

**Project Title:** Bilan - Somali Women Media Project- (Bilan)**Project Number:** 00137595**Implementing Partner:** UNDP Direct Implementation (DIM)**Start Date:**1/2/23**End Date:** 31/1/28**LPAC Meeting dates:** 19/1/2023.**Brief Description**

Women and girls in Somalia experience high levels of gender disparities being subject to economic and social marginalization.<sup>1</sup> There are limited opportunities for formal employment within Somalia's current economic system, particularly for women. Women are also underrepresented in decision-making institutions.<sup>2</sup> Restrictive social and cultural norms regarding gender and social relations add to weak legal and state protection mechanisms. This includes high levels of exposure to gender-based violence, abuse, and neglect, particularly for women.

The wider development challenge that this project seeks to address is gender disparity and discrimination against women and girls. Its focus is on the workplace, in the media sector, both at federal government of Somalia and Federal Members States level. Over the course of five years (2023-2028), the project aims at creating a cadre of professionally competent women journalists able to operate through digital technology, serving as examples of professional excellence to other Somali women and empowered to advocate for gender equality and women empowerment and contribute to change society's perceptions of women.


During 5 years the project will deliver three immediate measurable results: 1) capacitate Bilan to establish itself as Somalia's first all-women media agency to provide investigative and social reporting as well as video, photography and other journalistic services to local and international media outlets; (2) contribute to an improved capacity of 53 women journalists to use digital technology to report on issues and solutions that affect development for women and other vulnerable groups in Mogadishu and 5 member states; (3) create and secure endorsement from Somalia's journalism unions for a women rights charter to support equality, end gender based violence and online harassment, as well as advocacy toward legislative change in support of these rights.

This project builds upon the work undertaken during the preparatory phase (July 2019-January 2022) which set up Bilan Media Unit, Somalia's first all-women media unit.

Contributing Outcome (UNSDCF, CPD, RPD): <b>UNCDF:</b> Strategic Priority 3: Economic Development; Strategic Priority 2: Rule of Law; Strategy Priority 1: Inclusive Politics and Reconciliation. <b>CPD:</b> Sustainable natural resources management for inclusive economic growth; security, rule of law and access to justice; Governance, inclusive politics, and reconciliation <b>Indicative Output(s) with gender marker<sup>3</sup>:</b> GEN 3
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<b>Total resources required:</b>	US\$ 3,908,194	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	US\$ 450,552
	<b>Donor:</b>	US\$ 3,457,642
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>	0	

Agreed by (signatures)<sup>4</sup>:

Government (N/A)	UNDP	Implementing Partner
Print Name:	Print Name:  59CCAEAA3E014DD...	Print Name:
Date:	Date: 01-Feb-2023	Date:

<sup>1</sup> UN, Common Country Analysis: Somalia 2020, UN Somalia, 2020.

<sup>2</sup> SSWC & Oxfam, Gender Gap Assessment: South Central Somalia and Puntland, 2021.

<sup>3</sup> For this project the Gender Mark is GEN 3. The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principal objective).

<sup>4</sup> Note: Adjust signatures as needed

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**I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)**

Women in Somalia face inequalities in the distribution of resources, limited participation in, and contribution to economic development, illiteracy, lack of finance, high unemployment rates, and low labour participation rates.<sup>5</sup> Clan-based and patriarchal social environment often subjects girls to parental restrictions on education, with similar trends of exclusion visible among youth and social minorities. Sexual and gender-based violence (GBV) is one of the most prevalent human rights violations with surveys results showing that over 60 per cent of women considered physical abuse, denial of education, forced marriage, rape and sexual harassment as forms of domestic violence.

Women journalists are significantly underrepresented at work in Somali media houses at 23 percent.<sup>6</sup> Media houses are owned by men, who also hold most of the powerful, decision-making editorial, and managerial positions. Women journalists tend to occupy more junior, poorer paid roles or work as presenters whereby they may be the ‘face’ or ‘voice’ of a programme but have little say in its editorial content.<sup>7</sup>

The lack of female journalists in Somalia, particularly in senior decision-making roles, means that there is a dearth of stories of interest to a female audience or told from their perspective. While there are exceptions, such as BBC Media Action’s *Making Waves* radio programme which encourages female economic empowerment,<sup>8</sup> there is a lack of sustained, interesting, relevant programming for women.<sup>9</sup>

There are no robust mechanisms in place to respond to sexual harassment in media houses. Most Somali journalists report feeling vulnerable, despite management asserting that they provide basic security awareness information and ad hoc training. A sensitive subject, sexual harassment is not openly discussed. However, 13 percent respondents to a survey on the issue said they had experienced sexual harassment, either in their current or previous jobs. 20 percent of respondents (28 percent female) said they would do nothing if exposed to harassment, fearing for their safety as well as their jobs.<sup>10</sup>

It should be noted that the parlous state of women’s participation in local media does not only affect women. Their exclusion from key positions in the media is a disservice to society. Their resulting absence from public consciousness and debate of subjects of importance to women, including women’s education, health, and protection issues – is detrimental to the immediate and long-term development prospects of everyone, including men.

Of relevance to this project are four key problems identified after extensive consultations with Somali journalism organisations, media professionals, women journalists, and UN communications agencies. These are:

1. Limited women’s access to economic resources and opportunities – this includes jobs, business services skills, technology development and market information resulting in job stagnation and limited opportunities for progression/ career advancement. Salary discrepancies have an overall negative impact on women journalists, often leading them to formally give up their position or avoid the profession.
2. Limited professional capacity – there is a limited societal demand for and recognition of women professionals. This is reflected by a low professional capacity of Somali journalists to promote the peaceful development of Somali society, enhance Somali people’s access to information and changes in the newsroom culture. Training of journalists tend to be short-term and ad-hoc with few demonstrable results and a frequently changing cast of trainees who do not study long enough to acquire serious technical skills and knowledge. This is stifling the development of women journalists, the development of Somali journalism and the ability of the media to fully understand and report on issues of critical importance to 50 percent of the population.
3. Violence against women and harassment – Women journalists report high levels of harassment at work and online, including from male colleagues. There is no system to report abuse, no realistic legal path to redress

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<sup>5</sup> The Somali Health and Demographic Survey 2020

<sup>6</sup> [https://www.mediasupport.org/wp-content/uploads/2018/03/Somalia-Baseline-Study-on-the-Conditions-of-Women-in-Journalism\\_ENG.pdf](https://www.mediasupport.org/wp-content/uploads/2018/03/Somalia-Baseline-Study-on-the-Conditions-of-Women-in-Journalism_ENG.pdf)

<sup>7</sup> BBC World Service Trust Somalia policy briefing, November 2011,

[http://downloads.bbc.co.uk/worldservice/trust/pdf/bbc\\_world\\_service\\_trust\\_pb4\\_english\\_web.pdf](http://downloads.bbc.co.uk/worldservice/trust/pdf/bbc_world_service_trust_pb4_english_web.pdf)

<sup>8</sup> BBC Media Action, <https://www.bbc.co.uk/mediaaction/where-we-work/africa/somalia/sweet>

<sup>9</sup> This perception has been borne out by responses from women to Bilan’s reporting produced during the Somali Women Media Project preparatory period, indicating that there is an unfulfilled market demand among women for media reports that are relevant to them.

<sup>10</sup> ditto

and no systematic support network or effective lobbying movement to demand change from the industry, government, or social media platforms. Individual women journalists are left to deal with these issues largely on their own.

4. Limited voice and networks – There are no networks or platforms that connect Somali women journalists with their counterparts working elsewhere to exchange lessons learned, offer mutual support, and tap into opportunities offered by global- and regional-level organisations working to support women journalists, including support to find employment opportunities and access new markets for their reporting. Their ability to cover aspects of development that are relevant to the life of women is still relatively low as is their general understanding of media ethics.<sup>11</sup>

The root causes of these problems are intrinsically related to the multiple barriers women and girls continue to face in the country because of their gender and its intersections with other factors, such as age, ethnicity, poverty, and equal enjoyment of the right to quality education and access to job opportunities. These are:

- Economic barriers with an exclusion from different aspects of life, an absence of commercially viable institutions and enterprises run and staffed by women and a lack of employment opportunities for women in the media.
- A lack of training and employment creation programmes enough and sufficiently long-term to build industry-standard skills and media ethics.
- Longstanding, widespread, and widely documented discrimination against women (for example see the UNDP-MOWHR report *Somali Women Forging Alliances to Safeguard Equal Rights for All* for an in-depth analysis and data).<sup>12</sup>
- Restrictive social and cultural norms regarding gender and social relations add to weak legal and state protection mechanisms. Severe restrictions on women's freedom and mobility, language, security, that have prevented formal and informal exchanges between local and international women journalists, media groups and other related organisations.

Over the past decade, the Federal Government of Somalia developed several key frameworks, including the 2012 Provisional Constitution, the National Development Plan (NDP9), the National Gender Policy (2016–2026) and the 2019 Somali Women's Charter. At non-government level, there is the Somali Protection Against Sexual Exploitation and Abuse (PSEA) network.

However, the Women's Charter is not yet legally binding. The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol) is not yet ratified, while the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) has neither been signed nor ratified. The Gender Inequality Index for Somalia is low at 0.776 (with a maximum of 1 denoting complete inequality), placing Somalia at the fourth highest position globally.<sup>13</sup>

The wider development challenge that this project seeks to address is gender disparity and discrimination against women and girls. Its focus is on the workplace in the media sector in Somalia, both at federal government of Somalia and Federal Members States level. Given the specific context of Somalia of a country in conflict, the project focus on gender disparity and discrimination is relevant to the National Action Plan for the implementation of UN Security Council Resolution 1325 as it advocates for opportunities for women in leadership and addresses gender gaps to access to and control of information that matters to their lives.

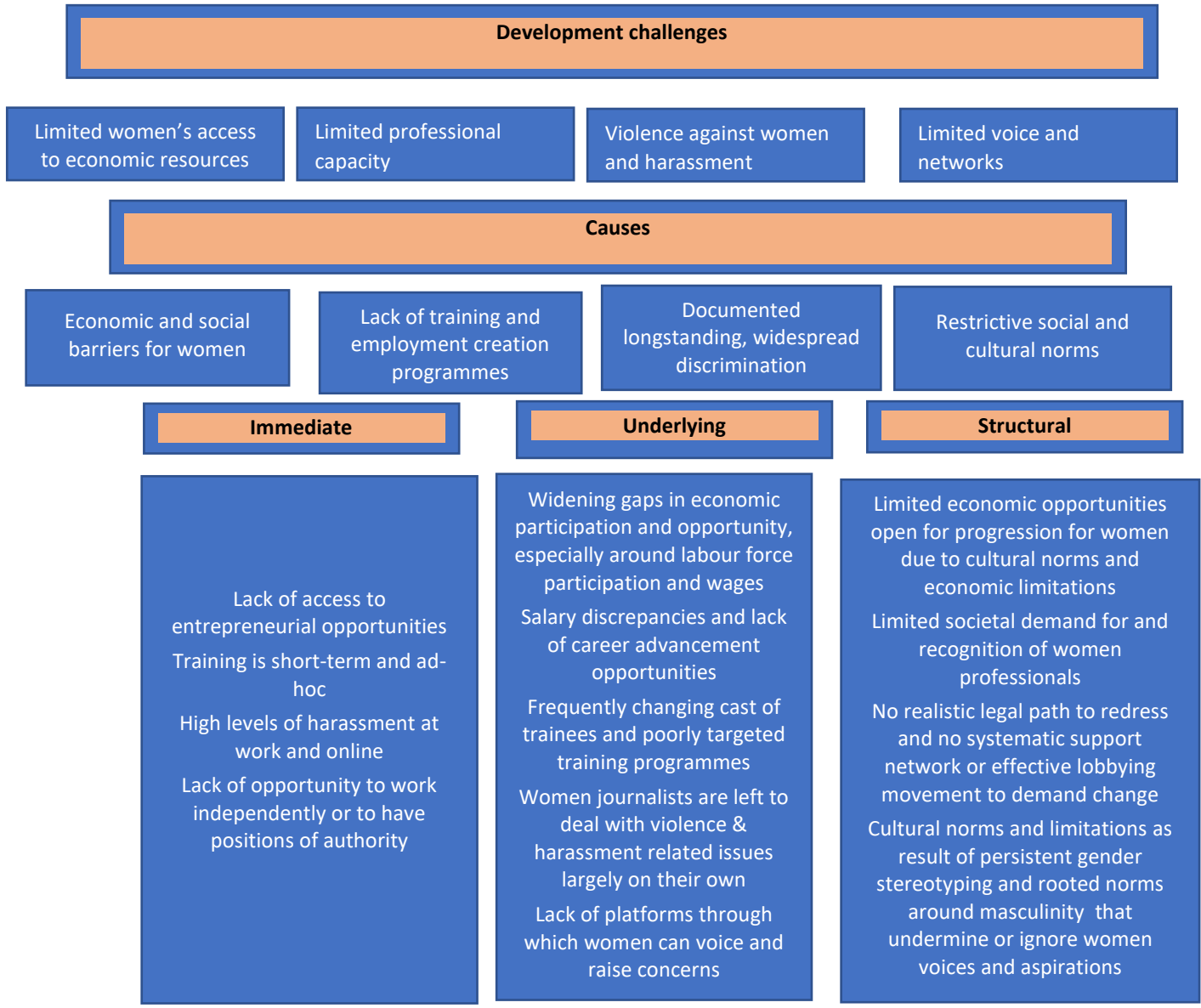
For an overview of the problem tree see below.

<sup>11</sup> Evaluation of media support in Somalia 2014–2017, Vikes, <https://vikes.fi/wp-content/uploads/2018/08/Evaluation-of-media-support-in-Somalia-2014-2017.pdf>

<sup>12</sup> <https://mwhrd.gov.so/en/wp-content/uploads/2020/10/Somali-Women-Forging-Alliance-Report-October-2020-1.pdf>

<sup>13</sup> United Nations Development Programme (2012). *Somalia Human Development Report 2012: Empowering Youth for Peace and Development*, p.xviii.

**Problem tree**



**II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)**

In line with the UNDP Country Programme Document (2020-2025) and contributing to the United Nations Development Framework in Somalia, the strategy pursued by this project is to contribute towards economic diversification and increased market access by Somali women to media business development services; (2) expedite digital technology application and learning for women journalists and (3) advocate for strengthened regulatory oversight of gender-based violence and on-line harassment in the media workplace and against women and girls.

