extent these rights are legal or can be made legal over time. Particular attention will be given to the various social tenure relation existing or to be introduced for displaced communities, including temporary title deeds and certificates of occupancy. The objective of tenure for purpose (FFP) approach is to ensure security of tenure for all, providing reasonable security for households with varying degrees of formal and informal non-formal tenure arrangement, whilst protecting long term public interest options for change. The land administration system can then be upgraded and incrementally improved over time in response to social and legal needs and emerging economic opportunities. Land administration functions have different requirements of accuracy and this may vary depending on the context of geography and density of the land use. With this activity, types of rights which can be legally recognized within the project locations will be increased to ensure complete coverage.

A GIS-based property survey, that would map out the number of land parcels based on visible boundaries within each district and attribute said parcels with the name of the owner, type of use and the occupancy type, has proved extremely effective in various parts of Somalia in increasing innovation, efficiency and management of land records and connected revenue collection, while building upon the accountability and legitimacy of local governments. Associating property details to socioeconomic considerations could support the collection of socioeconomic data including access to health facilities, educational institutions, recreation, primary income sources and physical infrastructure such as water, electricity and sanitation. At the same time, this could pose the base for an assessment of citizens' tax paying abilities, in consideration of local economics and financial viabilities of residents to meet tax obligations, to support the selection of a land-based taxation method.

Investment in land and the financing of major public works and social infrastructure will require private investment. The program will seek to attract private sector actors and investors who are interested in investing in the target cities. Private sector mapping will be carried out to identify the type of engagement and the necessary operational, legal, and regulatory measures as well as M&E mechanism to be put in place to facilitate the flow of private sector investment and gauge impact in every state stage of implementation. Saameynta will engage private sector organizations including Chamber of Commerce, Transport and logistics, cooperatives/ associations, as well as government agencies- e.g., Ministry of Commerce and Investment and relevant town authorities. Bilateral and multi-lateral programs and funding agencies will be continuously engaged to establish collaboration and when possible complementary support services. UNDP, UN-Habitat, and IOM already have established partnerships with the private sectors, funding agencies, and government agencies in the Baidoa and Mogadishu (Federal) level. Key stakeholders identified through the stakeholder analysis will be included as a member of the Steering Committee.

As highlighted by various sources which include the forthcoming Somalia Urbanisation Review and the Benadir Durable Solutions Strategy, the Private Sector will have the main actors carrying out basic and social service provision and will play an instrumental role in the construction sector and land development. A land value sharing model based upon an Investor/Housing Management Unit Partnership could be piloted in Baidoaⁱ. This model holds that, in land publicly owned by the government, the development of a mixed-use area is led by a developer. Following a participatory land planning process "the developer will be required to submit design layouts and financial bids for the development of the site. The bid price will offset costs that the developer will need to reserve for the provision of the required core housing units for IDPs, site infrastructure, public space etc., and reflect a reasonable profit margin through sale of private housing plots and commercial /livelihood space in the open market" [Source?]. It is very important that ethical investors, who recognise the benefits of the social impact of Saameynta, are mapped to ensure that the commercial development of an earmarked tract of land and the social objectives of the project are fulfilled. Further, vulnerable men and women DACs must access high quality standards for housing solutions and basic service delivery.

To support the local economy and increase benefits of employment, Saameynta will organize workshops with the local chambers of commerce, displaced communities, local government, Saameynta partners and local developers. These workshops will run easily understood exercises with the key construction companies who have expressed interest in participating in social impact land development projects. At the end of each workshop local authorities, local communities and companies that have participated in these latter exercises, and who have expressed interest in participating in social impact land development projects, will produce and endorse an Ethical Land Development Charter. Saameynta will support the participants in these exercises in the elaboration of an Ethical Investment scoring matrix to score the tenders and separately, through the UN Risk Management Unit, Saameynta will carry out a desk review of construction by local construction companies against the information of the CIMS database.

The Ministry of Interior (MoIFAR), the Ministry of Public Works (MoPWHR) and the Ministry of Planning (MoPIED) will based on their respective mandated roles lead the overall coordination of the implementation of the project with the UN agencies, and work closely on the implementation of the project with the FMS Ministries and local government. The assessment for Institutional capacity for community engagement, planning, financial management, and M&E will be performed in both institutions. UNDP utilizes assessment tools such as the Harmonized Cash Transfer (HACT) and Risk Management and Engagement Plan (REMP) to assess the institutional and organizational capacity of partners to plan and implement project activities as part of agreements including the use of financial resources. Project indicators will be developed to track progress over time. MoPIED Durable solution and UNDP will run an assessment to ensure the project is evaluation-ready. Monitoring and implementation require engagement with communities and the application of Do-No-Harm (DNH) and protection-oriented approaches with a focus on gender, youth, and other vulnerable displacement-affected communities. Systems such as Consul Platform, M&E Database, SoPs put in place by the project will be regularly monitored and evaluated periodically, and when necessary, audited to ensure fit for purpose. MoPIED Durable solution and UNDP will assess project partners' adherence to DNH and protection as indicated in the IASC Guidelines. The responsible UN partner will lead the technical assessments such as land, mapping, and the environment.

Specific actions undertaken in this output include:

- a) Testing *land value sharing* in Baidoa. This model premises that land publicly owned by the government, for the development of a mixed-use area is led by a developer who will be required to submit design layouts and financial bids for site development.
- b) Mapping of investment of the project areas to identify the major investment options in each location.
- c) Mapping of the investment will also include a review of best practices in asset investment from similar locations, as well as an analysis of the policy and regulatory environment for investment and the identification of the legal and policy framework to support local investment.
- d) Development of investment plan aligned with the National Investment Strategy for each of the project locations that includes identification of ethical investors who are ready to invest.
- e) Development of "how-to" process guidance to facilitate investment to be tested for a select group of investors.
- f) Development of a data set for private sector baseline in coordination with the M&E team.
- g) Support the spearheading investment initiatives in the target locations
- h) Identify a baseline of the level of tax revenues and collection methods
- i) Identify value chains to identify opportunities for suppliers of goods and services.

Output 1.2: Strategies and legal provision are produced that include specific priorities of women, youth and are climate smart.

The main **activities** include:

- Development of city extension and neighbourhood plans prepared through participatory processes and reflecting durable solutions for DACs, and related implementation and financing plans, prepared through stakeholder participation,
- Support to Federal, State and Municipal authorities to implement roadmaps, strategy and policies enabling upscaling of durable solution at all levels
- Develop by-laws on fit-for-purpose land and property registration as well as developing exaction and other land value sharing tool, business licensing and public financial management
- Programme design workshops are used to engage female and male key stakeholders in active reflections on the findings of the scoping study, its impact on women and men, girls and boys, to enable them to develop programmes with a specific set of results, based on the local context of DACs, vision, and joint stakeholders' accountability

- Review for fit-for-purpose property registration, business licensing ensured status and access of women and youth in place
- Gender sensitive monitoring and evaluation system established by each municipality.
- Develop social cohesion policy implementation strategy and action plan

The main **deliverables** in this output are:

- City development strategies and aligned area plans
- Roadmaps, strategies and policies for scaling up durable solutions from Federal to Municipal levels.
- Policy review and monitoring plans for Federal, State and Municipalities authorities.
- By-laws for FFP land administration including implementation plan ready for endorsement
- Social cohesion policy implementation strategy at federal and action plan are in place at target state districts

The scaling-up of durable solutions at all levels requires overall strategic directions to be collectively developed with road maps that link strategic priorities for the different sectors that support financing for large scale infrastructure development, land governance and administration, inclusion of IDPs in political and social processes, inclusive service delivery and access to diverse range of livelihoods solutions. Participatory dialogue processes on the broad policy directions will be needed with all key stakeholders as well as mapping strategies for implementation at the state and municipal levels. Strategic planning processes are conducted at municipal level which will guide lower level community-based planning processes. It will be important to define strategic indicators for the key strategic directions at the Federal, State and Municipal level to be able to monitor the impacts of the durable solutions up-scaling process. The development of these indicators will require participation of key actors at each of these levels, that is, at Federal, State and Municipal Levels as well other actors who are providing support so that they can also influence the policy development and monitor the implementation of the broader strategies and policies.