The project theory of change can be summarized as:

**If**

women journalists are given the opportunity to set up their business and work independently in positions of authority; if their capacity is built through modern learning technology and digital technology solutions to cover aspects of development that are relevant to the life of women, if training is matched with concrete job opportunities; if women

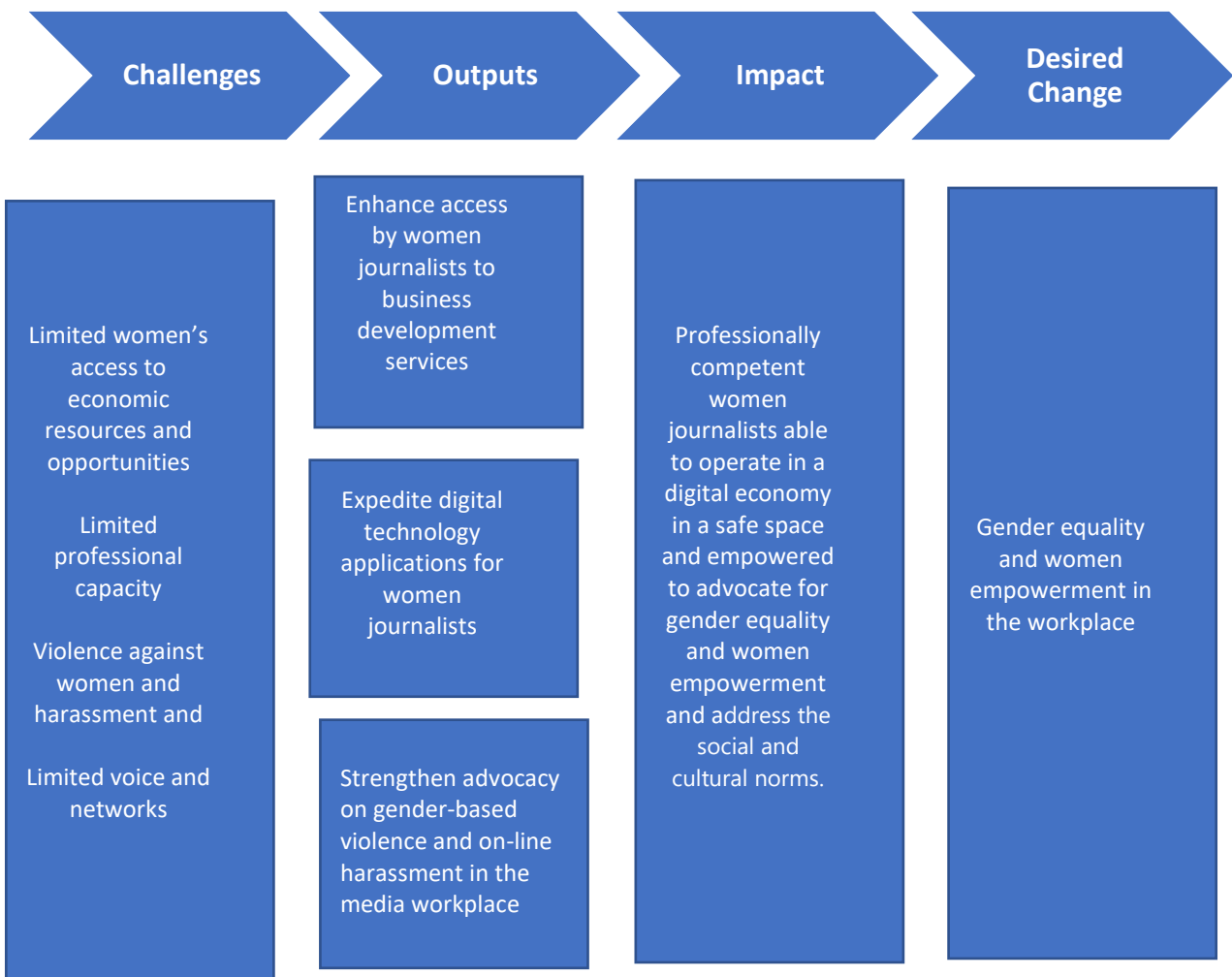
can work in a safe space and report harassment and abuse at work and online and if there are networks and platforms that connect women journalists with their counterparts working elsewhere nationally and internationally

**then**

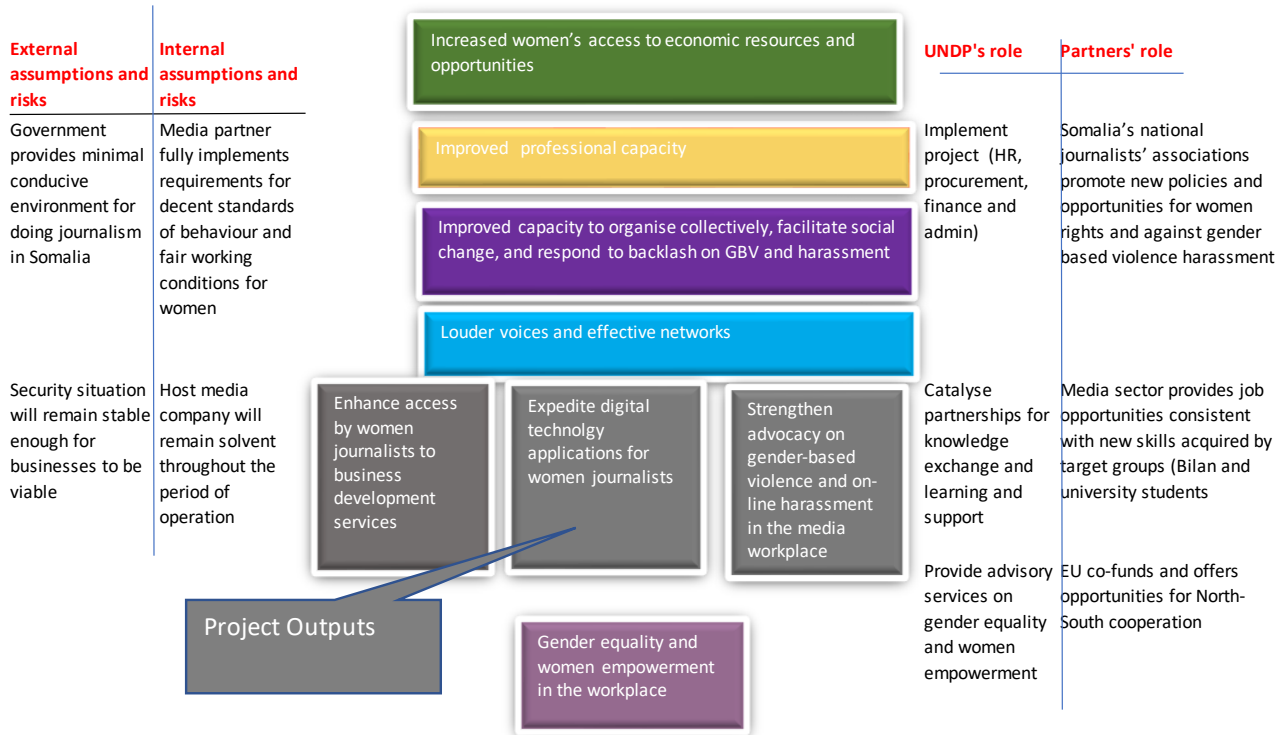
more equal economic opportunities and jobs will be opened for women including those that stimulate an improvement in the overall quality of Somali journalism; attitudes to women’s work and leadership as professionals will be changed, both in the media and other sectors; women’s voices will have a platform to advocate for change that reaches nationwide and beyond; women’s voices will be louder to reflect what women really want and need.

For an overview of the solution tree and theory of change see below.

**Solution Tree**



### Theory of Change



The project theory of change is linked to the theory of change of the United Nations Sustainable Development Framework (2020-2025) and intersects with and directly contributes to three outcomes of the UNDP Country Programme (2020-2025) with its focus on economic recovery, inclusion, and rule of law. The project is also aligned to the UNDP Gender Strategy, the 10-Point Action Agenda for Advancing Gender Equality in Crisis Settings (10PAA) and the UNDP Gender Seal as a guarantee of UNDP's commitment, expertise, and effectiveness under this project in protecting and advancing women's rights and gender equality.

By putting gender equality and women's empowerment at the core of this project, the project approach is aligned with UNDP Strategic Plan 2022-2025 and UNDP signature solutions, notably Signature Solution 2: Governance and 6: Women's Empowerment and Gender Equality.

At the national level, the project approach responds to the Ninth Somalia National Development Plan (NDP-9), and the Federal Government of Somalia's National Gender Policy. The NDP-9 integrates gender ender and social inclusion through security and the rule of law). The NDP-9 is also complemented by the Federal Government of Somalia (FGS) National Gender Policy which vocalises concerns about gender-based violence and prioritises measures to support activities addressing it.<sup>14</sup>

At the international level, the project is relevant to Agenda 2030 and the Sustainable Development Goals (SDGs), particularly SDG 5 girls and its targets 5.1: 5.2 and 5.5. to achieve gender equality and empower all women and SDG 16 and its target 16a. of ensuring public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.<sup>15</sup>

<sup>14</sup> The FGS NGP has seven pillars, each with their own set of complementary priorities, namely: (1) Economic empowerment; (2) Gender and health; (3) Gender and education; (4) Political participation; (5) Violence against women; (6) Women, peace and security (WPS); and (7) Gender and access to justice.

<sup>15</sup> is also relevant to this project as it focuses specifically on reducing inequality within and among countries and calls for reducing inequalities in

With its focus on gender equality and women economic empowerment, human rights, and development supported by national advocacy and an additional engagement around anti-harassment and South-South/North-South cooperation, this project fits in with national and international donors supported priorities.

This project takes an integrated approach, i.e. (1) a gender and economic development approach that invests in women's economic empowerment and leadership through e-learning, women led business and economic development with focus on women's employability skills and building for a more equal workforce; (2) a human right approach, to advocate for women's rights to speak, mobilise communities, increase women's political participation and civic engagement in matter related to women lives at local, regional, and federal fora and (3) the humanitarian, development, and peace nexus approach (HDPN) in line with the principles of UNSC Resolution 1325 and the specific country context . Taking these approaches further, the project will empower women not only to report but also to be an advocate on matters that matter to women and girls, including gender equality and gender-based violence and harassment.

The geographical focus of the project operating from Mogadishu and distributing reports in the 5 Federal Member States (FMS) covering 5 federal member states will help further widen coverage of women's issues inside Somalia and facilitate expansion in all federal member states. Through the area-based approach, UNDP will position the project to support more sustainable local solutions and serve as a planning tool to promote social cohesion and interaction between women and local authorities in the areas where UNDP operates.

The project is informed by knowledge, good practices, and lessons learned during the preparatory phase of the project, including the recognition that digitization, if properly managed, can transform employment and entrepreneurship for women and help them adapt to an ever-changing economic landscape. It also refers to the lessons and experience of projects that have worked with the media in supporting gender equality, inclusion and human rights.<sup>16</sup>

The preparatory phase also successfully tested the concept of an independent, viable, capable all female media unit that reports on matters of interest to women in Somalia and can promote changes in society on gender roles and women' place in society. Thus, the project will continue to work with Bilan media group, the first all women media group in Somalia that the preparatory phase helped to bring together and capacitate.<sup>17</sup>

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### III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Over the course of five years (2023-2028), the project will deliver three immediate measurable results: 1) capacitate Bilan to establish itself<sup>18</sup> as Somalia's first all-women media agency to provide investigative and social reporting as well as video, photography and other journalistic services to local and international media outlets as Somalia's first all-women media agency to provide investigative and social reporting as well as video, photography and other journalistic services to local and international media outlets; (2) contribute to an improved capacity of 53 women journalists to use digital technology to report professional and ethically on issues and solutions that affect development for women and vulnerable groups in Mogadishu and 5 member states; (3) create and secure endorsement from Somalia's journalism unions for a women rights charter to support equality, end gender based violence and online harassment, as well as advocacy toward legislative change in support of these rights.

The project will create a center of excellence that shows not just how women journalists can equal their male peers but how they can provide a paradigm of high-quality, ethical journalism for other media houses to emulate, and opportunity

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income and those based on age, sex, disability, race, ethnicity, origin, religion or economic or other status. SDG 16 also focuses on promoting the rule of law at the national and international levels and ensuring equal access to justice for all.

<sup>16</sup> <https://www.undp.org/publications/undps-engagement-media-governance-sustainable-development-and-peace>

<sup>17</sup> A summary of Bilan's achievements to date and some of their reporting can be found at: <https://undpsomalia.exposure.co/lyse-doucet-masterclass-caps-6-amazing-months-for-bilan>

<sup>18</sup> Registration of Bilan as a legal entity is not a predetermined requirement at this stage. This arrangement will be revisited later in the project implementation subject to Bilan's capacity and performance.

to reflect community voices from the local level. In recognition of the project contribution to the advancement of women's rights and gender equality, the project applies the Gender Marker level 3 to the three outputs.<sup>19</sup>

The project has the following outputs:

### **Output 1**

#### **Enhanced access by women journalists to business development services**

This output covers activities related to improved access to business services by women's entrepreneurs and the establishment of Bilan as the first independent all women business media unit services. Services by international business advisers focus on growth, data, audience, strategy and special projects, product vs outcome and technology. The output is about creating women entrepreneurs' improved capacity to run journalism as a business.

It is expected that access to business services will empower women journalists to place their business at the forefront of the media sector and understand how journalism as a business works and the market demand for the information society needs to function. The output also covers activities related to hiring by a local partner the Bilan media group journalists, equipping, and providing office space and distributing reports locally. The partner is a Somali media company, and thus the costs for contractual services are included under this output. The company will also administer an internship programme for talented newly graduating journalists, with stipends of US\$1,200 per graduate to allow them to work with Bilan and attend training and mentoring sessions for periods of six months to kickstart their careers. This will support 20 journalists over the course of the project.

Starting in the second year, the project will also provide small grants of US\$2,000 each to 10 women journalists per year to pursue investigative reporting projects under the guidance of the Bilan team, who will select grantees from pitches sent in to two annual calls for proposals on social media. This will reach 40 women journalists over the course of the project.

The choice of housing Bilan in a media company during the formative years was made, because it provides a safe environment for women. The security risk of women working in Somalia has been added to the risk log along with a corresponding risk management action (see Annex 2: Offline Project Risk Register Template).

### **Activities**

- 1.1 Hire media company: as in the preparatory phase, Bilan will be embedded in a local media company, which provides safe office space and equipment, hires the women journalists, and manages their contracts, salaries and stipends, handles travel and logistics for reporting and training sessions, and provides guaranteed distribution of reports on traditional and online networks locally.
- 1.2 Purchase equipment: including the purchase, maintenance and periodic replacement of computers, phones, microphones, and other equipment needed to produce mobile journalism in line with evolving technological trends.
- 1.3 Provide guidance to Bilan journalists: producing reports for local and international media, including how to identify news trends, create compelling story pitches for media houses and research new topics as well as the day-to-day aspects of running a media business and media content provider.
- 1.4 Maintain and expand partnerships with international media: including developing relationships with commissioning editors to promote Bilan as a content provider, identifying news trends and market gaps where Bilan's stories will do well, profiling commissioning media houses and negotiating agreements around content provision.
- 1.5 Develop distribution arrangements with media in FMSes for Bilan's reporting: including negotiating arrangements where Bilan's stories appear regularly on local channels that avoid direct payment for placement, such as models where Bilan provides support to local journalist houses in return for access to popular slots.
- 1.6 Provide advice and guidance on the feasibility of registering either as an enterprise, NGO or corporate entity fully in line with local laws, as well as funding for legal and other associated registration costs.

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<sup>19</sup> Gender marker 3 is for projects that have gender equality as a principal objective.