City extension plans and neighbourhood plans will be drafted through participatory processes with wide stakeholder consultations and reflecting durable solutions for DACs as well as implementation and financing plans, are prepared, and support provided to Federal, state and municipal authorities to develop roadmaps, strategies and policies enabling upscaling of durable solutions at all levels, including for the purposes of monitoring impact of durable solutions.

A city-wide strategic spatial plan will give guidelines for the future management of the territory, taking into consideration the enhancement of existing resources and their economic and social development, with great attention to aspects of inclusivity of displaced populations, along with urban and environmental quality. These guidelines will be detailed and concretely implemented with detailed planning instrument focusing on block structures and infrastructure provision for larger city extension areas, and neighbourhood plans oriented towards small scale structures, plots and properties. The levels of accuracy for the plan detailing functions of land tenure, land value, land use and land development will depend on the proposed land administration tool for the project location. The plans will reflect on implementation and financial strategies, with enhanced analysis in terms of service needs and temporal scan of the interventions, analysis of the economic and financial feasibility of the new forecasts. Early guidance should also be given on appropriate planning interventions linked to tenure security and FFP approaches. These different interventions should facilitate tenure security, while strengthening the planning framework and detail over time. This may also include issues such as the provision of service corridors for infrastructure facilities or allocation of state assets, with a desk review and compilation of existing district and urban development plans, city extension plans, sectoral masterplans (e.g. water) and community action plans include capturing of major infrastructure projects (e.g. World Bank, African Development Bank, KfW etc.).

Community consultation and urban planning workshops will be organised for shared understanding, further elaboration and validation, involving national and local authorities along with civil society, local and displaced communities. Development plans for each city and district should contribute to value chains, national economic goals and other strategic objectives. Linking the plan to the national development document will help citizens understand that infrastructure and other projects are prioritized with their national interests in mind. The spatial plans will prioritize and reshape the community action plans with a more conscious strategic view, also reducing inequalities which can be created with area-based instruments. In this regard, the strategic goals of the Somali nation should be central in coordinating priorities among stakeholders. The plans will be connected to activity 1.3.1, 1.3.2 and 1.3.4 in terms of stakeholder consultations and engagement with special focus on gender. The early delivery of small-scale intervention projects and larger scale projects and investment opportunities will be specified within the Development Brief in output 2.1, 2.2 and 2.3

The project will support to Federal, state and municipal authorities to develop roadmaps, strategies and policies enabling upscaling of durable solutions at all levels, including for the purposes of monitoring impact of durable solutions, through among others:

- Strategic dialogue and engagement meetings at Federal, State and Municipal levels bringing key stakeholder for dialogue on future strategic directions.
- Development of strategic road maps at the Federal and State level which inform strategic visioning and planning at the Municipal level.
- Stakeholder mapping and participation in Municipal Strategic Planning processes to develop consensus based durable solutions frameworks and action plans.
- Development of strategic policy monitoring targets at Federal, State and Municipal level.
- Strategic review, learning and improvement interventions at Federal, State and Municipal Level.

By-laws will be established on fit-for-purpose land and property registration developer exaction and other land value sharing tools (where needed), business licensing, and public financial management for adoption.

Sound land governance and administration requires operational processes to implement land policies in a comprehensive, integrated and sustainable way. Support will be given to integrate land tenure rights and land-use opportunities, linking planning and land-use controls with land values and the operation of the land market. Once the land rights recognition process has been successfully completed through a consultative and participatory approach as outlined in activity 1.1.2 categories of legitimate rights will need to be protected by the establishment of state and/or local regulations and by-laws wherever a district council has been in place. Furthermore, the introduction of FFP approaches for the boundaries of spatial units and just necessary rather than complete proof about persons, as in the STDM model, may well require that modifications be made to the corresponding laws and regulations. At the same time, land-based finance instruments will require laying the foundations for fit for purpose land administration at scale; this can include advisory on future policy to address betterment levies, to determine what is taxable, what is meant by taxable value, the range of allowable tax rates and the modalities of tax payments.

State regulation and by-laws within the mandate of local governance legislation should also assign administrative responsibilities to specific departments and define how the resulting revenues will be distributed. It should also spell out the collection process and the range of sanctions permitted in pursuing tax avoiders. A by-law implementation strategy will be developed with links to activities 1.3.3, 1.4.1 and 1.4.6 to present a road map that is realistic and achievable within the project location's anticipated resources and priorities, including cross-departmental capacity building, coordination and risk assessment. The activities on land will also draw on the Gender Evaluation criteria elaborated by GLTN.

Output 1.3: Institutions, governance mechanisms and tools are developed in the areas of land as well as inclusive and accountable governance

The main **activities** that will be implemented are:

- Adoption of the CONSUL engagement platform to create a space for stakeholder consultations on financing of investment to support sustainable city development as well as social and economic integration of DACs
- Establish social cohesion and social accountability mechanisms in every Municipality to create a direct forum of engagement between DACs and municipal authorities.
- Establish or enhance land departments or local branches of lands commissions at district level, implementing city-wide community-based land registration oriented on GLTN fit-for-purpose land administration model.
- Establish gender sensitive monitoring and evaluation systems in each Municipality and support capacity at the Ministry of Planning, Directorate for Monitoring and Evaluation, with equivalent support provided in the relevant Federal Member States.
- Investments in the safety and economic viability of land tenure and property allocations are gender responsive with special attention to the particular need of women
- Public infrastructure and economic development with special concern for creating economic opportunities for women in the renewed public spaces.
- Building capacity of local governments to invest in engendering urban planning, including public infrastructure, such as markets, public transport, street lighting, social services, sanitation, that provide safety, and economic empowerment monitored for women and men and benefits for women and men within the DAC communities.
- Gender inclusive plans that include public infrastructure, economic development, inclusive of women's economic empowerment in public spaces, and other measures in place with accompanying financing, and oversight mechanisms
- Capacity assessments conducted to identify gaps; budgets allocated, incentives & leveraging of partnerships with the private sector, M&E mechanism

The main **deliverables** in this output are:

- Toolkits for social cohesion, social accountability and social accountability monitoring.
- Training and engagement reports on social cohesion and social accountability.
- Social cohesion and social accountability forums at Municipality level providing platforms for direct engagement between DACs and municipal authorities.
- Capacity injection through development and application of ICT platform for Spatial Data Infrastructure, recruitment and training
- Gender sensitive monitoring and evaluation system in each Municipality.
- Capacity building reports for gender sensitive monitoring and evaluation.

Adoption of the Consul Partnership Platform creates a space for stakeholder consultations on financing of investments to support sustainable city development as well as social and economic integration of DACs.

Saameynta will introduce a CONSUL platform called "ISLATASHI" (meaning 'consultations') as one of the mechanisms for a participatory and inclusive engagement of various stakeholders in identifying and responding to the communities' development priorities. The virtual digital platform will promote the use of technology to improve service delivery to citizens and businesses, and increase efficiency, transparency and accountability. It will support improved openness and transparency on budgeting for service delivery allow citizens to propose and decide directly how to spend part of the budget, with monitoring and evaluation of proposals. It is expected that this will boost efficiency, quality and access of service delivery, bolster government-citizen interactions, and modernize core government operations

The Consul platform was developed by the Municipality of Madrid and in use in over thirty countries. The Consul platform (<http://consulproject.org/en/>) consists of four core components: an open debate, project development, participatory budgeting, and legal development. Citizens can exercise their voice through 'voting' in each of the components. The platform was developed in open-source software (Gulli) and a number of (Spain-based) companies are supporting the different users in ensuring the platform's integrity. Upon adoption of Consul, accompanying training and ToT, and an operational introduction of the platform to the community and stakeholders, will be implemented. *Islatashi* will facilitate identifying and vetting priorities in e.g. the health, education, sanitation, housing and economic sectors.

Social cohesion and Social accountability mechanisms are established in every Municipality to create a direct forum of engagement between and among DACs and municipal authorities.

Social accountability mechanisms will be developed mainly through engagement with technical and civil society organizations such as the World Global Partnership for Social Accountability, Somalia Disaster Resilience Institute (SDRI), Civic Forum on Human Development (CFHD), Africa's Voices Foundation (AVF) and other relevant partners who will help create direct forums of engagement between and among DACs and municipal authorities building on previous and ongoing similar efforts such as those led by UNDP within the Joint Programme on Local Governance (JPLG). These partners will also be instrumental in building capacity of DACs and municipal authorities in developing and applying contemporary and responsive social accountability tools to monitor and assess the effectiveness and inclusion of citizens (especially IDPs and returnees) in the planning and assessment of services delivered by the Municipalities.

Community driven social cohesion and social accountability mechanisms will be developed based on emerging issues, challenges and priorities from the community-based planning processes. While IOM will take the lead in this process, other Saameynta agencies will be involved in helping to identify issues, challenges and priorities. Saameynta will build a common understanding of these emerging issues and opportunities for social cohesion and will strengthen social accountability between the DACs and the municipal authorities. The DACs and representatives of municipalities will be trained in the principles of community driven social cohesion and social accountability based on toolkits which will be developed and adapted for each municipality to cater for the diversity of needs and priorities. The adaptation process will build consensus on the most appropriate approaches for addressing the emerging needs to develop a more layered approach in identifying and validating mechanisms and forums for social cohesion and social accountability at the municipal level. Citizens will be trained to use a range of social accountability monitoring tools from participatory budget monitoring, score cards, gender impact assessments, citizen charters and others. Gradually both the supply and demand side actors will be trained in using digital service delivery and social accountability monitoring tools to enhance efficiency and effectiveness in delivery of public services.

The following specific actions will be facilitated to achieve this endeavour:

- Development of a multi-layered approach and tools for driving social cohesion and social accountability processes and forums in each target Municipality.
- Coaching and mentorship of local level Municipalities, CSOs and CBOs in social accountability processes and monitoring tools.
- Training and equipping of Municipalities, CSOs and CBOs in digital social accountability mechanisms and platforms.
- Training DACs and Municipal officials on Social Cohesion Processes and Toolkits.
- Multi-stakeholder engagement and participation in social cohesion and social accountability action planning.
- Training for Transformation for Local Leaders and CSOs to embrace and participate in Social Cohesion and Social Accountability Processes within their communities.
- Social accountability and social cohesion impact assessments including generation of lessons learnt and development of scaling up strategy.

- Participatory adaptation of Social Cohesion and Social Accountability toolkit

Land departments or local branches of lands commission established or enhanced at district level, implementing community-based land registration oriented on GLTN Fit-for-Purpose land administration model.

Land administration institutions must be capable of delivering and maintaining FFP solutions. They need also to be financially secure and sustainable. It must be ensured that the regulations and institutions for maintaining and updating the FFP land administration system are in place. Without the institutional capacity and incentives for the parties to update the system in relation to the transfer of land rights and land transfers, the system will quickly become outdated and lead to waste of investments for building the system in the first place. A baseline assessment of current land governance practices will identify and prioritize areas for improvement. The need for human resources and skills will be assessed up front with regard to developing the various aspects of the land administration system and also with regard to the capacity for running and maintaining the system. Support will be given in ensuring that goals and objectives match capacities and processes in place with business and operation plans using standard operational procedures for land departments. Central to this output will be the development of a spatial data infrastructure based on the STDM, to (a) allow digitalization and storing of spatial information including land registration and other data, including mapping in output 1.1 (b) coordinate spatial information across government institution involved in geospatial information management; (c) link land information with property registration and taxation. This Spatial Data Infrastructure will have to be aligned between project locations and with national standards. Provision of ICT equipment to local authorities as institutional capacity building will go along with capacity development for operation, update and maintenance of the system. Structures within local government at district levels that were given land management responsibilities are still evolving. Under-resourced mandates are inadequately articulated and those responsible for the application of policy and procedures are often not experienced. At the same time current information management systems for land transactions, including transfers of ownership and titling, are largely paper-based systems, and susceptible to falsification. Empowering land departments will be the base for any FFP land approach, and the prerequisite of inclusive and transparent land administration. This connection, on one side, on the work towards accountability of institutions. On the other side, it links with private sector engagement and the attraction of additional investors as per IO2.

Gender sensitive Monitoring and evaluation system established by each municipality and capacity support to the Ministry of Planning Durable Solutions Monitoring and Evaluation with equivalent support provided in target Federal Member States

An effective M&E system is required to monitor the process of providing durable solutions by the FGS, Ministry of Planning Durable Solutions Directorate, Federal Member States and Municipalities and to systematically identify what is working well, what is not, and where gaps remain. The monitoring process will help establish the progress being made by the various actors (agencies and government counterparts), the challenges experienced as well as the lessons that are emerging during implementation. The M&E process will also monitor compliance with all the mandatory operational frameworks, guidelines and IDP standards as well as ensuring gender sensitivity and inclusivity are being mainstreamed in programme operations. For objectivity and transparency, clear indicators will be developed in collaboration with all the actors including government, local authorities, non-state actors and DACs. All indicators will be aggregated by sex, age, and other Somali relevant demographics. Performance monitoring and programme evaluation efforts will capture the distinct impact of programmes on girls, boys, women and men of all ages. This will provide Saameynta partners and key stakeholders with critical information needed to address any barriers to access, inequalities or gaps, and to ensure that all population groups benefit from the response, including the most vulnerable.

Specific actions that will be undertaken include:

- Review of monitoring and evaluation systems in the Ministry of Planning Durable Solutions Directorate FGS, FMS and at the Municipal level.

- Strengthening and enhancing M&E systems activities identified during the monitoring and evaluation system review at ministry of planning durable solution FGS, FMS and at the Municipal level.
- Develop M&E plan, costed work plan which has detailed budget and its activities.
- Development of comprehensive, gender sensitive M&E Framework with participation of FGS, FMS, Municipal and DAC representatives.
- Establish key indicators for M&E based on agreed priorities for implementation.
- Develop qualitative and quantitative tools including and data collection and analysis tools for the participatory M&E process based on the key indicators.
- Use results to inform ongoing and future programmes.
- Ensure the development programme reporting mechanism/tool which is harmonized and used by all implementers of this project and captures gender dimensions of response.

The main tools for the M&E process will be derived from the Results Framework/Matrix of the project which serves as the implementation and M&E roadmap. The M&E performance plan will therefore ensure that baseline indicators are clearly defined with the participation of all key actors with the Ministry of Planning Durable Solutions Directorate leading the process. The participants to this process will be carefully and confidentially selected to avoid any biases in developing a transparent M&E framework. A review of monitoring and evaluation systems in the Ministry of Planning Durable Solutions Directorate at FGS, FMS and at the Municipal level will be conducted and enhance M&E systems activities identified in the monitoring and evaluation system review report at ministry of planning durable solution FGS, FMS and at the Municipal level should be supported by adequate technical capacity, provision of proper equipment and financial resources.

The project will develop a comprehensive M&E Framework with participation of FGS, FMS, Municipal and DAC representatives. It will support the Government establishing key indicators for M&E based on agreed priorities for implementation and developing qualitative and quantitative tools for the participatory M&E process based on the key indicators. The key deliverables for this output are a M&E Plan and costed work plan for FGS Ministry of Planning Durable Solutions Directorate and M&E plan, costed workplan for other Federal Member States and respective Municipalities.

The actions described above will be complemented with:

- Strategic gender analysis using strategic gender analysis tools such as the Gender Analysis Matrix. This would need to involve the target groups themselves, to generate a realistic assessment of the gender relationships and power dynamics.
- Stakeholder engagement to discuss emerging issues and build consensus on the most realistic approach to tackle the emerging issues given the prevailing social, cultural, economic and political sensitivities.
- Participatory Action Plan development which results in formulation of detailed actions, roles and responsibilities.
- Implementation and roll-out to communities to create awareness, transform local leadership structures and build capacity for change targeting different socio-economic groups (men, women, youth)
- Participatory Gender Monitoring, Evaluation and Lesson Learning which results in a more robust assessment of how agreed targets are being met and which also creates platforms for learning.
- Documentation of stories of change and case studies which are living testimonies of gender-mainstreaming and can continue to influence change within communities and service providers if well packaged and disseminated.

- Strength monitoring and evaluation at federal level institution by building technical capacity of M&E staff in data collection, analysis and reporting as well as provision budget and proper equipment to undertake M&E activities effectively.
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Output 1.4: Technical knowledge of authorities and DAC members is enhanced.