[https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/pbf\\_guidance\\_note\\_on\\_gender\\_marker\\_scoring\\_2019.pdf](https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/pbf_guidance_note_on_gender_marker_scoring_2019.pdf)



1.7 Administer small grants for women journalists and provide guidance on their reporting projects.

## **Output 2**

### **Expedited digital technology applications for women journalists**

This output covers activities related to improved capacity of women's media to operate using digital technology in long-term online courses. Digitalization in this project is an enabler to support an inclusive, ethical, and sustainable digital society that supports women ambitions and professional aspirations. Thus, the training programme for Bilan's journalists, Bilan's interns, and women journalists in the federal member states, includes day-to-day advice and periodic mentoring sessions. This training programme focuses on how to use new interactive digital communication means on media websites for fair framing, editing, and reporting. These courses will operate through a hybrid of in-person meetings and online. is implemented by international and local experts.

The courses will make Bilan and selected women journalists in the 5 member states familiar and proficient with the industry modern tools of trade i.e. computers with internet access to write and file stories and run professional audio, video, and text editing software from global locations; videoconferencing software to connect with far-flung subjects, sources, and editorial teams. The use of accessible digital technology such as smartphones will enable enhanced audio, video, and data transmission capabilities and communication with Somali people. It will facilitate involvement in reporting processes, social media data tracking, including in-depth visualizations of clicks, shares, and interactions.

The training will lead to a better understanding and analysis of what stories are trending and where research is needed. The results will range from an improved capacity of women journalists to shine a light, conduct an analysis and highlight women's concerns, understanding Somali's women aspiration to gender equality, empowerment, and respect. UNDP will have a possibility to use the information to develop more relevant projects that empower women in Mogadishu and 5 federal member states.

### **Activities**

2.1 Provide mentoring and training sessions on mobile journalism, investigative reporting, journalist ethics, social media, and other core skills through regular technical training provided by the project CTA, including both dedicated training sessions on specific topics as well as day-to-day advice and guidance as Bilan's stories are developed, researched, and produced, augmented by periodic mentoring sessions from local and international journalists and media experts

2.2 Establish a system for Bilan women journalists to provide mentoring and hands on training to women journalists in FMSes, including in-person visits and online support and hands-on training by working together on joint stories, as well as opening training and mentoring sessions provided to the core Bilan team to women journalists in FMSes

2.3 Manage an internship programme for students/recent university graduates, including maintaining relationships with journalism faculties, agreeing a mechanism, and providing oversight for the selection process, designing ways for interns to work with and maximize skills transfer from Bilan throughout the internship period.

## **Output 3**

### **Strengthened advocacy on gender-based violence and on-line harassment in the media workplace.**

This output covers activities related to: (i) identify a company to provide platform hosting; set up/maintain distribution deals an advocacy with specific actors, such as social media companies, as well as with the public to improve the treatment of women online; (ii) run activities related to setting up/linking up to existing systems for south-south/north south cooperation. These are developed and managed by the project/communications manager, taking advantage of UNDP networks.

### **Activities**

3.1 Establish platform for advocacy against harassment with social media networks and policy makers by mapping points of engagement and working with women journalists inside Somalia to identify the best on- and offline solutions for a forum that will allow them to meet, exchange ideas and map initiatives and activities to engage with social media networks and policy makers.

3.2 Set up meetings with social media companies and policy makers to lobby for action, including the creation of a charter of concrete asks, supported by women's journalist organization inside Somalia, as a starting point for discussions

3.3 Conduct advocacy campaigns to influence social media platforms and policy makers through the creation of text, photo and video materials for social and traditional media dissemination as well as engaging influential partners and media houses to support with amplification and advocacy.

3.4 Facilitate south-south/north-south cooperation sessions among women journalists by identifying media environments where women journalists overseas face similar challenges and supporting opportunities to meet, network and exchange ideas, including support to replicate or adapt what has worked in one country to the Somali context.

3.5 Set up networks for cross-border reporting by women journalists, including online and offline opportunities to work jointly on stories, particularly, but not limited to, stories on the border between Somalia and its neighbours that involve people from both sides.

### **Resources required to achieve the expected results.**

People – these include:

- A Coordination/Communications Manager (50/50 percent split) with extensive media and communications experience who fully understands the international and local media and cultural environment to oversee the project and handle fundraising, promotion and partnerships with international media houses, social media platforms, south-south cooperation with women journalists in other countries, institutions providing support to women journalists and other partners. The manager will evaluate opportunities for partnerships and present recommendations to the board. (TORs in Annex).
- A Technical Specialist, reporting to the project/communications manager with a journalism background who fully understands the international and local media scene and has the networks and influence to bring on board top-tier international and local media professionals for training and mentoring and who can support outreach and content partnerships with top-tier international media. The technical specialist will work in close collaboration with the coordination/communications manager. (TORs in Annex).
- Country Office Communications (NoA) - the UNDP CO will offer 30 percent of the time of the to facilitate relationships with local actors, strengthen local networks and provide advice and on-the-ground support.
- Finance and Admin. Officer 20 percent of the time of a UNDP who will be required to handle project admin, finance, and procurement issues.
- Media Partner (company) - as in the preparatory phase, Bilan will be embedded in a local media company, which provides safe office space and equipment, hires the women journalists, and manages their contracts, handles travel and logistics for reporting and training sessions, and provides guaranteed distribution of reports on traditional and online networks locally.

Purchases - equipment will be purchased, replaced, and upgraded as required to keep pace with technical developments, particularly ever-larger demands for photo and video quality. In addition, there will be a need for online storage solutions, software renewals and some equipment, including hard-drives and recording/editing gear. To future-proof the training and minimise costs, equipment such as smart phone will be given preference as it can be easily mastered and maintained while ensuring that standards are high enough for international broadcast.

Communications and travel budgets – these costs cover: (i) advocacy efforts toward reducing harassment, changing attitudes, and lobbying for policy change; (ii) partnership development with media houses and organisations that support women journalists; (iii) promotion of the project for further fundraising and donor reporting.

### **Partnerships**

Partnerships will be explored where there are concrete opportunities to improve project delivery and scaling or where the Bilan project can inform and contribute to the planning and implementation of other projects, always bearing in mind the core principle of editorial independence for Bilan.

The following partners will be critical for the achievement of results of this project.

- Federation of Somali Journalists –The Federation of Somali Journalists (FESOJ) is the main representative organisation of journalists in Somalia. It has its affiliates with many international journalist organizations and member of Somalia Non-State Actors (SONSA). FESOJ has partnerships with the EU Delegation in Somalia, UN

Mission in Somalia (UNSOM) US and other EU diplomatic missions in Somalia, Free Press Unlimited, Finish Foundation for Media Development (VIKES), Doha Center for Media Development, UNESCO, and UNDP.

- Academia – the project will strengthen the partnership with two national universities, the Mogadishu University and Somalia National University with whom it is establishing an internships programme. Through this project UNDP will help position Bilan to partner with private sector, youth, faith organizations, feminist and women organizations, CBOs and CSOs.
- The European Union – during the preparatory phase of the project, the EU demonstrated a keen interest to partner UNDP under this project and share the costs. Cutting across all 3 priority areas mentioned above, gender equality and women’s empowerment remains a top priority for the EU. In line with the Gender Action Plan III, at least 85 percent of new EU supported actions are gender responsive and contribute to achieving gender equality across all EU priority areas.<sup>20</sup>

Other partners include:

- The Government of Somalia and civil society – linked with the assumption that the government will provide the minimal conducive environment for doing journalism, the project will work with Government counterparts in Mogadishu and 5 Federal Member States and forge partnerships with civil society on gender equality. Examples include mainstream gender equality and women empowerment in ministries’ communication strategies, for example the communication strategy of the Ministry of Women and Human Rights Development, the Ministry of Information, Posts and Telecommunication and the Ministry of Information, Culture and Tourism.
- UNDP Portfolios and UN agencies in Somalia – the project interacts with UNDP portfolios (see section Management) and UN agencies in Somalia at two levels, i.e., (i) gender equality and women empowerment (dialogue, participation, inclusion, rule of law and economic empowerment) and (ii) support to free independent media. Mobilising UN agencies in supporting Bilan Media Unit would be particularly important when setting up networks and establishing south-south and south-north cooperation opportunities.
- Somalia’s national journalists’ associations – these include Somalia Media Women Association and the Somali Journalist Syndicate who run campaigns for journalists’ rights and networking activities and could help to achieve the project’s advocacy goals through joint campaigns, by sharing ideas and through cross promotion of advocacy materials. The project will mobilise support to lobbying social media companies to change how they deal with attitude against women at work and in society the harassment of women and advocate with policy makers for change and better law enforcement. This includes working with national journalists’ associations and other groups and creating a charter for women journalists with concrete demands to the government for action and reform.
- Bilateral donors – the project offers concrete opportunities for partnership with bilateral donors. Sweden, Germany, and Norway Ministries of Foreign Affairs were interested in the project during the preparatory phase of the project and recognised it resonates well with these countries’ priorities for assistance to Somalia.
- International organisations – these include the Marie Colvin Foundation, with whom Bilan is already in touch. and ODI, an independent think tank, with whom Bilan has already agreed to work on activities that promote Bilan and showcase their journalism. These will be key to networking, fundraising, and building the local reputation of women journalists through international exposure. International media and journalists - These includes the Guardian, BBC, and El Pais, with whom Bilan is already working. These will be key to training and networking efforts and to maintaining international media exposure for Bilan through content partnerships. As top-tier international media and Bilan Media Unit’s clients, they will be also instrumental in supporting Bilan to expand content partnerships so that Bilan’s reporting can continue to reach a global audience.

## Risks and Assumptions

The primary risks are political instability (including risks from political shifts and that might affect the government’s already fractious relationship with the media); violence and extremism (particularly attacks on such a prominent

<sup>20</sup> [https://international-partnerships.ec.europa.eu/system/files/2022-01/mip-2021-c2021-9070-somalia-annex\\_en.pdf](https://international-partnerships.ec.europa.eu/system/files/2022-01/mip-2021-c2021-9070-somalia-annex_en.pdf)

gender-related project); harassment from male colleagues (both in person and online); and economic factors that affect the viability of all media houses in a changing media environment. See also the Risk Log in Annex 1.

The project operates with several assumptions as summarized below.

- the government will continue to provide the minimal conducive environment for doing journalism in Somalia, including upholding basic freedoms of expression and rights of association and due process.
- the security situation will remain stable enough for businesses to be viable and Bilan to be safe reporting inside Mogadishu. The challenge is that much of the increase in violent events involving al Shabab in recent years has been a result of a spike in battles involving state security forces
- That the media partner will fully implement requirements for maintaining decent standards of behaviour in the office and fair working conditions for women journalists.
- That the host media company will remain solvent throughout the period of operation or that it will be possible to embed Bilan in a replacement company should this become necessary and that the project will catalyse partnerships for knowledge exchange and learning and support.

### Stakeholder engagement

This project builds on the success of the preparatory phase, which has already built excellent relationships with the key stakeholders inside Somalia. Key stakeholders include:

- Women journalists and journalist associations – Bilan already has excellent relationships with local media associations and individual journalists and has participated in events/been recognised by FESQJ, SOMWA and others. Bilan will continue to play a role in Somali Media Associations as the most prominent group of local women media as well as through individual memberships of these groups.
- International media – these include the Guardian and BBC, organisations that provide support to women journalists, such as the Marie Colvin Foundation, think tanks and development advocacy groups, such as the ODI Think Tank, and private sector entities that provide training and support to women journalists, such as Facebook (see above).
- Government – Prime Minister’s Office, the Ministry for Women and Human Rights Development, the Special Envoy for the Drought, the Ministry of Information, Posts and Telecommunication and other senior figures who have spoken publicly about their support for Bilan. Through the project, they will continue to invite Bilan to join relevant ministerial consultations and use Bilan’s reporting to highlight key issues.
- The public – Bilan’s team’s contact details are available on their website and social media and the public regularly calls in - usually women with messages of support or to suggest story ideas. Bilan will contribute to increased numbers of independent, credible reporting that reaches at least 1million people per month on women’s economic empowerment, women's freedom of expression and political participation and other issues of key interest to Somali women/with focus of women.

### South-South Cooperation

UNDP will link Bilan with the United Nations Office for South-South Cooperation that promotes, coordinates, and supports South-South and triangular cooperation globally and with the United Nations system.<sup>21</sup> It should be possible for Bilan journalists to work with their Kenyan and Ethiopian counterparts to report on issues affecting the Somali diaspora and cross border issues as it should be possible for Somali women journalists to learn from the experience of, for example, Afghan women journalists who had already gone through one of the most sustained processes of media development undertaken in a developing country before the change of power in August 2021.

Also, the architecture of the EU provides tools for Bilan to establish South-North partnerships, cooperation, and exchange on gender equality with Somalia for sustainable change, particularly in the sphere of empowerment of community actors and civil society organizations.<sup>22</sup>

<sup>21</sup> Check UNOSSC – United Nations Office for South-South Cooperation ([unsouthsouth.org](https://unsouthsouth.org))

<sup>22</sup> Relevant here is the EU support to policy drawing in the expertise from EU Member States and EU Line DGs (notably DG JUST, DG CLIMA, DG

Events, conferences, studies, fellowships, exchange platforms will support dialogues with CSOs, youth and women platforms and other stakeholders as well as sector dialogues to influence policy reforms and engagement with governments and other stakeholders.

### **Digital solutions and technology**

The project support change in economic empowerment through digitalisation as a lever of change for the development of professional and technical skills to support gender equality and women empowerment in the workplace and society. The project practices Mobile Journalism, producing audio, video and text-based stories generated from the content recorded on smartphones and edited on computer with industry standard software. As their technical and production skills develop, the women journalists deliver simple videos, stills and audio pieces, that go out on social media in addition to regular broadcast channels. Bilan's reports will appear twice a week locally and periodically in international media, highlighting issues of importance to women, advocating for change, and holding leaders and development actors to account. A reference database of Bilan's reports will be kept on their YouTube channel and on their social media accounts (accessible via the website).

### **Knowledge**

The project will secure distribution for Bilan's reports at the local level in all FMSes to further widen coverage of women's issues inside Somalia and showcase Bilan's women journalists as an inspiring example of what women can do in media and other professions. Bilan will also identify "stringers" or full-time women journalists at the FMS level to provide local content for Bilan's reports while simultaneously mentoring these women journalists and providing hands-on training through working on joint reporting. The project will create a database of organisations working to support journalism and systematically reach out to them to share ideas and experiences and look for potential ways to work together.

Bilan's reports will appear twice a week, locally and periodically, in international media, highlighting issues of importance to women, advocating for change, and holding leaders and development actors to account. Examples of previous knowledge products from the PIP period can be seen on the Bilan website at [www.bilan.media](http://www.bilan.media).

### **Sustainability and Scaling Up**

Sustainability for this project is understood both in terms of acquired professional and business capacity of Bilan as an enterprise becoming financially independent from donors at the end of the project. Sustainability has been intertwined with effectiveness and efficiency and good business practices in the local economic environment.