This output focuses specifically on strengthening the capacities of the partners in the project in the core elements that underlie the strategic approach of Saameynta. The training activities – depending on options – will as much as possible be implemented on face-to-face basis and will be accompanied by individual and group pre-training testing, post-training review and individualised follow-up plans and integration of training packages into government system for capacity development (Local Governance Institute). Where feasible, mentoring and coaching follow-up will be provided.

The premise of the project rests on the government collecting more property tax through improved registration and capturing the increased land value and putting some of them to finance the infra and housing for IDPs and Displacement Affected Communities (DACs). In order for this to succeed, there is a need to ensure that corruption or leakage of collected tax revenues are minimized and ensure that funds are being put to productive use. In addition to public financial management (PFM) training, the project will deploy interim (Durable) Solutions Technical Experts to provide local level political-economy analysis of areas of return to inform area-based planning, identify priority areas for capacity strengthening tailored to each local authority and generally day-to-day operational support to local authorities. The Experts will also advise and mentor municipalities on tax collection practices in a transparent and accountable manner. The focus will be on improving service delivery by the municipal government and on providing improved services to the actual taxpayers and the IDPs alike.

The **activities** that will be implemented are:

- Develop capacity of administrative, finance and housing departments to manage land value capture related transaction and revenue
- Train relevant local authority departments on the on-line citizen dialogue/ engagement platform (CONSUL) for community outreach and social accountability and on financial literacy and fund management;
- Develop the capacity of the DACs on foundations of local governance, online dialogue / engagement platform (CONSUL), financial management, funds management, saving schemes and investment plans;
- Capacity building for Local planning and decentralized service delivery;
- Train community leaders, municipal authorities and courts to effectively resolve land disputes;
- Mentor and advise municipal authorities on area-based planning and tax collection practices based on a political economy analysis.
- Train DACs and authorities in the use of mobile technology to update the map-based socio-economic analysis of the DACs, the land tenure system, functionality of urban services, housing and land markets.
- An enabling environment for implementation of Saameynta commitments is created addressing attitudinal and cultural biases on women in citizen dialogue platform Consul through strong accountability frameworks and continued building of evidence-based advocacy will create an enabling environment for implementation of commitments
- The socio-economic recovery & political participation of women are promoted including through capacity strengthening of women and provision of technical expertise to ensure institutions and processes are gender responsive and adopt durable solutions policies that further women's protection, participation and equal benefits

- Women participate in and inform decision-making processes & gendered responses related to land management, saving schemes and investments plans through provision of expertise, capacity strengthening for women as well as those involved as gatekeepers and supporters to processes.
- Capacity building for local planning and decentralized service delivery

The main **deliverables** in this output are:

- SOPs for admin and finance department implemented.
- Training package on land value capture policy development and land value calculation for admin and finance department.
- Mobile technology data collection software (procured).
- Training reports on use of mobile technology by DACs and Authorities.
- Updated map based socio-economic data and DAC services.
- SOP between mediation committee and formal justice system implemented.
- Training package on land, land conflict resolution and advancing women rights for land dispute committees, community leaders and municipal authorities.
- Transparent and accountable area-based planning, including tax collection practices for improved more accountable and transparent service delivery.
- Capacitated local authorities to deliver social basic needs for DACs

Admin and finance and Public Works departments trained to manage land value capture related transactions and revenue

New operational procedures will be put in place for Administrative and Finance Departments in project locations to effectively strengthen financial management and enable land value capture through FFP systems, in concertation with Land Departments. Contextually, Administration and Finance and Public Works departments will be trained to develop practical skills in facilitating land value capture including the development of affordable housing and public infrastructure packages, land value capture calculation and policy development and processing relevant transactions on a day-to-day basis. The proposed training will be linked to JPLG capacity development approach and introduce topics such as understanding the principles and legal basis of land value capture, land value uplift, and applying the principles to real scenarios, in accordance with the FFP systems developed for the specific project location. The participants will be able to calculate and apportion land values and land value uplifts, explore the practical and legal basis of land value as applied in different locations, and develop a framework for a good land value policy. Participants will understand and apply the mechanisms commonly used for land value capture used by authorities and develop administrative procedures that can provide for fairness and transparency. Financial management is pivotal for maximising own-source revenue generation, allowing re-investment of captured land values into the communities. Without a clear methodology to establish land values and related taxation, and without a proper connection between taxation and service delivery, it will be difficult to assure the sustainability of the system. New operational procedures will integrate Consul Partnership Platform and trainings in this activity will be developed with links to 1.4.2 and 1.4.3 to assure alignment among different local authority departments and other relevant stakeholders.

Relevant local authority departments are trained on the online citizen dialogue (Consul platform) for development and social accountability and on financial literacy and fund management.

A dedicated team at the City Mayor's Office or a suitable venue will be responsible for the administration of the Consul platform and will be trained to manage the different components of the Consul including communication, polling, and budgeting. Relevant personnel will be trained to facilitate and manage online debate, participatory budgeting, and collaborative legislation. The establishment of the online citizen dialogue platform Consul is a suitable model to

engage communities, uphold social accountability and impact, conduct financial literacy sessions, and a transparent mechanism for financial investment training.

The specific actions to implement this activity include:

- Conduct community outreach that involves holding awareness forums, facilitating social planning, and how to encourage residents to participate freely and openly in the Consul platform
- Uphold social accountability that encompasses a broad range of actions and mechanisms beyond voting that citizens can use to hold the state to account and make it responsive to their needs, as well as actions on the part of the government, civil society, media and other societal actors to ensure a responsible delivery of public services
- Conduct financial literacy sessions with community members to ensure understanding and effective application of various financial management skills, including personal financial management, budgeting, and investing to help individuals become self-sufficient so that they can achieve financial stability
- Manage their financial resources to ensure effective handling and use of the company's assets and invest to grow

DACs are trained on foundations of local governance, online dialogue platform Consul, financial management, funds management, saving schemes and investments plans.

The success of the Saameynta project is founded on a good understanding of the principles of good local governance and inclusive social accountability, the financial management of local authorities, effective fund management systems, saving schemes and investment plans. The project must address both the supply (local authorities and service delivery agencies) and demand sides (CSOs, NGOs, community groups). The quality of services to be provided depends on the quality of financial governance systems, and perceptions of demand side satisfaction. These latter are influenced by IDP and other DACs being part of the financial governance process. Community-based planning and social accountability action learning processes serve to bridge this gap. Financial management also requires a comprehensive understanding of the sources of funds that may benefit communities. The different financial resource envelopes will become clearer after the priorities have been defined through the community-based planning process. Some of the priorities will require community funds management, some will require promotion of savings schemes for IDPs and other interested community members and some will require more serious investment planning by the authorities. Saameynta partners will develop appropriate tools to promote collaborative and inclusive local governance, transparent financial and funds management, and social accountability action plans for all the initiatives. IOM will lead the Saameynta partners and communities in delivering training of local authorities in participatory local governance tools and approaches; training local authorities and civil society organizations in social accountability action planning and advocacy; development of adapted local governance and social accountability toolkits; training in funds management and saving schemes; training in participatory budgeting and expenditure tracking toolkits; and training local authorities in investment planning at local authority level.

Key activities will include:

- Development of adapted local governance toolkits.
- Training local authorities, civil society organizations and community-based organizations in good governance and feedback loops skills for service delivery, advocacy and leadership.
- Development of curriculum and training of DACs in funds management and saving schemes.
- Training DACs, civil society organizations and community-based organizations in participatory budgeting and expenditure tracking toolkits.
- Training local authorities in investment planning.

Community leaders, municipal authorities and courts are trained to effectively resolve land disputes.

Many communities have traditional, local or alternative dispute resolution systems. At the same time, States are elaborating land legislation which includes land conflict and land dispute resolution processes. All these different mechanisms need to be strengthened and harmonised building on community social tenure practices. Progress in land dispute mediation at various levels, achieved in project locations through Dhulka Nabaada and Midnimo projects, will be consolidated and further enhanced at various level, making the necessary adjustments and refinements according to the proposed FFP models.

First, Saameynta will provide continued support to land dispute committees, community leaders and municipal authorities. This will be achieved with trainings on advancing women rights within an Islamic framework, statutory law and conflict resolution, as well as the development/review of SOP between mediation committee and formal justice system and support to coordination mechanisms between the two.