Over the course of five years, the project exit strategy of the project is exemplified by the gradual reduction of the level of support provided in line with the capacity improvements among the Bilan team and the commercial value of the Bilan brand. By then, it is envisaged that by the end of the project, Bilan will be a sustainable enterprise having been absorbed fully into the hosting media unit. It will have media content partnerships with multiple international outlets, have established strong networks for support with relevant organisations and other women journalists and will be able to offer training and mentoring to new women journalists who join the team.

In addition, commissions from international media, who currently pay Bilan at international rates on a per story basis, will help to provide a steady stream of income and offset equipment and salary costs. There is also market potential in Bilan providing photography and video services to international organisations based in Somalia, since there is a demonstrated lack of competent local providers in the field, as regularly noted by UN Communications Group. Partnerships with a national media house and international media companies will provide channels for mass distribution both locally and globally and offer a clear path to sustainability and donor exit.

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HOME for Migration and Home Affairs, DG ECHO for Civil Protection and Humanitarian Aid Operations and DG MARE for maritime Affairs and Fisheries and DG Employment, Social Affairs & Inclusion on labour rights aspects).

To support scalability the project will support an internship programme with two local university journalism faculties so that the next generation of women journalists can get practical experience and training during the final year of their degree courses or shortly after graduating as well as benefitting from the training and mentoring opportunities provided to Bilan.

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#### IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

##### Cost efficiency and effectiveness

Overall project costs are minimised by embedding Bilan within the existing structure of a local media partner and by monetising international commissions for reporting (see Sustainability and Scaling Up). Additionally, the cost of support from the CO is minimised by utilising staff on a pro-rata basis instead of funding new posts and by using consultants remotely wherever possible (which minimises the security risk as well as costs).

UNDP cross portfolio approach to project development and implementation will ensure possibilities for cost efficiency across UNDP projects. In addition, the choice of mobile journalism as the production method keeps costs down by dispensing with the need for high-end cameras and editing equipment. Bilan's internship programme for journalism students/ recent graduates from Somalia's two top universities also helps foster the next generation of women journalists.

Operating costs for Bilan are set at local market rates, with salary scales, office rents and airtime distribution costs that are in line with local norms. In addition, Bilan's reporting for international media generates income per story at international market rates, helping to offset operational costs. That said, the long-term sustainability of journalism is an issue worldwide and will require monitoring.

In terms of effectiveness, this new project builds on broader UNDP efforts at promoting the media's role in development, including the role of media in promoting peace in conflict-prone settings. It aims at highlighting the important role of UNDP of promoting more informed societies and to help guide UNDP's ongoing commitments to support the role of free and independent media globally, including as a member of the United Nations (UN) Focal Point Network for the Implementation of the UN Plan of Action on the Safety of Journalists and the Issue of Impunity.

It also builds on successes and the networks set up by Bilan with media and other partners under the preparatory phase. The project acknowledges that capacity building for gender equality women empowerment is a long-term effort. To be effective in the context of Somalia this approach must be able to change attitudes and norms in the long term. Based on these considerations, the project implementation period is 5 years.

Through adaptive management and UNDP CO cross portfolio cooperation, the project will set up effective networks with three UNDP-led UN Joint Programmes, particularly, i.e., the Rule of Law which has been piloting community conversations activities<sup>23</sup> in target communities, the Joint Programme for Local Governance (JPLG) that supports service delivery nationwide and with the UN Joint Programme on Gender Equality and Women Empowerment, once operational. It also networks with the UN Joint Programme Saameynta on scaling up durable solutions for displacement.

In line with the UNDP Office Portfolio Review recommendations and the Office Programme Strategy, there will be strong coordination and synergies between the portfolios and projects. The UNDP portfolios will bring relevant and experience of working in the following areas and projects:

Portfolio	Area
Inclusive politics	A possible area for collaboration is the project on strengthening the capacity of electoral institutions, empowering women, youth, and minority groups to participate in elections at

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<sup>23</sup> See for example Women's Participation in Peace, Security, Development and Leadership in Somalia

	all levels and safeguarding the democratic space for civil society and a free and independent media.
<b>Rule of law and security</b>	A possible area for collaboration is the project Women’s Participation in Peace, Security, Development and Leadership in Somalia
<b>Economic Recovery and Institutional Development</b>	A possible area for collaboration is the UN Joint Programme Gender Equality and Women Empowerment (GEWE) to pursue innovation and digitalization in gender engagement under the GEWE project dedicated portal <sup>24</sup>
<b>Resilience and Climate Change</b>	Possible areas for collaboration are the portfolio’s projects that support the creation of green jobs for youth, women, PWDs and IDPs; and capacity building for relevant entities at the federal and state levels for planning and data generation to inform the initiatives for inclusive economic growth.

### ***Project Management***

The project will be implemented directly by UNDP using the Direct Implementation Modality (DIM). UNDP will engage and collaborate with third-party implementers in delivering the programme. A dedicated technical advisor under the line management of Portfolio Manager and the overall guidance of the UNDP Deputy Resident Representative (Head of Programmes), will directly oversee technical implementation of the project. Other UNDP units such as Procurement, Finance, Communications, Common Services, Information and Communication Technology, Human Resources, and Programme Oversight and Quality assurance will support efficient and effective programme delivery and oversight, including coordination of project audit and evaluations which will be conducted once during the duration of the programme.

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<sup>24</sup> Output 3 Gender Equality and Women Empowerment UN Joint Programme: “MoWHRD capacitated to create, commission, and apply research to ensure that policies and programmes harness cutting-edge, innovative, gender-sensitive ideas and approaches and help connect, coordinate and monitor the efforts of government and non-government stakeholders”.

**V. RESULTS FRAMEWORK<sup>25</sup>**

<b>Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:</b> Strategic Priority 3: Economic Development; SDG 5 (targets 1; 2;4 and 5) and SDG 16 (target 1; 10)
<b>Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:</b> Enhanced access of SMEs to business development services 3.2.1: Number of enterprises receiving BDS disaggregated by sector <u>Baseline:</u> 1 (2020) <u>Target:</u> 10 per state Source: Third-party monitoring Frequency: Annual 3.2.2: Number of women, youth and persons with disabilities–owned enterprises capacitated <u>Baseline:</u> 0 (2020) <u>Target:</u> 10 per category Source: Third-party monitoring Frequency: Annual
<b>Applicable Output(s) from the UNDP Strategic Plan:</b> 3.1, 3.2, 3.5
<b>Project title and Atlas Project Number:</b> Bilan 00137595

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>26</sup>	DATA SOURCE	BASELINE		Targets (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
<b>Output 1</b> Enhanced access by women journalists to business development services	<i>1.1 Bilan established and capacitated as Media House</i>	<i>Media company records</i>	No	2022	no	no	no	yes	yes	<i>Registration Paper available Risk 1</i>
	<i>1.2 Number of women employed and reporting for Bilan per year</i>	<i>Media company records; social media records of reporting and activities</i>	8	2022	6	6	6	6	6	<i>Reports from media house, site visits, surveys of social media and TV/radio reports  Risks: 1, 2, 3, 4 (see risk log in Annex 1)</i>
	<i>1.3 Number of south-south; north-south cooperation platforms established</i>	<i>Media company records; social</i>	0	2022	1	2	2	2	2	<i>Photos and video from the sessions; participant feedback  Risks 1, 2, 3, 4</i>

<sup>25</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>26</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.



EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>26</sup>	DATA SOURCE	BASELINE		Targets (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL		
		<i>media records of reporting and activities</i>									
	<b>1.4</b> <i>Number of cross-border reports produced by women in Somalia and in similar contexts abroad</i>	<i>Links to reports, page views, and likes on Face Book</i>	0	2022	2	3	4	5	6	<i>Reports in local and international media</i>  <i>Risks, 1, 2, 3, 4</i>	
	<b>1.5</b> <i>Number of reports published in local media</i>	<i>Links to reports,</i>	70	2022	112	104	104	104	104	<i>Reports from media house, site visits, surveys of social media and TV/radio reports page views, and likes on Face Book</i>  <i>Risks: 4</i>	
	<b>1.6</b> <i>Number of articles published on issues related to UNDP's mandate</i>	<i>Links to reports,</i>	23	56	56	56	56	56	56	<i>Bilan's records of reports published online and archived on Bilan's social media/website page views, and likes on Face Book</i>  <i>Risks: 4</i>	
	<b>1.7</b> <i>Number of articles published in international media</i>	<i>Links to reports</i>	7	2022	10	12	14	16	18	<i>Bilan's records of reports published online and archived on Bilan's social media/website page views, and likes on Face Book</i>  <i>Risks: 4</i>	
<b>Output 2</b> <b>Expedited digital technology applications for women journalists</b>	<b>1.8</b> <i>Number of views for Bilan stories in Somalia (disaggregated)</i>	<i>Links to reports</i>	5.5m	7.4m	10m	12m	12m	12m	12m	<i>Social media records, and likes on Face Book</i>	
	<b>2.1</b> <i>Number of digital technology training and mentoring sessions conducted for Bilan staff</i>	<i>Media company records; social media</i>	20	2022	12	12	6	6	3	<i>Reports from media house, site visits, surveys of social media</i>  <i>Risks: 4</i>	

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>26</sup>	DATA SOURCE	BASELINE		Targets (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL		
		<i>records of reporting and activities</i>									
	<i>2.2 Percentage of training participants who perceived the training sessions through digital technology to be effective as measured by training satisfaction surveys</i>	<i>Survey</i>	<i>n/a</i>	<i>2022</i>	<i>80%</i>	<i>80%</i>	<i>80%</i>	<i>80%</i>	<i>80%</i>	<i>Satisfaction surveys</i>  <i>Risks: 4</i>	
	<i>2.3 Number of women journalists in FMSes supported by Bilan journalists through hands-on training on digital technology and working on joint reports</i>	<i>Media company records; social media records of reporting and activities</i>	<i>0</i>	<i>2022</i>	<i>25</i>	<i>25</i>	<i>25</i>	<i>25</i>	<i>25</i>	<i>Reports from media house, site visits, surveys of social media and reporting from the FMSes</i>  <i>Risks: 1, 4</i>	
	<i>2.4. Number of internship programmes with university set up</i>	<i>Media company records</i>	<i>2</i>	<i>2022</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>Reports from media house, site visits, surveys</i> <i>Risk 1</i>	
	<i>Percentage women students who perceive the internships to be effective to further career as measured by training satisfaction surveys</i>	<i>Media company records</i>	<i>0</i>	<i>2022</i>	<i>80%</i>	<i>80%</i>	<i>80%</i>	<i>80%</i>	<i>80%</i>	<i>Satisfaction surveys</i> <i>Risk 1, 4</i>	
<b>Output 3</b> <b>Strengthened advocacy on gender-based violence and on-</b>	<i>3.1 Women journalists charter of rights drawn up with key aims and asks</i>	<i>Link to charter</i>	<i>No</i>	<i>2022</i>	<i>No</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Charter to be hosted on Bilan website</i>  <i>Risks: 1</i>	

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>26</sup>	DATA SOURCE	BASELINE		Targets (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
line harassment in the media workplace.	<b>3.2</b> Platform created for women journalists to facilitate lobbying for better policies against harassment	Link to platform	No	2022	No	Yes	Yes	Yes	Yes	Online assessment of platform use  Risks 1, 4
	<b>3.3</b> Percentage of platform users who perceived the platform to be effective	Survey	n/a	2022	n/a	80%	80%	80%	80%	Survey of platform users  Risks: 1, 4

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**VI.****MONITORING AND EVALUATION<sup>27</sup>**

Monitoring of gender-based results that make a difference in women's lives is at the core of monitoring and evaluation of this project. Accordingly, the Monitoring, Evaluation and Reporting (M&E) planning process will focus on how desired results impact women. Through the M&E system, UNDP will be able to track and monitor against established project result targets and indicators, enabling the development of a comprehensive knowledge repository to better inform future and ongoing work on gender equality and women empowerment. Ultimately, the project M&E system will help UNDP support the project to improve gender equality and women empowerment, while at the same time facilitating results-based donor reporting.

To this end, the project will use a combination of quantitative and qualitative indicators. The combination of quantitative and qualitative indicators, disaggregated by gender, will help show the impact of results over time, for example answer the "so what for whom?" question usually asked about training and capacity building.

For quantitative indicators, the project will use measures of quantity such as numbers, percentage/ratio, to be collected through formal surveys and questionnaires by third party monitors and/or UNDP regular reporting. The value of qualitative indicators will be collected through perception, opinions, judgments to gauge women's perception of the usefulness of the training offered under the project for their future career; the effectiveness of digital technology to help women journalist to reach more women and raise their voices; the effectiveness of on-line platforms and the role of female journalism to bring about changes in policies against harassment and violence about women.

The M&E framework ability to monitor and capture both progress and results is based on participation and interest from a broad range of stakeholders, including professional organizations, academia, civil society, private sector, academia, and government. In such dialogues, both men and women will be present in roughly equal numbers. Dialogues will take the form of a structured conversation facilitated by a third-party monitor. Through these dialogues, Bilan will offer its capacity to supporting the growth of ethical and professional media capable of profiling and visibly championing talent and media startups.

Through a cross portfolio approach, UNDP will engage different parties at the national and sub-national levels in conversations about gender equality, inclusion, economic empowerment and speak against gender-based violence and harassment. Also, digital technology, widely utilized in this project, will help support real time and more inclusive monitoring and reporting systems.

The M&E Specialist in ERID Portfolio will lead the development of a detailed project M&E plan with oversight from the Country M&E Specialist. The M&E Plan will provide clear data collection and means of verification, links to the Country Programme Document outputs as well as the UNDP Strategy.

On project monitoring, more is indicated in the Monitoring Plan below.