Second, Saameynta will develop and conduct trainings for district and community facilitators on the core concepts, principles and methodologies for land and land disputes information management.

Third, citizen participation on land issues including reform policy and dispute resolution mechanisms, land registration and land value capture, will be delivered through community conversations at sub-village level, feeding into the operating procedures of higher levels. Specific community conversations for women groups will be organised as well. Land in Somalia has been one of the key drivers of conflict. The improvement of a land dispute resolution system is not only important for the FFP land administration to be effective and actually improve land management, but also crucial for social cohesion. At the same time, this will increase land tenure security, facilitating private investment as well as land transactions among private owners as well as between public and private actors. This will have a direct impact in the capacity of authorities to deliver durable solutions and implementing spatial strategies and plans at large.

DACs and authorities are trained in the use of mobile technology to update the map-based socio-economic analyses of the DACs, the land tenure security, functionality of urban services, housing and land markets.

Based on a combination of digital and mobile technologies, the DACs and municipal authorities will be trained how to update the map-based socio-economic analysis of affected communities, land tenure security, functionality of urban services, housing and land markets.

Specific action that will be implemented include:

- Procurement and distribution of data software for support to DACs and Municipalities.
- Training DACs and Municipal authorities on mobile technology data collection software.
- Commission data collection, cleaning and validation processes.
- Map-based socio-economic data analysis and updating.

The use of mobile technology will help in gathering data on the socio-economic status of the DACs to initiate analysis and updating of existing datasets. This requires training of field enumerators in using data entry tablets to ensure data is transmitted for processing and analysis especially on issues of concern, vulnerability levels, income, local economic indicators and the functioning of local institutions and structures. The mobile apps will also be used to gather data on land security tenure, functional urban services, housing and land markets and the perception of various stakeholders. IOM will train DACs and Municipal authorities on mobile technology data collection software and will support the authorities in data collection, cleaning and validation processes. IOM will also support to DACs and Municipalities procuring data software and equipment and in analysing socio-economic data and updating the dataset. Expected deliverable for this activity are training reports on use of mobile technology by DACs and Authorities, procurement documents for mobile based data collection software, socio-economic analysis and datasets which can be routinely updated.

Land authorities at Federal, state and District level are trained and capacitated to carry out land valuation exercises

Training for capacity building in land mapping and land right registration will be developed with a learning-by-doing approach, in close connection with activity 1.3.3 where the Spatial Information System will be developed and activity 1.4.1 to ensure a link between land administration, public works and finance departments. Also here, a link to JPLG capacity development approach will be established.

The training will include: (i) the production of an aerial/satellite image - The choice of the technology and scale will depend on the specific area to be map, e.g. satellite imagery might be sufficient for rural and less dense urban areas, while more detailed orthophotos may be used for urban areas. (ii) Identification and delineation of boundaries, using visible boundaries as seen in on the aerial image and checked on site with relevant stakeholders and community leader through a participatory process where no official identity documents are available. (iii) production of a land parcel map, digitalizing identified boundaries and parcels numbers in a basic layer of a land information system. This is a participatory approach undertaken by locally trained land officers and involves all stakeholders. Any disputes in relation to the boundaries and the connected land rights should be resolved during the delineation process with all stakeholders present. The exercise will focus on the areas in each project location hosting the highest number of displaced people.

The FFP approach will allow flexibility in terms of accuracy and in relation to the variety of tenure types to be secured as established in the by-laws as per activity 1.2.2. This could also include the provision of temporary land deeds or certificates of occupancy, co-operative tenure and other type of tenure that have proved effective, widely accepted and simple to administer, while combining security with social cohesion. Depending also on the level of the policy framework in each location, participatory land readjustment could also be part of this activity, to support inclusive city extension including densification and supply of serviced urban land through a negotiated process (as it is already ongoing in some districts of Puntland following enactment of the Urban Land Management Law, for example).

The activity will also help in the elaboration of agreed field procedures for land right and property registration. An additional activity, important for the success of the overall exercise, will be the public involvement, information sharing and engagement of communities for awareness raising on urban land registration and STDM, with link to output 1.4.2

ANNEX D-2: Detailed Description Outputs related to Outcome 2

Service delivery, participatory plans, development briefs, immediate livelihoods support, and employment generation and cohesion within DACs generate additional investments in target sites.

Immediate outcome 2:	Strengthened self-reliance and social cohesion of DACs through employment generation, service delivery and additional investments in target sites.	
Output 2.1	Output 2.2	Output 2.3
Consultations between authorities and communities improve access to service delivery and livelihoods	Community funds and access to livelihoods support and empower DACs to implement community identified priorities secure increased economic self-reliance.	Development briefs increase the investment potential of target sites and enhance tenure security for vulnerable IDPs.

Each output is described more in detail below.

Output 2.1: Consultations between authorities and communities improve access to service delivery and livelihoods

One of the core elements of the overall approach in Saameynta is to establish or strengthen solid engagement arrangements between the various stakeholders and platforms where stakeholders can engage. For example, in Baidoa, there is a monthly Durable Solutions Working Group, chaired by the Ministry of Planning's Durable Solutions Focal Point (former Mayor of Baidoa), where current Durable Solutions programs (Danwadaag, REINTEG, and peripheral agencies) convene monthly to discuss existing and future programs and to better understand government priorities. This working group represents a decent foundation, but Saameynta envisages strengthening this coordination and planning forum to include broader representation from other agencies (including longer term development programs and NGOs) as well as private sector participation as the working group discusses economic and social services available and yet needed in target locations. Here, it will be critical to integrate IOM's Community Action Planning processes, which bring together local authorities and communities to jointly assess and prioritize durable solutions needs. To mobilize a broader array of stakeholders who may have an interest in durable solutions initiatives, in this output, it is also foreseen to organize Municipal Investment Forums for specific investment opportunities.

The **activities** that will be implemented are:

- Conduct Municipal investment forums, including private sector, banks, donors, to inform development brief;
- District and municipal action plans, with women and men participating in their implementation, in particular women's organizations, must be adequately resourced and appropriate financing instruments in place
- Capacities of multi-stakeholder partners (private/public) to analyze the gender impact of their fund investments will be strengthened. Gender advocates and women's organizations will be enabled to demand greater accountability for and transparency in government expenditures through enhanced capacity on gender incidence and impact analysis of budgets and advocacy.

The main **deliverables** in this output are:

- Municipal investment forum reports.
- Service delivery plans.

Output 2.2: Community funds and access to livelihoods support and empower DACs to implement community identified priorities secure increased economic self-reliance.

The **activities** that will be implemented are:

- Establish a governance model for community funds

- Procure items needed to implement priorities identified;
- Provide safety net for the most vulnerable groups.
- Provide a tailored yet varied toolbox of immediate livelihood interventions to DACs, based on an integrated recovery and developmental approach with a particular focus on the most vulnerable.
- with a particular focus on the most vulnerable.
- Policies that eliminate discriminatory provisions and result in more gender equitable distribution of socio-economic benefits will be provided. In addition, institutional capacities of are gender responsive and public procurement management systems are strengthened.
- Gender responsive locally relevant and owned interventions identified. Safe community partnerships in place and inclusive of women in decision-making positions and accountability mechanisms
- Enhance the mutual trust and cohesion between host community and IDP.
- Workshops on social cohesion between host community and internal displacement persons

The main **deliverables** in this output are:

- Governance framework for community funds.
- Training reports on Local Community Fund Mobilisation and Management.
- Community Fund Management Structures and Systems.
- Materials and infrastructure for WASH, durable housing models and other community priorities for improved access to basic services.
- M&E training reports for community managed funds.
- Cash for work reports and impact assessments.
- Entrepreneurship support; supplying start-up kits for micro, small and medium businesses.
- A Saameynta-specific livelihoods plan that clearly articulates the menu of livelihood support options.
- Enhance mutual trust and cohesion between host communities and IDPs
-

Set-up of a cash and governance model for the fund

The community-based planning process generates community priorities that can be implemented locally. This creates a unique opportunity for targeted investment or direct community investment to building local structures in the planning and implementation of community-based projects, especially targeted at the vulnerable groups that include women, women headed households, youths and other marginalized groups. Focus will be on strengthening the capacity of the communities to manage funds for their own development initiatives and to strengthen local resource governance and management skills as well as strengthen accountability in community-based structures and systems through the following specific actions:

- Training DACs and key stakeholders on Local Community Fund Mobilisation and Management.
- Setting up Community Fund Management Structures and Systems.
- Training Community Management Fund teams in fund management skills.
- Training in project management and performance tracking systems.
- Pilot implementation of community led total water, sanitation and hygiene initiatives to complement city extension and settlement development for DACs.
- Pilot demonstration of appropriate owner driven durable solution housing models to complement city extension and settlement development for DACs.
- Construction/rehabilitation of health, security and education facilities; support for climate adaptive livelihoods and economic strengthening initiatives and implementation of other CAP priorities.
- Training in M&E of community managed funds.