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<sup>27</sup> See also Annex – Definition of Key Terms in Annex

**Monitoring Plan**

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Partners (if joint)</b>	<b>Cost (if any)</b>
<b>Track results progress</b>	Capture the number of women employed and reporting as well as the number of training and mentoring sessions that succeed to raise awareness about the international policy framework on women's participation and the women journalist's satisfaction, articles published, networks and platforms set up and used.	Quarterly, or in the frequency required for each indicator.	The Monitoring, Evaluation and Reporting Specialist (M&E) in ERID will oversee the development of data collection system to assess the progress of the project in achieving the agreed outputs.	NA	
<b>Monitor and Manage Risk</b>	Monitor prevailing political and security trends including extremism dynamics that affect women's journalists and hamper their work and level of funding for journalism using a risk log.	Quarterly	The Monitoring, Evaluation and Reporting Specialist (M&E) in ERID will activate and maintain a risk log to track risk, monitor their evolution and the actions taken mitigate and/or transfer them. Social and Environmental Standards are not affected by this project. The project manager will also facilities the conduction of audits in accordance with UNDP's audit policy to manage financial risk.	NA	
<b>Learn</b>	Capture knowledge, good practices, and lessons of experience to exchange ideas and experiences and offer mutual support/collaboration on cross-border reporting and inform UNDP learning.	At least annually	The Monitoring, Evaluation and Reporting Specialist (M&E) in ERID will compile lessons of experience from South-South cooperation, The PM will also oversee production of regular updates in film, photo and text formats as well as an annual round up of the best reporting produced by Bilan and a summary of achievements and challenges.	NA	
<b>Annual Project Quality Assurance</b>	Track and resolve any inadequacy before the outputs are delivered & certified. To increase donors' and stakeholders' confidence and also help to enhance efficiency and overall work processes leading to the outputs	Annually	The Monitoring, Evaluation and Reporting Specialist (M&E) in ERID will ensure UNDP accountability to the executive board, and national stakeholders through completion of quality assurance reports	NA	
<b>Review and Make Course Corrections</b>	Develop and inform programme design and implementation based on knowledge acquired from lessons learned and monitoring.  To exchange lessons learned, offer mutual support and tap into opportunities offered by global-and regional-level organisations working to support women journalists, including support to find	At least annually	The Monitoring, Evaluation and Reporting Specialist (M&E) in ERID will oversee actions that supports networks or platforms that connect Somali women journalists with their counterparts working elsewhere.	NA	

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	employment opportunities and access new markets for their reporting.				
<b>Project Report</b>	To keep the project board updated of developments when signing off on the Annual Workplan and Annual Report. To keep generate stakeholders interest in the work of Bilan and UNDP.	Annually, and at the end of the project (final report)	The Monitoring, Evaluation and Reporting Specialist (M&E) in ERID will oversee preparation and present project financial and narrative report to the Project Board.	NA	
<b>Project Review (Project Board)</b>	To assess the performance of the project and review the Multi-Year Work Plan to steer planning and ensure realistic budgeting over the life of the project.	Specify frequency (i.e., at least annually)	The M Monitoring, Evaluation and Reporting Specialist (M&E) in ERID will bring to the attention of the project board any quality concerns or slower than expected progress for the project board.  The Monitoring, Evaluation and Reporting Specialist (M&E) in ERID will highlight and project manager to exchange ideas and experiences and offer mutual support/collaborate on cross-border reporting.	NA	

#### Evaluation Plan<sup>28</sup>

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSCDF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	NA	Outcome 1. Advance poverty eradication in all its forms and dimensions.	<b>UNSCDF:</b> Strategic Priority 1: Inclusive Politics and Reconciliation; Priority 2: Rule of Law; Priority 3: Economic Development, <b>CPD:</b> Sustainable Natural Resources Management for Inclusive Economic Growth; Security, Rule of Law and Access to Justice; Governance, Inclusive Politics, and Reconciliation.	Six months before the end of the project	Youth, women, IDPs and persons with disabilities; representative of private sector, Federal Government of Somalia, and Federal Member States	US\$ 40,000 based on market rates. It also provides for the conduction of baselines. Source: UNDP Core Funding

<sup>28</sup> Optional, if needed

VII. MULTI-YEAR WORK PLAN <sup>2930</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
<b>Output 1:</b> Enhance access by women journalists to business development services. <i>Gender marker: 3</i>	1.1 Hire media company to provide office space, salaries, stipends for Bilan staff/interns and distribution of reports	124,300	-	-	-	-	UNDP	TRAC	72100 - Contractual Services-companies	110,000
		-	158,200	158,200	124,300	101,700	UNDP	EU		480,000
		13,286	20,202	20,202	17,472	15,652	UNDP	TRAC/EU	64300 - Staff costs	86,814
		5,694	8,658	8,658	7,488	6,708	UNDP	TRAC/EU	74500 - GOE costs	37,206
	1.2 Provide suitable equipment to Bilan journalists producing reports for local and international media	2,260	-	-	-	-	UNDP	TRAC	72800- Information Technology Equipment	2,000
		-	2,260	2,260	2,260	2,260	UNDP	EU		8,000
	1.3. Provide guidance to Bilan journalists producing reports for local and international media	30,510	-	-	-	-	UNDP	TRAC	71200 - International consultant	27,000
		-	45,200	45,200	45,200	45,200	UNDP	EU		160,000
	1.4. Maintain and expand partnerships with international media	5,650	-	-	-	-	UNDP	TRAC	71600 - Travel	5,000
		-	5,650	5,650	5,650	5,650	UNDP	EU		20,000
	1.5. Develop distribution arrangements with media in FMSes for Bilan's reporting	-	5,650	5,650	5,650	5,650	UNDP	EU	72100 - Contractual Services-companies	20,000
	1.6. Administer small grants for women journalists	-	22,600	22,600	22,600	22,600	UNDP	EU	72100 - Contractual Services-companies	80,000
Monitoring (TPM, spot checks)	2,260	-	-	-	-	UNDP	TRAC	74100 - Professional Services	2,000	
	-	11,300	11,300	11,300	11,300	UNDP	EU		40,000	
<b>GMS for Output 1</b>									<b>63,913</b>	
<b>Total for Output 1</b>									<b>1,141,933</b>	
<b>Output 2:</b> Expedited digital economy applications for women journalists. <i>Gender marker: 3</i>	2.1 Provide mentoring and training sessions on mobile journalism, investigative reporting, journalist ethics, social media and other core skills	45,200	-	-	-	-	UNDP	TRAC	71200 - International consultant	40,000
		-	45,200	45,200	45,200	45,200	UNDP	EU		160,000
		10,920	10,920	10,920	10,920	10,920	UNDP	TRAC/EU	64300 - Staff costs	54,600
		4,680	4,680	4,680	4,680	4,680	UNDP	TRAC/EU	74500 - GOE costs	23,400
	2.2 Establish system for Bilan journalists to provide mentoring and hands on training to women journalists in FMSes	45,200	-	-	-	-	UNDP	TRAC	71200 - International consultant	40,000
		-	45,200	45,200	45,200	45,200	UNDP	EU		160,000
	2.3 Manage internship programme for students/ recent university graduates	45,200	-	-	-	-	UNDP	TRAC	71200 - International consultant	40,000
-		45,200	45,200	45,200	45,200	UNDP	EU	160,000		
<b>GMS for Output 2</b>									<b>37,968</b>	
<b>Total for Output 2</b>									<b>715,968</b>	

29 Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

30 Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

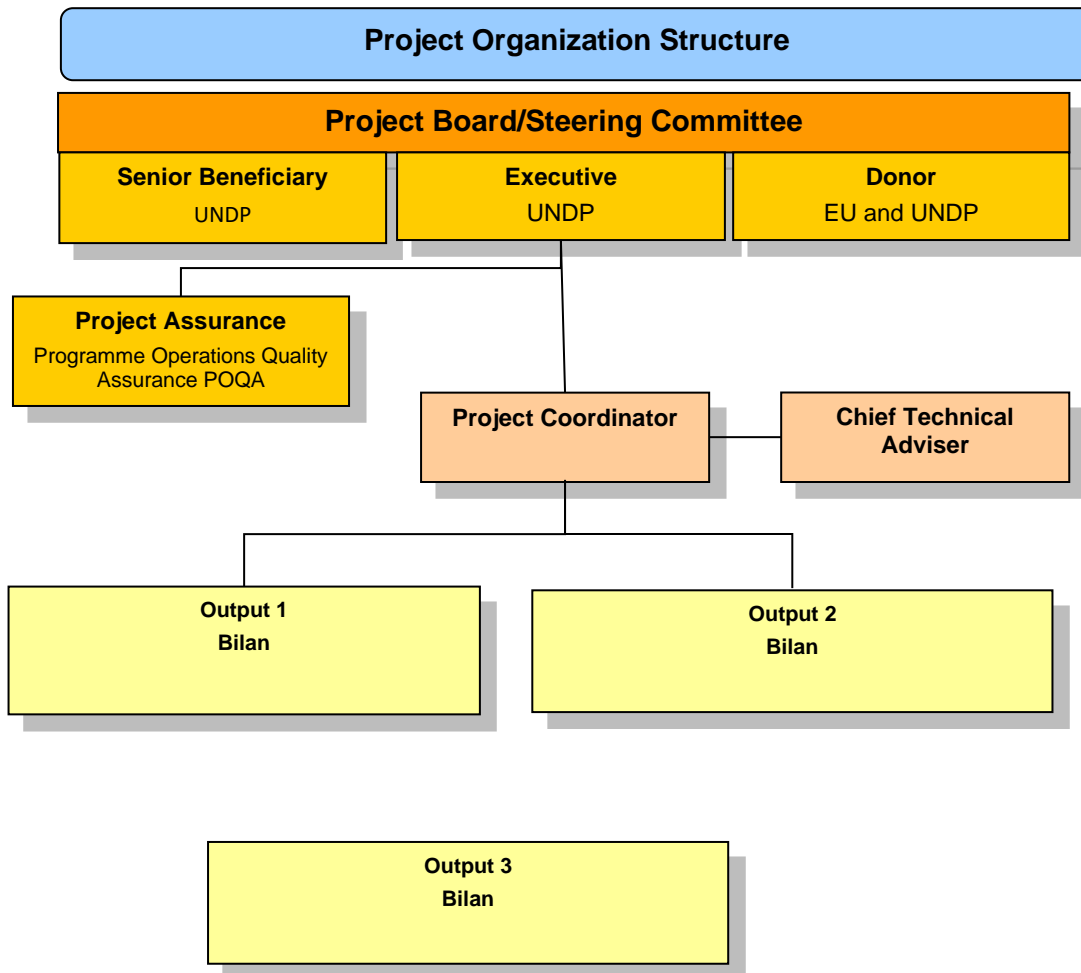
<i>Output 3:</i> Strengthened advocacy on gender-based violence and on-line harassment in the workplace/media sector.  <i>Gender marker: 3</i>	3.1 Establish platform for advocacy against harassment with social media networks and policy makers.	-	2,260	2,260	2,260	2,260	UNDP	EU	72100 - Contractual Services-companies	8,000
		-	16,107	16,107	16,107	16,107	UNDP	TRAC/EU	64300 - Staff costs	64,428
		-	6,903	6,903	6,903	6,903	UNDP	TRAC/EU	74500 - GOE costs	27,612
	3.2 Set up meetings with social media companies and policy makers to lobby for action	-	5,650	5,650	5,650	5,650	UNDP	EU	75700 - Training, Workshops and Confer	20,000
	3.3 Conduct advocacy campaigns to influence social media platforms and policy makers	-	56,500	56,500	56,500	56,500	UNDP	EU	72100 - Contractual Services-companies	200,000
	3.4 Facilitate south-south cooperation sessions among women journalists	-	67,800	67,800	67,800	67,800	UNDP	EU	75700 - Training, Workshops and Confer	240,000
	3.5 Set up networks for cross-border reporting by women journalists	-	67,800	67,800	67,800	67,800	UNDP	EU	75700 - Training, Workshops and Confer	240,000
	<b>GMS for Output 3</b>									
<b>Total for Output 3</b>										<b>856,043</b>
<b>Project Management</b>	EVALUATION (final)	-	-	45,200	-	45,200	UNDP	EU	74100 - Professional Services	80,000
	Communications - Photography, video, design, writing and other inputs for communications and advocacy products	-	11,300	11,300	5,650	5,650	UNDP	EU	71200 - International consultant	30,000
	Programme and Operation Support	19,327	-	-	-	-	UNDP	TRAC	61100 - Salary Costs - NP Staff (30% of NoA comms)	17,104
		120,533	-	-	-	-		TRAC	71400 - Contractual Services - Individual (Project Coordinator and Communications Manager/IPSA 11)	106,667
		10,111	-	-	-	-		TRAC	71400 - Contractual Services - Individual (30% of NPSA 8 (ERID))	8,948
		12,077	18,056	21,696	17,601	21,241		TRAC/EU	64300 - Staff costs	90,672
		5,176	7,738	9,298	7,543	9,103		TRAC/EU	74500 - GOE costs	38,860
		-	21,084	21,084	21,084	21,084		EU	61100 - Salary Costs - NP Staff (30% of NoA comms)	74,635
		-	180,800	180,800	180,800	180,800		EU	71400 - Contractual Services - Individual (Project Coordinator and Communications Manager/IPSA 11)	640,000
		-	11,031	11,031	11,031	11,031		EU	71400 - Contractual Services - Individual (30% of NPSA 8 (ERID))	39,047
	<b>GMS for Project Management</b>									
<b>Total for Project Management</b>										<b>1,194,250</b>
<b>GRAND TOTAL</b>										<b>3,908,194</b>



## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS –

Based on the experience under the preparatory phase, in view of its innovative nature, the project is to remain essentially a UNDP project. Thus, appropriate management arrangements and oversight mechanisms are to be established at programme and project levels to ensure UNDP's accountability for the results and activities leading to them. These are described below and illustrated in Figure 1.

Figure 1



### ***Oversight Mechanisms***

Project oversight is done through a Project Board including UNDP and a representative of the EU as the perspective donor. The required frequency of project reviews is annually (i.e., once a year). More frequent ad hoc meetings may be organised, if required.

### ***Functions of Oversight Mechanisms***

The Project Board meets once per year for an annual review, or as necessary. The purposes are to:

- Provide overall guidance and direction and agree on adjustments within provided tolerance levels.
- Assess the achievement of results in the context of the Cooperation Framework and national results/outcomes.
- Assess the quality of programming against the quality criteria for Cooperation Framework and UNDP programming.
- Assess risks to the programme or project and agree on management actions and resources to address them effectively.

- Identify and address operational issues of programme and project implementation, including those that could lead to revisions of the Cooperation Framework, or country programme or project if required.

The Project Board may meet virtually, through an exchange of letters, or remotely through teleconference.

Assurance is the responsibility of each board member. The assurance role supports respective board members in carrying out oversight and monitoring functions. This role ensures appropriate management milestones are managed and completed.

An annual review meeting will take place at the time of year most effective for reviewing results and making decisions. It should verify that the recommendations of the previous review were appropriately followed up and make recommendations to overcome any new issues or seize opportunities identified. Recommendations also support the preparation of inputs into the UNDP Results-Oriented Analysis Report and other reporting required by stakeholders/donors. Changes that could adversely impact the achievement of already approved results or that could result in a (re)allocation of earmarked resources are considered amendments that must be submitted to the regional bureau for review.

The project board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's. It reviews evidence on project performance based on monitoring, evaluation, and reporting, including progress reports and the combined delivery report. The project quality assurance report and donor should be discussed with the board, along with management actions to improve quality. Board decisions are made in accordance with standards to ensure management for development results: best value for money, fairness, integrity, transparency, and effective international competition. In case a consensus cannot be reached within the board, a final decision shall rest with the UNDP programme manager, i.e., the Resident Representative, or staff member with delegated authority as the programme manager.

The project board is consulted when the project manager's tolerances (normally, in terms of time and budget) have been exceeded. There is a tolerance for failure, if it: (a) results in timely course correction that improves the design of the project, and (b) leads to explicit learning that is shared within UNDP and among external partners. The board authorizes any major deviation from the approved multi-year workplan and decides on project changes through appropriate revisions. It ensures that required resources are committed, arbitrates any conflicts in the project, and negotiates any issues between the project and external bodies.

In addition, the board approves the appointment and responsibilities of the project manager and any delegation of project assurance responsibilities. Potential members of the project board are reviewed and recommended for approval during the project appraisal committee meeting. Representatives of other stakeholders can be included on the board as appropriate.