The key building blocks for setting an effective and efficient community funds management system are successful operationalization of Community-Based Planning and social accountability training for all local leaders, local government structures, traditional and religious leaders fully understanding their roles and responsibilities in local level planning and implementation of projects, understanding the principles of multiple resource leveraging for community development initiatives, understanding the need for capacitated local level institutions to be able to drive local development priorities and the integrity and accountability requirements from the social accountability process. IOM will lead communities and Saameynta partners in delivering trainings for DACs on Local Community Fund Mobilisation and Management, setting up Community Fund Management Structures and Systems, training Community Management Fund teams in fund management skills, training in project management and performance tracking systems, training in M&E of community managed funds.

Procurement of items needed to implement priorities identified

IOM will work with DACs, Community Funds Management Committees, respective Municipalities and relevant stakeholders to define the scope of works or services to be procured. To ensure donor confidence in the program's fiduciary integrity, IOM will directly manage procurement processes, using IOM procurement policies and systems. However, IOM will ensure that government counterparts and DAC representatives are participants in these processes, both to raise their capacity but also to promote transparency and accountability. The following process will be facilitated conducted to ensure a transparent procurement process:

- Preparation of bid invitation and identification of appropriate advertisement channels.
- Invitation for bids, with bidding documents including: Instructions to Bidders (ITB); Service Agreement; Schedule of Requirements and Sample Forms.
- Receiving, Opening and Evaluation of bids.
- Awarding the contract to the successful bidder whose bid has been determined to be the Lowest Evaluated and Responsive Bid.

In order to set-up the cash and governance model for the fund as well as empower vulnerable DACs to implement community-identified priorities, the following activities will be implemented:

- Training DACs and key stakeholders on Local Community Fund Mobilisation and Management.
- Setting up Community Fund Management Structures and Systems.
- Training Community Management Fund teams in fund management skills.
- Training in project management and performance tracking systems.
- Pilot implementation of community led water, sanitation and hygiene initiatives to complement city extension and settlement development for DACs.
- Pilot demonstration of appropriate owner driven durable solution housing models to complement city extension and settlement development for DACs.
- Implementation of other community priorities for improved access to basic services.
- Training in monitoring and evaluation of community managed funds.

IOM and Saameynta partners uphold honesty, integrity and fairness in all aspects of its business, and expects the same in its relationships with its vendors. The highest ethical standards shall be employed in all procurement transactions. Running of community managed funds and selection of vendors shall be based on IOM's procurement policies and defined selection criteria. The responsibility for procurement, including award and implementation of contracts, rests with the IOM Procuring Entity as IOM has an obligation to ensure funds entrusted by donors are properly used with consideration for economy and efficiency, and without regard to political or non-economic influences. IOM's procurement process shall be generally guided by: (a) quality of goods, works and services; (b) efficiency and economy;

(c) equal opportunity and open competition; (d) transparency in the process and adequate documentation; and (e) highest ethical standards in all procurement activities. Quotations/Proposals will be evaluated for compliance with specifications, delivery schedule, price, payment terms and after-sales service. Contracts will be awarded to the Bidder with the lowest compliant offer (offering best value for money based on required technical specifications), and which has fully complied with the terms of the bidding process.

To support national revenue and service delivery the project may use the country system (national window) to channel parts of the funds related to infrastructure with built in stringent fiduciary oversight mechanisms to ensure proper use of funds.

Provide a safety net for the most vulnerable groups

The Saameynta programme will promote and support the development of social safety nets in order to ensure resilience to shocks for vulnerable groups at the household and community levels. Timely and flexible support to strengthen social safety nets will be primarily through cash for work initiatives, as these inject much needed financial resources to the most vulnerable while engaging them to improve community assets. Specific actions will include:

- Participatory identification of cash for work beneficiaries using agreed vulnerability criteria.
- Registration of cash for work beneficiaries.
- Provision of Personal Protective Equipment (PPE) for cash for work beneficiaries.
- Execution of agreed work by beneficiaries.
- Monitoring and evaluation of cash for work initiatives.
- Payment of cash for work beneficiaries and receipting process.

The Saameynta programme will promote social safety nets activities that focus on preventing, promoting or protecting vulnerable groups. Initiatives will be geared to reduce poverty and vulnerability by diminishing people's exposure to risks and enhancing their capacities to manage economic and social risks. In Somalia, social safety nets have become more imperative in the face of the COVID-19 pandemic which is having unprecedented social and economic impacts locally and globally. Economies are grinding to a halt, jobs and livelihoods are lost on an unprecedented scale. Entire societies are affected by this public health crisis, but the predicament is increasingly getting worse for those forcibly displaced by conflicts and violence as well as for returnees in fragile and conflict-affected areas who have limited coping mechanisms. Social safety nets under the Saameynta programme will target vulnerable host community households, returnees and internally displaced persons (IDPs) in order to reduce their exposure to shocks and recourse to negative coping strategies, and to strengthen social cohesion. Coordinated social protection schemes such as cash for work will be employed in the implementation of community priority projects to counteract erosion of traditional/informal safety nets and help stimulate local economies.

Livelihoods Support

With regard to livelihoods, Saameynta recognises that immediate livelihoods support is needed in the interim while land value benefits take time to be realized. Like the way in which infrastructure / social services priorities will be driven by community-based planning, similarly Saameynta proposes a demand driven livelihoods approach. By this, we mean that resources allocated under Output 2.2, Activity 2.2.4 should be considered as tools in a varied Saameynta livelihoods toolbox and will be utilized weighing the specific circumstances / applicability of identified DACs, while being grounded in the socio-economic mapping (Activity 1.1.2) as well as other existing assessments / research (e.g. *Private Sector and Labour Market Assessment in Kismayo, Baidoa and Mogadishu, DRC/ReDDS, November 2018, and Market Opportunity Mapping in Somalia: A value-chain analysis and rapid market assessment in Baidoa and Beletweyne Provinces, ILO/Samuel Hall*). For further elaboration of Saameynta's livelihoods approach, see ANNEX D-2: Detailed Description Outputs related to Outcome 2 as well as Annex 3: Business development and employment

generation. Saameynta will also liaise closely with the Danwadaag programme, which has recently refined its livelihoods strategy, which proposes a similar demand driven approach. However, elements of both the

Danwadaag approach and what Saameynta proposes include the following:

Concrete linkages with existing externally funded economic development / livelihoods initiatives (e.g. UNIDO's successful TVET model in Baidoa, GEEL investment in agricultural value chains in Baidoa. Integrated recovery and developmental approach to be prioritized by the communities may include : entrepreneurship support; supplying start-up kits for micro, small and medium businesses. etc.)

Collaboration with the SWS authorities and established financial institutions to develop and make available financial products which may be newly available to DACs who have recently gained title deeds to property.

Targeted, area-based offerings of training (technical and/or business general), micro-business grants, self-help group / entrepreneurship collectives among DACs where synergies with other programs are most likely, e.g. Barwaaqo in Baidoa;

Building stronger business associations among the small traders to offer a strong voice as well as collective bargain with large traders and facilitating their upward movement along the value chains. Vulnerability of DACs limit their participation in value chains and hence restrict them to the retail end of most agricultural value chains;

Commitment to take an affirmative action to create viable economic pathways for women and girls in IDP settlements.

Output 2.3: Development briefs increase the investment potential of target sites and enhance tenure security for vulnerable IDPs.

The **activities** that will be implemented are:

- Conduct 'Development Challenges' where participants compete in producing development briefs and take the best briefs forward;
- Conduct and/or facilitate local, national and international forums for donor and private sector investment;
- Conduct (inter)national events to present development briefs, specifically targeting the diaspora.
- Local authorities, women's and community groups have the capacity to engage in development policy reform to respond to security and protection needs in public spaces; identifying adequate financing and oversight mechanisms to be in place; and with the capacity of local authorities to implement policies with gender-responsive policy analysis enhanced

The main **deliverables** are:

- Development briefs.
- Local and international forum reports for donor, diaspora and private sector engagement.
- Investment plans and delivery frameworks.

Development briefs increase the investment potential of target sites and enhance tenure security for vulnerable IDPs

A "City development challenge" is conducted where developers compete for the best development, within a development brief set by the local authority. Development briefs allow for profitable development and include technical standards and obligations on the development of social assets that benefit and respond to DACs and other vulnerable local communities. City Development Challenge is a public invitation to solve a problem or an issue with a significant impact on the city's population where innovators, entrepreneurs, students and community members discuss and offer their best ideas to solve a development problem. The development challenge is designed to stimulate new ideas and practical solutions by tapping into the creativity and expertise of various industry players and the community. Ideas generated will be incorporated into the "emerging solution" or presented by the Government to

international donor / agency interested stakeholders, to address the priority problem of the city. In Baidoa, real estate developers will be invited to compete for the best offers to undertake development in social infrastructure and other public services. Activity Output 2.3.1 “City development challenge” supports the achievement of Intermediate outcome 2 (Service delivery, participatory plan, development briefs, employment generation and cohesion within the DACs generate additional investment in target areas) by providing multi-stakeholders the opportunity to participate in determining an effective solution to a problem that can benefit interested agencies.

Local and international forums are conducted for donor and private sector

In connection with the launch of Consul Platform, the “City Development Challenges” and other more traditional resource mobilisation, local and local and international forums to invite donors, private sector, academe, and think-tanks will be conducted to broaden the network and linkages of partners, stakeholders, and interested parties to share knowledge and best practices, both locally and overseas. The launch of Local and international forums will raise the profile and support for the project.

International events are conducted to present the briefs, specifically targeting the diaspora

The Saameynta programme will pilot international symposia annually to present community identified durable solutions priorities and conduct participatory planning between local authorities, respective diaspora associations and private sector to mobilize resources towards implementation of priority durable solution activities.

- Facilitate profiling of potential diaspora well-wishers and diaspora associations that may be interested in supporting local development and durable solution initiatives in target districts of Somalia.
- Develop durable solution briefs based on district community action plans.
- Mobilize diaspora stakeholders and private sector players to participate in symposia where the briefs will be presented.
- Jointly identify priorities for allocation of diaspora remittances and private sector corporate social responsibility resources to catalyse implementation.
- Document and disseminate promising approaches and best practices to promote uptake at large scale

Diaspora remittances have been found to provide an alternative way to finance investment in migrant sending areas, concurrently overcoming credit constraints. International symposia to present briefs and facilitate mobilization of diaspora financial remittances (and private sector corporate social responsibility resources) into community-level durable solution initiatives will be facilitated yearly. In order to foster inclusive community development, the project will lobby the diaspora community to enhance the development impact of diaspora financial remittances by addressing durable solutions priorities in the target districts. This innovative initiative to leverage resources for durable solutions building from diaspora financial remittances will also gain important lessons from successful test runs facilitated by IOM in Jubaland State of Somalia under the UN PBF supported Midnimo 1 community based planning programme where community prioritized development initiatives such as building of a local clinic and classroom blocks were supported through the inclusive mobilisation of diaspora financial remittances.

ANNEX E: A systems management approach for implementation

The challenges, the complexity and scope of work to be done in Somalia are of such a nature that a single actor – with limited means - simply cannot ensure all the elements of the processes nor reach sufficient scale to make a sizable impact. Through a systems management or networked approach, the present project will seek collaboration with other actors in the economic development field.

These other actors range from government offices (e.g. for legal and regulatory arrangements), other projects (e.g. in the field of TVET), existing enterprises (e.g. for training content development and job placement, or starting business operations), local business groups and associations in the project locations; with Tech Hubs and others for incubation services, or with banks and investors for access to finance arrangements. The project approach is to attract other parties to the areas where the project is operational. It is only in cases where no other parties are available that the project will develop its own support arrangements. Through this approach it becomes feasible to develop realistic ‘development packages’ to the community that are well aligned with the expectations and opportunities in the area. This approach is

not only more likely to lead to much larger scale impact, it is also more sustainable in the sense that developmental support is not dependent on one actor.

Intended impact

The activities aim to contribute to increasing resilience of local communities and create an upward development spiral, which driven by local activity creates employment and income earning opportunity and potentially increased access to service and service creation. Finally, the increased revenue base for local governments benefits to the implementation of further community infrastructure projects.

The economic development activities the project aims to stimulate are expected to reach some 50,000 individuals in the different locations, either through creating employment, developing businesses or by having access to services and products in the area.

At this point in time, more precise numbers on people receiving skills training, businesses developed, or number of jobs created cannot yet be provided. This will depend on the ultimate choices of location where the project will become operational, the assessment of the economic potential in the different areas as well as the socio-economic status of the respective displacement affected communities, as well as the success the project will have in attracting other parties to these areas to implement activities.

Systems Management

A systems management consists of the complex of actors and the way they are operating determining the way in which citizens active in the system benefit or not from developments. In complex systems, all actors relate to each other and their actions influence and impact all other actors. The way in which a change in behavior by one actor influences the outcomes of the total system, however, is very hard to describe and predict, and no single actor can determine system outcomes; hence planning linear result realization is not possible. In a complex context, individual projects are single actors in the system and projects can influence system outcomes by influencing the behavior of other actors. The way in which a project designs its action is ecosystem management. As influencing the behavior of other actors is essential to realize the intended results, the key element in ecosystem management is networking with the other actors stimulating them to work in a way (e.g. provide types of services, accompany employment with training, adapt training to IDP requirements,) that is likely to contribute to realizing the intended results (e.g. creating employment). Projects can trigger change by providing proof of concept, deliver anchor and ancillary investments, bringing other actors in contact for collaborative action, etc.

Box 3 – A System Management Approach for Saameynta

ANNEX F: Workplan Year 1

The below workplan is a draft and does not incorporate the roles of the government in the joint implementation of the project activities. The project management team comprising the FGS and the UN Implementation agencies will revise the annual workplan and budget as well as a risk analysis of the project jointly.