### **Project Board Roles**

The three categories of [Project Board or Project Steering Committee] members are the following:

**Project Director/Executive(s):** This is an individual(s) who represents ownership of the project and chairs (or co-chairs) the [Project Board or Project Steering Committee]. The executive usually is the most senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the [Project Board or Project Steering Committee]. If the project executive co-chairs the [Project Board or Project Steering Committee] with a representative of another category, it typically does so with a development partner representative. The Project Executive of this project is the UNDP Resident Representative or Deputy Resident Representative.

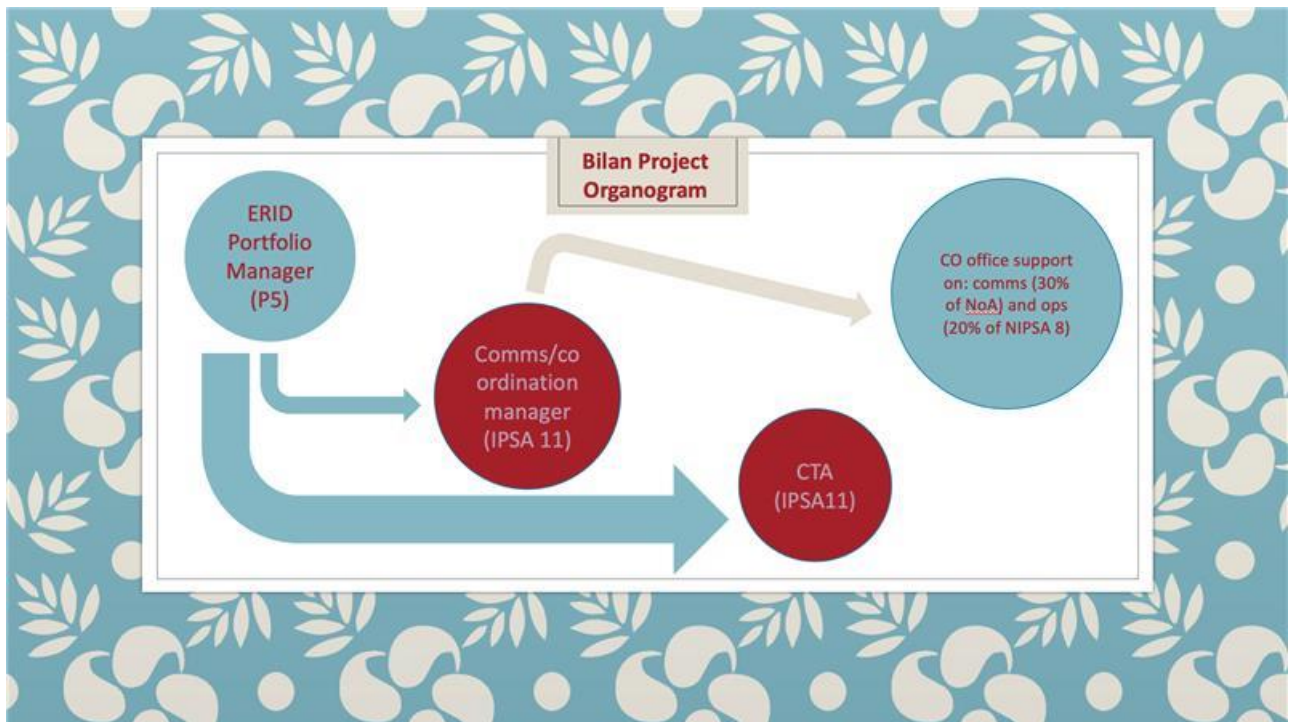
**Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the project (women journalists). Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries (women journalists). Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a [Project Board or Project Steering Committee]. The Beneficiary Representative(s) of this project is UNDP at the initial stage of the project.

This arrangement may be revised during the project implementation. The rationale for this arrangement is to help maintain complete editorial independence for the Bilan team on the understanding that it would not be appropriate for Bilan – or any independent media – to collaborate directly with government.

**Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project<sup>31</sup>. There can be multiple development partners representatives in a [Project Board or Project Steering Committee]. The Development Partner(s) representative(s) of this project is: UNDP Resident Representative or Deputy Resident Representative and the European Union.

**Project Assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. Project assurance must be independent of the project manager. A UNDP programme or monitoring and evaluation officer typically holds the project assurance role on behalf of UNDP.

**Project Orgganigram**



\* Blue circles are not part of the project but connected to it. The Comms/Coordinator and Chief Technical Specialist will report to the ERID Portfolio Manager; the project will pay for part of the time of two CO office staff to provide comms and ops support.

\*\* TORs are attached in Annex 2

<sup>31</sup> Except for responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

## IX. LEGAL CONTEXT

### Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Somalia and UNDP, signed on 31 May 1977. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices, and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. 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 UNDP shall apply.

## X. RISK MANAGEMENT

### UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>32</sup> [UNDP funds received pursuant to the Project Document]<sup>33</sup> are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

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<sup>32</sup> To be used where UNDP is the Implementing Partner.

<sup>33</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

- a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor, and sub-recipient. To this end, each responsible party, subcontractor, and sub-recipient shall:
  - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's, and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor, and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
  - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
  - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities) and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
  - (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
  - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
  - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
  - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
  - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor, and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors', and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.  
Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.  
Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.  
Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.
- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover, and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

**XI. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**, including additional Social and Environmental Assessments or Management Plans as relevant.
- 3. Risk Analysis**
- 4. Terms of Reference (ToR) Chief Technical Manager**
- 5. Terms of Reference (ToR) Coordinator and Communication manager t of Somalia**

**Annex 1**

The QA link is provided here ([Design QA Form](#)).



## ANNEX 2

### Social and Environmental Screening Template (2021 SESP Template, Version 1)

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

#### Project Information

<b>Project Information</b>	
1. Project Title	Bilan- Somali Women Media Project (Bilan)
2. Project Number (i.e. Atlas project ID, PIMS+)	00137595
3. Location (Global/Region/Country)	Somalia
4. Project stage (Design or Implementation)	Design
5. Date	06 November 2022

#### Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

<b>QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?</b>
<b><i>Briefly describe in the space below how the project mainstreams the human rights-based approach</i></b>
By providing a platform for women's voices and building the capacity of women journalists, the project will support women's rights to expression, fair treatment at work and participation in decision making. By raising issues of concern to women, Bilan also improves awareness and accountability of women's rights.
<b><i>Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment</i></b>
Bilan's stories are changing the news agenda inside Somalia, shining a light on ignored issues like women's drug use and the treatment of women in prison and also highlighting women role models. Bilan's success is a concrete demonstration of women succeeding in professional life and in a sphere dominated by men. This is more powerful than any advocacy campaign asking people to give women a chance and Bilan's success opens the door wider not just for women in media but for women in all professions Anti-harassment work and south-south exchange activities will provide a chance for women journalists in similar environments to mobilise and support each other in demanding change, authority and protections.
<b><i>Briefly describe in the space below how the project mainstreams sustainability and resilience</i></b>
The Bilan team costs no more than any other journalism in Somalia but produces better, more popular reporting. There is no reason why the media company – or another media house – would not want to keep accessing this quality journalism. The Bilan brand, with its international connections and bylines, also enhances

the reputation of whatever media house hosts it. We see the project costs decreasing over five years as Bilan requires less training and support, while a local media house gradually absorbs 100% of the running costs over a similar period. Bilan also generates funds through commissions with international outlets like the Guardian, BBC and El Pais.

**Briefly describe in the space below how the project strengthens accountability to stakeholders**

The project has two main stakeholders, policy makers and women who want to pursue a career in journalism in Somalia. Holding power holders accountable - Bilan women professional investigative led journalism touches upon issues that policy makers commit to addressing but often don't deliver upon once in a positions of power. Bilan's capacity to speak about and shed a light upon these issues, linking them powerfully with the lives of those who are left behind, is a testament of the ability of this group of women, and this project, to make policy makers accountable to citizens.

The project ultimately helps build a society where the powerful are accountable where relevant information is shared and explained, where there is space for democratic initiatives and where citizens can exchange opinions fairly. This is promoted through the independent and women-led media landscape that Bilan contributes to with quality journalism and adhering to ethical standards.

Speaking to women in an inclusive way- Bilan's journalism speaks directly to women in an inclusive way. Bilan journalists know their public. Bilan takes the responsibility to do the most they can to reach and represent their audience in all its diversity and provide them with accessible, relevant and understandable information.

**Part B. Identifying and Managing Social and Environmental Risks**

<b>QUESTION 2: What are the Potential Social and Environmental Risks?</b> <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b> <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			<b>QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High</b>
<b>Risk Description (broken down by event, cause, impact)</b>	<b>Impact and Likelihood (1-5)</b>	<b>Significance (Low, Moderate Substantial, High)</b>	<b>Comments (optional)</b>	<b>Description of assessment and management measures for risks rated as Moderate, Substantial or High</b>
<b>Risk 1::</b> Political instability <b>Events/causes:</b> Government relations with the media in Somalia continue to be problematic, with frequent arrests and allegations of assault and weak law enforcement to protect journalists' rights <b>Impact:</b> Project staff could be arrested or assaulted	I = 5 L = 2	H		The Project will monitor the situation at local level and will carefully re-evaluate risks on a quarterly basis. The project will also maintain good relations with significant government offices. The Project Board including the Donor will be consulted regarding any significant changes to the activity plan as a result of political circumstances
<b>Risk 2:</b> Extremism <b>Events/causes:</b> High-profile projects that support or involve women are always at risk of attracting attention from extremist	I = 5 L = 2	H/L		UNDP will conduct periodic reviews of the security at Bilan's offices and ensure due precautions are taken, as well as providing training and advice on working in hostile environments for Bilan's journalists. The project

<p>groups. However in this project women are protected in a safe environment</p> <p><b>Impact:</b> Staff or facilities could be attacked</p>				<p>will regularly consult with Bilan’s staff to make sure they are comfortable with risks being taken and that they are fully considered before reporting, particularly on what could be seen as controversial subjects.</p>
<p><b>Risk 3:</b> Harassment from male colleagues <b>Events/causes:</b> Harassment from male colleagues in a significant issue in the workplace, including in media offices.</p> <p><b>Impact:</b> Staff could be harassed</p>	<p>I = 3 L =3</p>	<p>I/L</p>		<p>UNDP will consider organisational culture and discipline/oversight practices in selection of a local media partner. UNDP will ensure that Bilan’s offices are self-contained, with their own entrance, toilets, prayer room and other essential facilities.</p>
<p><b>Risk 4:</b> Economic</p> <p><b>Events/causes:</b> Due to the changing nature of media consumption, media houses around the world are having to adapt in order to remain commercially viable. This could affect relationships with international media houses and also the ability of any local partner to absorb Bilan</p> <p><b>Impact:</b> Staff could be harassed</p>	<p>I = 2 L =2</p>	<p>I/L</p>		<p>The project will ensure redundancy in the network of partnerships with international media and will pursue grants and other funding opportunities to help support Bilan beyond core commercial viability. The project PIP has also established brand presence and social media outlets for Bilan Media as a separate entity that will allow it to continue reporting in the temporary absence of a media partner.</p>
<p><b>QUESTION 4: What is the overall project risk categorization?</b></p>				
<p><b>Low Risk</b>    <input checked="" type="checkbox"/>    <b>Low because the project has set up a safe space for women journalists</b></p>				
<p><b>Moderate Risk</b>    <input type="checkbox"/></p>				
<p><b>Substantial Risk</b>    <input type="checkbox"/></p>				
<p><b>High Risk</b>    <input type="checkbox"/></p>				
<p><b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)</b></p>				
<p>Question only required for Moderate, Substantial and High-Risk projects</p>				
<p><b><u>Is assessment required? (Check if “yes”)</u></b></p>				<p><b><i>Status? (complete, planned)</i></b></p>

	<i>if yes, indicate overall type and status</i>	<input type="checkbox"/>	Targeted assessment(s)	
		<input type="checkbox"/>	ESIA (Environmental and Social Impact Assessment)	
		<input type="checkbox"/>	SESA (Strategic Environmental and Social Assessment)	
	<b>Are management plans required? (Check if "yes")</b>	<input type="checkbox"/>		
	<i>If yes, indicate overall type</i>	<input type="checkbox"/>	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
		<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
		<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)	
	<b>Based on identified risks, which Principles/Project-level Standards triggered?</b>		<b>Comments (not required)</b>	
	<b>Overarching Principle: Leave No One Behind</b>			
	<b>Human Rights</b>	<input type="checkbox"/>		
	<b>Gender Equality and Women's Empowerment</b>	<input type="checkbox"/>		
	<b>Accountability</b>	<input type="checkbox"/>		
	<b>1. Biodiversity Conservation and Sustainable Natural Resource Management</b>	<input type="checkbox"/>		
<b>2. Climate Change and Disaster Risks</b>	<input type="checkbox"/>			
<b>3. Community Health, Safety and Security</b>	<input type="checkbox"/>			
<b>4. Cultural Heritage</b>	<input type="checkbox"/>			
<b>5. Displacement and Resettlement</b>	<input type="checkbox"/>			
<b>6. Indigenous Peoples</b>	<input type="checkbox"/>			
<b>7. Labour and Working Conditions</b>	<input type="checkbox"/>			
<b>8. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/>			

**Final Sign Off**

*Final Screening at the design-stage is not complete until the following signatures are included*

<b><i>Signature</i></b>	<b><i>Date</i></b>	<b><i>Description</i></b>
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

**SESP Attachment 1. Social and Environmental Risk Screening Checklist**

<b>Checklist Potential Social and Environmental Risks</b>	
<b>INSTRUCTIONS:</b> The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the <a href="#">SES toolkit</a> for further guidance on addressing screening questions.	
<b>Overarching Principle: Leave No One Behind</b>	<b>Answer (Yes/No )</b>
<b>Human Rights</b>	
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g., during the stakeholder engagement process, grievance processes, public statements)?	no
P.2 Is there a risk that duty-bearers (e.g., government agencies) do not have the capacity to meet their obligations in the project?	na
P.3 Is there a risk that rights-holders (e.g., project-affected persons) do not have the capacity to claim their rights?	no
<i>Would the project potentially involve or lead to:</i>	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	no
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? <sup>34</sup>	no
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	no
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	no
<b>Gender Equality and Women's Empowerment</b>	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	no

<sup>34</sup> Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	no
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	no
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	no
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	no
<b>Sustainability and Resilience:</b> Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
<b>Accountability</b>		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	no
P.14	grievances or objections from potentially affected stakeholders?	no
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	no
<b>Project-Level Standards</b>		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	no

1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	no
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	no
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	no
1.5	exacerbation of illegal wildlife trade?	no
1.6	introduction of invasive alien species?	no
1.7	adverse impacts on soils?	no
1.8	harvesting of natural forests, plantation development, or reforestation?	no
1.9	significant agricultural production?	no
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	no
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	no
1.12	handling or utilization of genetically modified organisms/living modified organisms? <sup>35</sup>	no
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) <sup>36</sup>	no
1.14	adverse transboundary or global environmental concerns?	no
<b>Standard 2: Climate Change and Disaster Risks</b>		
<i>Would the project potentially involve or lead to:</i>		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	no
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters?	no

<sup>35</sup> See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

<sup>36</sup> See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.



	<i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	no
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	no
<b>Standard 3: Community Health, Safety and Security</b>		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	no
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	no
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	no
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	no
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	no
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	no
3.7	influx of project workers to project areas?	no
3.8	engagement of security personnel to protect facilities and property or to support project activities?	no
<b>Standard 4: Cultural Heritage</b>		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	no

4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	no
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	no
4.4	alterations to landscapes and natural features with cultural significance?	no
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	no
<b>Standard 5: Displacement and Resettlement</b>		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	no
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	
5.3	risk of forced evictions? <sup>37</sup>	no
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	no
<b>Standard 6: Indigenous Peoples</b>		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	no
6.2	activities located on lands and territories claimed by indigenous peoples?	no
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and	no

<sup>37</sup> Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

	territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is “yes”, then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	no
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	no
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	no
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	no
6.8	risks to the physical and cultural survival of indigenous peoples?	no
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	no
<b>Standard 7: Labour and Working Conditions</b>		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	no
7.2	working conditions that may deny freedom of association and collective bargaining?	no
7.3	use of child labour?	no
7.4	use of forced labour?	no
7.5	discriminatory working conditions and/or lack of equal opportunity?	no
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	no
<b>Standard 8: Pollution Prevention and Resource Efficiency</b>		

<i>Would the project potentially involve or lead to:</i>	
8.1 the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	no
8.2 the generation of waste (both hazardous and non-hazardous)?	no
8.3 the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	no
8.4 the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the <u>Montreal Protocol</u>, <u>Minamata Convention</u>, <u>Basel Convention</u>, <u>Rotterdam Convention</u>, <u>Stockholm Convention</u></i>	no
8.5 the application of pesticides that may have a negative effect on the environment or human health?	no
8.6 significant consumption of raw materials, energy, and/or water?	no

## ANNEX 3. ERM RISK CATEGORIES AND SUB-CATEGORIES

1. Social and Environmental	2. Financial	3. Operational	4. Organizational	5. Reputational	6. Regulatory	7. Strategic	8. Safety and Security
1.1. Human rights 1.2. Gender equality and women's empowerment 1.3. Grievances (Accountability to stakeholders) 1.4. Biodiversity conservation and sustainable natural resource management 1.5. Climate change and disaster risks 1.6. Community health, safety and security 1.7. Cultural heritage 1.8. Displacement and resettlement 1.9. Indigenous peoples 1.10. Labour and working conditions. 1.11. Pollution prevention and resource efficiency 1.12. Stakeholder engagement 1.13. Sexual exploitation and abuse	2.1. Cost recovery 2.2. Value for money 2.3. Corruption and fraud 2.4. Fluctuation in credit rate, market, currency 2.5. Delivery 2.6. Budget availability and cash flow	3.1. Responsiveness to audit and evaluations (Delays in the conduct of and implementation of recommendations) 3.2. Leadership and management 3.3. Flexibility and opportunity management 3.4. Reporting and communication 3.5. Partners' engagement 3.6. Transition and exit strategy 3.7. Occupational safety, health and well-being 3.8. Capacities of the partners	4.1. Governance 4.2. Execution capacity 4.3. Implementation arrangements 4.4. Accountability 4.5. Monitoring and oversight 4.6. Knowledge management 4.7. Human Resources 4.8. Internal control 4.9. Procurement	5.1. Public opinion and media 5.2. Engagement with private sector partnership 5.3. Code of conduct and ethics 5.4. Communications 5.5. Stakeholder management 5.6. Exposure to entities involved in money laundering and terrorism financing	6.1. Changes in the regulatory framework within the country of operation 6.2. Changes in the international regulatory framework affecting the whole organization. 6.3. Deviation from UNDP internal rules and regulations	7.1. Alignment with UNDP strategic priorities 7.2. UN system coordination and reform 7.3. Stakeholder relations and partnerships 7.4. Competition 7.5. Government commitment 7.6. Change/turnover in government 7.7. Alignment with national priorities 7.8. Innovating, piloting, experimenting	8.1. Armed conflict 8.2. Political instability 8.3. Terrorism 8.4. Crime 8.5. Civil unrest 8.6. Natural hazards 8.7. Manmade hazards 8.8. Cyber security and threats

## ANNEX 3b: OFFLINE PROJECT RISK REGISTER TEMPLATE

<b>Project Title: Somali Women Media Project</b>	<b>Project Number:</b>	<b>Date: 11-Jan-23</b>
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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (See Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (Individual accountable for managing the risk)	Risk Treatment and Treatment Owner
1	There is a risk that the Government relations with the media in Somalia be problematic, with frequent arrests and allegations of assault and weak law enforcement to protect journalists' rights.	As a result of weak law enforcement	Which will impact in the project timely implementation	<b>1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>3 - Moderately likely</b>  Impact: <b>3 - Intermediate</b>  Risk level: <b>MODERATE (equates to a risk appetite of EXPLORATORY)</b>	From: 01-Feb-23  To: 01-Feb-28	Project Coordinator and ERID Portfolio Manager	Risk Treatment 1.1: The Project will monitor the situation at local level and will carefully re-evaluate risks on a quarterly basis.  Risk Treatment Owner: ERID Portfolio Manager
2	There is a risk that extremists may launch attacks and unleash violence. High-profile projects that support or involve women are always at risk of attracting	As a result of protracted conflict and instability and high-profile women led project	Which will impact in project team safety ownership of the project, result in fear and reluctance to be involved in the project	<b>8. SAFETY AND SECURITY (8.3. Terrorism) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>2 - Low likelihood</b>  Impact: <b>2 - Minor</b> Risk level: <b>LOW (equates to a risk appetite of CAUTIOUS)</b>	From: 01-Feb-23  To: 01-Feb-28	UNDP Field Security Office and Project Coordinator	Risk Treatment 2.1: UNDP Field Security Office will conduct periodic reviews of the security at Bilan's offices and ensure that recommendations are implemented, due precautions are taken.

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (See Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (Individual accountable for managing the risk)	Risk Treatment and Treatment Owner
	attention from extremist groups.							<p>UNDP will also provide training and advice on working in hostile environments for Bilan's journalists.</p> <p>Risk Treatment Owner: UNDP Field Security Office</p>
								<p>Risk Treatment 2.2: The project will regularly consult with Bilan's staff to make sure they are comfortable with risks being taken and that they are fully considered before reporting, particularly on what could be seen as controversial subjects.</p> <p>Risk Treatment Owner: Project Coordinator</p>
3	There is a risk that the women team be harassed from male colleagues. Harassment from male colleagues is a significant issue in the workplace, including in media offices.	As a result of social discrimination	Which will impact in women's ownership of the project, result in fear and reluctance to be involved in the project	<b>1. SOCIAL AND ENVIRONMENT AL (1.2. Gender equality and women's empowerment) - UNDP Risk</b>	<p>Likelihood: <b>2 - Low likelihood</b></p> <p>Impact: <b>3 - Intermediate</b></p> <p>Risk level:</p>	<p>From: 01-Feb-23</p> <p>To: 01-Feb-28</p>	Project Coordinator and ERID Portfolio Manager	<p>Risk Treatment 3.1: UNDP will consider organisational culture and discipline/oversight practices in selection of a local media partner.</p> <p>Risk Treatment Owner: Project Coordinator</p>

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (See Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (Individual accountable for managing the risk)	Risk Treatment and Treatment Owner
				<b>Appetite: CAUTIOUS</b>	<b>LOW (equates to a risk appetite of CAUTIOUS)</b>			Risk Treatment 3.2: UNDP will ensure that Bilan's offices are self-contained, with their own entrance, toilets, prayer room and other essential facilities.  Risk Treatment Owner: ERID Portfolio Manager
	There is a risk that the project may be experience a funding crisis. Due to the changing nature of media consumption, media houses around the world are having to adapt in order to remain commercially viable. This could affect relationships with international media houses and also the ability of any local partner to absorb Bilan women team	As a result of recurrent trends in journalism	Which will impact in the timely implementation of the project	<b>2. FINANCIAL (2.6. Budget availability and cash flow) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS</b>	Likelihood: <b>2 - Low likelihood</b>  Impact: <b>2 - Minor</b>  Risk level: <b>LOW (equates to a risk appetite of CAUTIOUS)</b>	From: 01-Feb-23  To: 01-Feb-28	Project Coordinator	Risk Treatment 4.1: The project will ensure redundancy in the network of partnerships with international media and will pursue grants and other funding opportunities to help support Bilan beyond core commercial viability. Risk Treatment Owner: Project Coordinator  Risk Treatment 4.2: The project PIP has also established brand presence and social media outlets for Bilan Media as a separate entity that will allow it to continue reporting in the



#	Event	Cause	Impact(s)	Risk Category and Sub-category <i>(including Risk Appetite)</i>	Impact, Likelihood & Risk Level <i>(See Annex 3 Risk Matrix)</i>	Risk Valid From/To	Risk Owner <i>(Individual accountable for managing the risk)</i>	Risk Treatment and Treatment Owner
								temporary absence of a media partner. Risk Treatment Owner: Project Coordinator



**Annex 4****PROJECT STAFF TERMS OF REFERENCE****PROJECT COORDINATOR AND COMMUNICATIONS MANAGER****1. Position Information**

<b>Office/Unit/Project</b>	Bilan- Somalia/Somalia Women's Media Project (Bilan)
<b>Functional Title</b>	Project Coordinator and Communications Manager
<b>Classified Level</b>	IPSA 11
<b>Duty station (City and Country)</b>	Mogadishu, Somalia
<b>Type (Regular or Short term)</b>	Regular
<b>Office- or Home-based</b>	Home-based
<b>Expected starting date</b>	01 February 2023
<b>Expected Duration</b>	12 months with possibility of extension

**2. Office/Unit/Project Description**

Bilan is a UNDP pilot project that has created Somalia's first all-women media team. This unprecedented team is made up of six women journalists with total authority to decide what they want to cover and how. Their reports, which go out twice a week on one of Somalia's biggest TV and radio networks (as well as periodically in international outlets such as the Guardian and the BBC), are blazing a trail for women in the media and shining a light on issues that are usually ignored.

Within this context, UNDP Somalia requires the services of a project coordinator to provide leadership and guidance on project coordination within UNDP and leads external communication with stakeholders and donors.

**3. Scope of Work****Management and strategic oversight of the Somali Women's Media Project (Bilan)**

- Setting the strategic agenda for Bilan, identifying new opportunities and partnerships and overseeing the day-to-day operation of the project and work of local partners
- Identifying and managing political risks arising from such a high-profile gender-related project inside Somalia, including strategic analysis and relationship management with key decision makers and partners
- Managing coordination of project goals and results with UNDP's corporate priorities and ensuring the project's work is fully integrated into corporate and CO-level reporting, engagement with outside partners and relevant public-facing events.

**Management of communications, media relations, partnerships and donor reporting**

- Creation of a strategic media and donor plan to maximise positive coverage of Bilan and keep Bilan and issues related to women journalists in the public eye and on the agenda of decision makers in Somalia and in donor countries
- Identifying strategic opportunities to locate Bilan within the international news agenda, pitching Bilan to international media, dealing with media inquiries and requests and identifying opportunities to place Bilan content in top-tier media, particularly in donor countries
- Developing new strategies for publicity inside donor countries, including through partnerships with think tanks or other local entities and high-profile media figures, and identifying new funding and partnership opportunities
- Overseeing production of communications products and donor-facing materials, including the creation of photo and video assets for use by regional and HQ partners
- Coordinating with the CO communications unit to ensure positive local coverage of Bilan and wider

distribution of Bilan's reports.

#### **Management of distribution deals with international and local media and relevant organisations**

- Setting up and maintaining partnerships with local media houses to ensure widespread distribution of Bilan Media's reporting.
- Setting up and maintaining partnerships with top-tier international media houses, including content and distribution partnerships
- Identifying new opportunities for collaboration on reporting with top-tier media and household name journalists, including joint by-line stories.
- Establishing new partnerships with media houses at the Federal Member State level to distribute Bilan's content and work on joint stories.

#### **Management of south-south cooperation**

- Creating a platform for women journalists in Somalia and similar countries to share ideas and experiences, provide mutual support and work together on joint reporting, including cross-border stories.
- Setting up mechanisms for Bilan's journalists to transfer skills and collaborate with women journalists at the Federal Member State level.

#### **Creation of national-level advocacy and communications campaigns**

- Supporting the creation of a charter for women journalists with specific demands for fairer treatment and policies.
- Running national-level communications and advocacy campaigns to influence private sector companies (including social media platforms) and government decision makers on issues related to the treatment of women journalists and harassment online.

#### **4. Institutional Arrangements**

The IPSA will report to the ERID Portfolio Manager as per the Organogram in section Governance and Management Arrangements of the Project Document.

#### **5. Minimum Qualifications of the Successful IPSA**

<b>Min. Academic Education</b>	MA in journalism, communications, international development and/ or a related discipline, or BA in the same with additional 2-year experience
<b>Min. years of relevant Work experience</b>	10
<b>Required skills and competencies</b>	<ul style="list-style-type: none"> <li>• Min 10 years (in case of BA degree, minimum 8 years) of relevant working experience in managing media-related projects, devising communications strategies, global media relations, communications, fundraising and donor relation and reporting.</li> <li>• Experience promoting women's participation and freedom of expression, particularly in the media and creative spheres, and in managing training and other support for women media professionals.</li> <li>• Proven track record in working with top-tier journalists and media organisations at the global level to promote projects, manage communications crises and establish content partnerships.</li> <li>• Experience managing national or global advocacy campaigns, including coordination with media, celebrities, civil society and political leaders and other influential voices.</li> <li>• Experience working in politically complex environments and coordinating with donors, government and other partners working on highly sensitive issues.</li> <li>• Experience in emergency or post conflict environments and working with vulnerable populations.</li> <li>• Experience managing media visits and coordinating the production</li> </ul>

	<p>of audio-visual materials for donor and media use globally.</p> <ul style="list-style-type: none"> <li>• A good understanding of UNDP processes at CO level.</li> <li>•</li> </ul>
<b>Desired additional skills and competencies</b>	<ul style="list-style-type: none"> <li>• Ability to perform a variety of specialized tasks including the design, planning and implementation of the programme, managing data and reporting.</li> <li>• Analytical and strategic thinking/results orientation</li> <li>• Excellent interpersonal skills and ability to communicate effectively, both orally and in writing/</li> <li>• Ability to work in a team, motivate and inspire people and operate in a multicultural environment.</li> <li>• Experience of working in an emergency UNDP CO an asset.</li> </ul>
<b>Required Language(s) (at working level)</b>	<b>English</b>
<b>Professional Certificates</b>	<b>N/A</b>

**6. Travel:**

- a) UNDP will cover the cost of travel of the individual to the duty station, as well as their return to their home upon completion of their services. Travel costs are covered only if the function will be undertaken physically in the duty station and excludes working from home arrangements.
- b) Include any official travel expected to be associated with performing the functions.