Outputs	Planned Activities	Agency	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Output 1.1: Preparatory studies and assessments are produced that include a gender and conflict angle	Consultation processes, involving a variety of government and community stakeholders to formulate area-level durable solutions priorities	IOM	IOM	IOM											
	Map based analyses of socio-economic status of DACs and one assessment of land tenure security, functionality of urban services, housing and land markets, and fit-for-purpose land administration tools including land and property registration, land valuation and land value capture are investigated and feasibility options as per project location outlined and validated	UN Habitat		ToR	Advert	HABITAT	HABITAT	HABITAT	HABITAT						
	Assessments of public (PPP legal framework) and private sector readiness (including mapping of investors and for development of investment packages), SOPs for private sector engagement in the delivery of public assets and services, Mapping, identification of ethical investors and negotiation of conditions for the implementation of the investment packages.	UNDP		UNDP	UNDP	UNDP	UNDP								
	Institutional capacity assessment on community engagement, planning, financial management and M&E.	UNDP		UNDP	UNDP	UNDP	UNDP								
		UNDP		UNDP	UNDP	UNDP	UNDP								
		UNDP		UNDP	UNDP	UNDP	UNDP								
		UNDP		UNDP	UNDP	UNDP	UNDP								
		UNDP		UNDP	UNDP	UNDP	UNDP								
		UNDP		UNDP	UNDP	UNDP	UNDP								
		UNDP		UNDP	UNDP	UNDP	UNDP								
Output 1.2: Strategies and legal provision are produced that include specific priorities of women, youth and are climate-smart.	Development of city extension plans and neighbourhood plans prepared through participatory processes and reflecting durable solutions for DACs, and related implementation and financing plans, prepared through stakeholder participation	UN Habitat		ToR	Advert	HABITAT	HABITAT	HABITAT	HABITAT	HABITAT	HABITAT	HABITAT	HABITAT	HABITAT	
	Support FMS and municipal authorities to develop a state and municipal specific DS strategy and action plan, including M&E plan aligned with the FGS DS strategy	IOM			IOM	IOM	IOM								
	Develop by-laws on fit-for-purpose land and property registration as well as developing exaction and other land value sharing tool, business licensing and public financial management	UN Habitat					ToR	Advert	HABITAT	HABITAT	HABITAT				
		UN Habitat									HABITAT				
		UN Habitat											HABITAT		
		UNDP		UNDP	UNDP	UNDP	UNDP								
		UNDP		UNDP	UNDP	UNDP	UNDP								
		UNDP		UNDP	UNDP	UNDP	UNDP								
		UNDP		UNDP	UNDP	UNDP	UNDP								
		UNDP		UNDP	UNDP	UNDP	UNDP								
Output 1.3: Institutions, governance mechanisms and tools are developed in the areas of land as well as inclusive and accountable governance	Adoption of the CONSUL engagement platform to create a space for stakeholder consultations on financing of investment to support sustainable city development as well as social and economic integration of DACs	UNDP	UNDP	UNDP	UNDP	UNDP									
	Establish social cohesion and social accountability mechanisms in every Municipality to create a direct forum of engagement between DACs and municipal authorities.	IOM			IOM	IOM	IOM	IOM							
	Establish land departments or local branches of lands commissions at district level, implementing city-wide community-based land registration oriented on GLT fit-for-purpose land administration model.	UN Habitat		ToR	Advert	HABITAT	HABITAT	HABITAT							
	Establish gender sensitive monitoring and evaluation systems in each Municipality and support capacity at the Ministry of Planning, Directorate for Monitoring and Evaluation, with equivalent support provided in the relevant Federal Member States.	UNDP	UNDP	UNDP	UNDP	UNDP									
		UNDP	UNDP	UNDP	UNDP	UNDP									
		UNDP	UNDP	UNDP	UNDP	UNDP									
		UNDP	UNDP	UNDP	UNDP	UNDP									
		UNDP	UNDP	UNDP	UNDP	UNDP									
		UNDP	UNDP	UNDP	UNDP	UNDP									
		UNDP	UNDP	UNDP	UNDP	UNDP									
Output 1.4: Technical knowledge of authorities and DAC members is enhanced.	Train administrative and finance departments to manage land value capture related transaction and revenue	UN Habitat					ToR	Advert	HABITAT	HABITAT	HABITAT				
	Train relevant local authority departments on the on-line citizen dialogue/ engagement platform (CONSUL) for community outreach and social accountability and on financial literacy and fund management.	UNDP				UNDP	UNDP	UNDP							
	Train DACs on foundations of local governance, online dialogue/ engagement platform (CONSUL), financial management, funds management, saving schemes and investment plans;	IOM				IOM	IOM	IOM							
	Train community leaders, municipal authorities and courts to effectively resolve land disputes;	UN Habitat							HABITAT						
	Train DACs and authorities in the use of mobile technology to update the most-latest socio-economic analysis of the DACs, the land tenure systems, functionality of urban services, housing and land markets.	IOM							IOM	IOM	IOM				
		IOM							IOM	IOM	IOM				
		IOM							IOM	IOM	IOM				
		IOM							IOM	IOM	IOM				
		IOM							IOM	IOM	IOM				
		IOM							IOM	IOM	IOM				
Output 2.1: Consultations between authorities and communities improve access to service delivery	Conduct Municipal investment forums, including private sector, banks, donors, to inform development brief;	IOM						IOM	IOM						
		IOM						IOM	IOM						
Output 2.2: Community funds empower vulnerable DACs to implement community identified priorities	Establish a governance model for community funds	IOM						IOM	IOM	IOM					
	Community prioritized projects (infrastructure, WASH, shelter, community spaces, access to basic services)	IOM		IOM	IOM	IOM		IOM	IOM	IOM	IOM	IOM	IOM	IOM	
Output 2.3: Development briefs increase the investment potential of target sites and enhance tenure security for vulnerable IDPs.	Conduct 'Development Challenges' where participants compete in producing development briefs and take the best briefs forward;	UNDP						UNDP	UNDP	UNDP					
	Conduct local and international forums for donor and private sector investment;	UNDP						UNDP	UNDP	UNDP					
	Conduct (international events to present development briefs, specifically targeting the diaspora.	IOM						IOM	IOM						
		UN Habitat									HABITAT	HABITAT			
Management and coordination	Coordination Unit	IOM	IOM	IOM	IOM										
	Communication Strategy	IOM	IOM	IOM	IOM										
	Interim Resource Mobilisation Strategy	IOM	IOM	IOM	IOM	IOM									
	Steering committee meeting	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	
	Baseline studies	IOM													
	Midline Studies	IOM													
	Endline studies	IOM													
	Monitoring Visits	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	IOM/I/O	
	Communication campaigns	IOM	IOM												
	Learning	IOM							IOM					IOM	
Reporting (quarterly/bi-annual; annual reports; final reports)	IOM				IOM			IOM			IOM		IOM		
Hiring of staff and personnel	All Partners														
Audit	IOM												IOM		

ANNEX G: The Results Framework

See attached Excel file

ANNEX H: Detailed Budget

See attached Excel file

Expected Outputs	Planned Key Activities	Total budget per output
Output 1.1: Preparatory studies and assessments are produced that include a gender and conflict angle	Consultation processes, involving a variety of government and community stakeholders to formulate area-level durable solutions priorities	\$ 860,000.00
	Map based analyses of socio-economic status of DACs and one assessment of land tenure security, functionality of urban services, housing and land markets, and fit-for-purpose land administration tools including land and property registration, land valuation and land value capture are investigated and feasibility options as per project location outlined and validated	
	Assessments of public (PPP legal framework) and private sector readiness (including mapping of investors and for development of investment packages), SOPs for private sector engagement in the delivery of public assets and services, Mapping, identification of ethical investors and negotiation of conditions for the implementation of the investment packages.	
	Institutional capacity assessment on community engagement, planning, financial management and M&E.	
Output 1.2: Strategies and legal provision are produced that include specific priorities of women, youth and are climate-smart.	Development of city extension plans and neighbourhood plans prepared through participatory processes and reflecting durable solutions for DACs, and related implementation and financing plans, prepared through stakeholder participation	\$ 645,000.00
	Support FMS and municple authorities to develop a state and municple specific DS strategy and action plan, including M&E plan aligned with the FGS DS strategy	
	Develop by-laws on fit-for-purpose land and property registration as well as developing exaction and other land value sharing tool, business licensing and public financial management	
Output 1.3: Institutions, governance mechanisms and tools are developed in the areas of land as well as inclusive and accountable governance	Adoption of the CONSUL engagement platform to create a space for stakeholder consultations on financing of investment to support sustainable city development as well as social and economic integration of DACs	\$ 1,357,100.00
	Establish social cohesion and social accountability mechanisms in every Municipality to create a direct forum of engagement between DACs and municipal authorities.	
	Establish land departments or local branches of lands commissions at district level, implementing city-wide community-based land registration oriented on GLTN fit-for-purpose land administration model.	
	Establish gender sensitive monitoring and evaluation systems in each Municipality and support capacity at the Ministry of Planning, Directorate for Monitoring and Evaluation, with equivalent support provided in the relevant Federal Member States.	
Output 1.4: Technical knowledge of authorities	Train administrative and finance departments to manage land value capture related transaction and revenue	\$ 1,244,500.00

and DAC members is enhanced.

Train relevant local authority departments on the on-line citizen dialogue/ engagement platform (CONSUL) for community outreach and social accountability and on financial literacy and fund management;

Train DACs on foundations of local governance, online dialogue / engagement platform (CONSUL), financial management, funds management, saving schemes and investment plans;

Train community leaders, municipal authorities and courts to effectively resolve land disputes;

Train DACs and authorities in the use of mobile technology to update the map-based socio-economic analysis of the DACs, the land tenure system, functionality of urban services, housing and land markets.

Strengthening linkages between FGS and FMS (includes \$500,000 for TA to support government capacity)

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