**7. The following documents shall be required from the applicants:**

- a) **Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- b) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- c) Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

**8. Annexes to the TOR**

- a) Links to any relevant (non-confidential) materials that may help candidates gain a better understanding of the office/unit/project context.
- b) Organigram of the office/unit/project indicating the position of the function.

**9. Approval**

**This TOR is approved by [Name]**

This certifies the appropriateness of the functions to the IPSA contractual modality.

Signature \_\_\_\_\_

Name and Designation Name - Portfolio Manager – Economic Recovery and Institutional Development Portfolio

Date of Signing \_\_\_\_\_

**10. Approval of Regional Bureau (required only for IPSA12 to IPSA14)**

This certifies the appropriateness of the functions to the IPSA contractual modality.

Signature \_\_\_\_\_

Name and Designation \_\_\_\_\_

Date of Signing \_\_\_\_\_

**Annex 4 b**  
**CHIEF TECHNICAL SPECIALIST**

**1. Position Information**

<b>Office/Unit/Project</b>	Bilan - Somalia/Somalia Women's Media Project (Bilan)
<b>Functional Title</b>	Chief Technical Specialist
<b>Classified Level</b>	IPSA 11
<b>Duty station (City and Country)</b>	Mogadishu, Somalia
<b>Type (Regular or Short term)</b>	Regular
<b>Office- or Home-based</b>	Home-based
<b>Expected starting date</b>	1 Feb 2023
<b>Expected Duration</b>	12 months with possibility for extension

**2. Office/Unit/Project Description**

Discrimination against women in Somalia can mean that women journalists are denied opportunities for professional growth and development. This hampers the creation of a successful media environment that can inform the public, hold decision makers to account and represent the views and interests of all Somalis without fear or favour. Within this context, UNDP Somalia requires the services of an expert media professional to implement a project that will provide sustained and focussed support to a cadre of women journalists in a newly established media unit housed in an existing media outlet.

Within the Somali political context, which is highly complex with multiple fault lines and genuine risks of exacerbating conflict, and in which journalists are occasionally subject to intimidation and violence, it is vital that anyone working on this project have a profound understanding of the local political and media landscape as well as the risks for journalists, and in particular women journalists, producing public-facing media reports.

**3. Scope of Work**

**Management and strategic oversight of the Somali Women's Media Project (Bilan)**

- Setting the strategic agenda for Bilan, identifying new opportunities and partnerships and overseeing the day-to-day operation of the project and work of local partners.
- Identifying and managing political risks arising from such a high-profile gender-related project inside Somalia, including strategic analysis and relationship management with key decision makers and partners.
- Managing coordination of project goals and results with UNDP's corporate priorities and ensuring the project's work is fully integrated into corporate and CO-level reporting, engagement with outside partners and relevant public-facing events.

**Management of communications, media relations, partnerships, and donor reporting**

- Creation of a strategic media and donor plan to maximise positive coverage of Bilan and keep Bilan and issues related to women journalists in the public eye and on the agenda of decision makers in Somalia and in donor countries.
- Identifying strategic opportunities to locate Bilan within the international news agenda, pitching Bilan to international media, dealing with media inquiries and requests and identifying opportunities to place Bilan content in top-tier media, particularly in donor countries.
- Developing new strategies for publicity inside donor countries, including through partnerships with think tanks or other local entities and high-profile media figures, and identifying new funding and partnership opportunities.
- Overseeing production of communications products and donor-facing materials, including the creation of

photo and video assets for use by regional and HQ partners.

- Coordinating with the CO communications unit to ensure positive local coverage of Bilan and wider distribution of Bilan's reports.

#### **Management of distribution deals with international and local media and relevant organisations**

- Setting up and maintaining partnerships with local media houses to ensure widespread distribution of Bilan Media's reporting.
- Setting up and maintaining partnerships with top-tier international media houses, including content and distribution partnerships.
- Identifying new opportunities for collaboration on reporting with top-tier media and household name journalists, including joint by-line stories.
- Establishing new partnerships with media houses at the Federal Member State level to distribute Bilan's content and work on joint stories.

#### **Management of south-south cooperation**

- Creating a platform for women journalists in Somalia and similar countries to share ideas and experiences, provide mutual support and work together on joint reporting, including cross-border stories
- Setting up mechanisms for Bilan's journalists to transfer skills and collaborate with women journalists at the Federal Member State level.

#### **Creation of national-level advocacy and communications campaigns**

- Supporting the creation of a charter for women journalists with specific demands for fairer treatment and policies
- Running national-level communications and advocacy campaigns to influence private sector companies (including social media platforms) and government decision makers on issues related to the treatment of women journalists and harassment online

#### **Ensuring effective project management by maintaining the delivery of appropriate technical, operational, financial and administrative outputs, while tracking the project's progress through monitoring, evaluation and reporting**

- Managing and coordinating the implementation of the respective activities based on the relevant project documents, including, as needed, supervision and guidance of other project staff, consultants and experts with a view to achieving project results.
- Developing comprehensive/detailed project work-plans that include all project activities and roles and responsibilities of the stakeholders and setting-out corresponding milestones.
- Monitoring the progress of implementation of project activities and key event schedules observing the work-plans and set deadlines including monitoring of the financial resources and accounting to ensure accuracy and reliability of financial reports.
- Mobilizing goods and services to support project activities, including drafting TORs and works/product requirements and specifications.
- Managing and monitoring project risks initially identified, submitting information on the new risks and possible mitigating measures to the Project Board for consideration and updating the status of these risks by maintaining a Project Risk Log.
- Assuming responsibilities in line with the office Internal Control Framework and act as a 'first authority' for Project transactions.
- Ensuring adherence of project activities to the existing financial, procurement and administrative processes that are in line with prevailing UNDP rules and regulations and, at the same time, observing the project timelines.
- Preparing project progress reports (progress against planned activities, update on risks issues, expenditures...) and ensuring timely submission of the reports to the relevant instances, such as the project boards and relevant donors.
- Managing project tracking in ATLAS in accordance with UNDP procedures;
- Managing the transfer of project deliverables to national beneficiaries and other project stakeholders.

#### **Maintaining collaborative working relationships among key project partners and projects' donors, through effective communication, consultation, and reporting**

- Maintaining strong relationships with relevant partners and donors.
- Maintaining regular coordination and quality assurance of expert inputs and products as well as among project

partners to ensure coherence and complementarity of project activities.

- Identifying opportunities for deepening the cooperation and recommending adequate approaches to dealing with different stakeholders based on information on all relevant stakeholders gathered during projects' implementation.
- Maintaining regular communication on relevant project issues with the local and international counterparties, consultants and experts and ensuring quality and timely delivery of all agreed outputs.
- Maintaining effective linkages with current and potential donors.
- Submitting reports to UNDP, partners, and donors in a quality and timely manner.

#### 4. Institutional Arrangement

The IPSA will report to the ERID Portfolio Manager as per the attached Organogram as indicated in the organigram in section Governance and Management Arrangements of the Project Document.

#### 5. Minimum Qualifications of the Successful IPSA

<b>Min. Academic Education</b>	MA in journalism, communications, international development, African politics and history or a related discipline, or BA in the same with additional 2-year experience
<b>Min. years of relevant Work experience</b>	7
<b>Required skills and competencies</b>	<ul style="list-style-type: none"> <li>• Proven experience at the highest levels of journalism, such as a national broadcaster of a G20 country or multinational media business, including time in senior positions producing reporting with a global reach in multiple formats</li> <li>• Extensive knowledge of Somalia's media landscape and political situation as well as the risks of operating there as a woman journalist</li> <li>• Excellent networks with Somali and international outlets and journalists, both globally and with those based in East Africa and who regularly cover Somalia</li> <li>• Excellent networks with political, social and business elites within Somalia and the region</li> <li>• Experience training and mentoring women journalists, particularly in conflict settings, on the full range of journalistic skills, ethics and safety</li> <li>• Demonstrated track record of fostering marketable skills among media professionals through mentoring and training that results in the development of skills needed for employment in media and the digital economy</li> <li>• Proven ability to write long-format documents that demonstrate strategic thinking and deep analytical insight, particularly with a focus on the Somali context</li> <li>• Comprehensive understanding of human rights and the political, social and economic situation for Somali people, particularly with reference to the field of news production and media businesses</li> <li>• Strategic thinking and ability to plan complex projects considering economic, security and cultural factors</li> </ul>
<b>Desired additional skills and competencies</b>	<ul style="list-style-type: none"> <li>• Experience working with the UN in emergency contexts on issues related to women's rights and development</li> <li>• Ability to work in a team, motivate and inspire people and operate in a multicultural environment</li> <li>• Experience working with marginalized groups in insecure settings</li> </ul>
<b>Required Language(s) (at working level)</b>	English
<b>Professional Certificates</b>	N/A



**6. Travel:**

- a) UNDP will cover the cost of travel of the individual to the duty station, as well as their return to their home upon completion of their services. Travel costs are covered only in the event that the function will be undertaken physically in the duty station and excludes working from home arrangements.
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**7. The following documents shall be required from the applicants:**

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- e) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- f) Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

**8. Annexes to the TOR**

- c) Links to any relevant (non-confidential) materials that may help candidates gain a better understanding of the office/unit/project context.
- d) Organigram of the office/unit/project indicating the position of the function.

**9. Approval**

**This TOR is approved by** [name]

This certifies the appropriateness of the functions to the IPSA contractual modality.

Signature \_\_\_\_\_

Name and Designation \_\_\_\_\_

Portfolio Manager – Economic Recovery and Institutional Development Portfolio)

Date of Signing \_\_\_\_\_

**10. Approval of Regional Bureau** *(required only for IPSA12 to IPSA14)*

This certifies the appropriateness of the functions to the IPSA contractual modality.

Signature \_\_\_\_\_

Name and Designation \_\_\_\_\_

Date of Signing \_\_\_\_\_

## ADDITIONAL ANNEXES

### DEFINITIONS OF KEY TERMS

#### Gender glossary

- **Empowerment:** Collective and individual process of women and men having control over lives, setting their own agendas, gaining skills, building self-confidence, solving problems and developing self-reliance.
- **Gender:** Differences between males and females that are socially constructed, changeable over time and have wide variations within and between cultures. As opposed to biologically determined characteristics (sex), gender refers to learned behaviour and expectations to fulfil a specific image of masculinity and femininity. Gender is also a socio-economic and political variable with which to analyse people's roles, responsibilities, constraints, and opportunities. The term gender is not synonymous with women; rather the term is used to refer to human or social attributes concerning both women and men collectively.
- **Gender awareness (Gender-sensitive):** Commitment to recognising male-female social inequalities, in order to redress these through addressing women's needs and priorities, and to analyse programmes and projects for the differential impacts that they have on women and men. This awareness includes knowing that women, as well as men, should be involved in consultations about media practice.
- **Gender-based violence:** Any act that results in, or is likely to result in, physical, sexual, psychological or economic harm or suffering based on male/female lines or on the gender adopted by a person. It usually refers to women and girls, but includes violence against lesbians, gay men and transgender people. It includes threats, coercion, and deprivation of liberty, deprivation of the right to work or earn income, sexual or mental rape, stalking or other forms of harassment, whether occurring in public or private life.
- **Gender equality:** Women and men enjoy the same status and have equal opportunity to realize their full human rights and potential to contribute to national, political, economic, social and cultural development, and to benefit from the results. It is the equal valuing by society of both the similarities and the differences between women and men and the different roles they may choose to play. The UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) sets the principles of gender equality through ensuring women's equal access to, and equal opportunities in, political and public life as well as education, health and employment.
- **Gender equity:** Balanced presence and participation of women and men in order to bring about equality in specific environment. It is the process of being fair to women and men. To ensure fairness, measures are often needed to compensate for historical and social disadvantages that prevent women and men from otherwise operating as equals.
- **Gender-based discrimination.** Unjust or unequal treatment of an individual or group based solely on identification as female or male.
- **High-impact national action plan (NAP).** A NAP resulting from an inclusive process that provides for full and meaningful participation of women in processes and decisions related to security; has timelines and mechanisms for public accountability; and reserves priority funding. High-impact NAPs have the potential to compel governments, multilateral institutions, and civil society to develop coordinated, actionable policy changes and deliver sustained results.
- **Human security.** A people-centred view of security. It emphasizes the everyday safety of populations through improved public services and programs to combat poverty. It addresses key issues, such as health, environment, economy, society, education, and community. Human security not only protects but empowers people and societies as a means of security. By focusing on the individual, the human security model aims to address the security of both men and women equally.<sup>38</sup>
- **Sex-disaggregation or sex-disaggregated data:** Data are cross-classified by sex, distinguishing information for women and men.

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<sup>38</sup> Khadija Haq, "Human Security for Women," in Majid Tehranian, *Worlds Apart: Human Security and Global Governance* (London: I.B. Tauris in Association with the Toda Institute for Global Peace and Policy Research, 1999).

## Monitoring and Evaluation Glossary

- **Capacity building.** Targeted training to improve stakeholders' knowledge and skills for effective implementation of the project strategy.
- **Impact.** The long-term effects (positive or negative, intended or not) on stakeholders, institutions, and the environment to which the project contributes.
- **Indicator** (quantitative and qualitative). The quantitative or qualitative variables that provide a simple and reliable means to measure achievement, reflect the changes connected to an intervention, or help assess the performance of UNDP against a stated outcome.
- **Input.** The financial, human, and material resources required to implement the project.
- **Mid-term outcome.** The intermediate results of outputs on women journalists and women in Somalia; the results that the project achieves mid-way through implementation that are necessary and sufficient to eventually achieve the outcome.
- **Monitoring and evaluation plan.** The M&E plan documents all aspects of the M&E system. The M&E plan provides comprehensive narrative document on all M&E activities. It describes the key M&E questions to be addressed; what indicators are to be measured; how, how often, from where; as well as the indicator data that will be collected, including baselines, targets, and assumptions; how the data will be analysed or interpreted; how or how often reports on the indicators will be developed and distributed; and how the components of the M&E system will function.<sup>39</sup>
- **Monitoring and evaluation system.** The human capacity, data collection, reporting, and evaluation procedures and technology that interact to provide timely information for the implementers of the project and its change.
- **Outputs.** The deliverables: the products, goods, or services that result from the project. Outputs, therefore, relate to the completion (rather than the conduct) of the activities and are the type of result over which the project manager has a high degree of influence.
- **Results.** The changes in a state or condition that derive from a cause-and-effect relationship. There are three types of such changes (positive or negative, intended or not) that can be set in motion by a development intervention: outputs, outcomes, and impacts.<sup>40</sup>
- **Results-based management.** A management strategy focusing on performance and achievement of outputs, outcomes, and impacts.<sup>41</sup>
- **Stakeholder analysis.** The examination of all actors potentially involved in or impacted by the project implementation.
- **Target.** Specifies a particular value for an indicator to be accomplished by a specific date in the future.<sup>42</sup>

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<sup>39</sup> Greet Peersman and Deborah Rugg, "Basic Terminology and Frameworks for Monitoring and Evaluation." (Geneva: UNAIDS, 2010)

<sup>40</sup> Patrick Gremillet, "Results Based Management," UN Development Programme presentation at Bratislava Regional Center. August 2011.

<sup>41</sup> Ibid

<sup>42</sup> Ibid