Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

SOMALIA JOINT FUND

UN Somalia Joint Fund
Project Document

SAAMEYNTA-SCALING-UP SOLUTIONS TO DISPLACEMENT IN SOMALIA – PHASE 2

Project description

Saameynta Phase 2 builds on proven approaches and lessons from Phase 1 to move from piloting to large-scale delivery of durable solutions for displacement-affected communities in Baidoa and Bosaso, Somalia. Aligned with the National Transformation Plan (2025-2029), National Solutions Pathway Action Plan (2024-2029) and government policies, the project strengthens government leadership and coordination, promotes inclusive land governance, expands access to services, and advances economic empowerment and livelihoods. Climate resilience is central to the programme, embedding risk-informed planning, green infrastructure, and adaptive livelihood opportunities to reduce vulnerability to environmental shocks while enabling sustainable, long-term integration. The Saameynta 2 project, is led by the Ministry of interior, Federalism and Reconciliation Affairs under the direct implementation of its subsidiary institutions as relevant and in collaboration with the Ministry of Public Works Reconstruction and Housing and Ministry of Planning, Investment and Economic Development (MoPIED).

Incorporating lessons learned from the Phase 1 final evaluation, the project addresses key barriers that exclude IDPs from achieving durable solutions, including tenure insecurity, limited access to livelihoods, and inadequate services. Evidence from the Durable Solutions Progress (DSP) Survey informs targeting and measurement, while recognizing that both IDPs and host communities face significant vulnerabilities that require inclusive, area-based investments. Through a sequenced approach—starting with secure tenure and Area Development Plans, followed by blended financing, private sector engagement, livelihood support, and service delivery—Saameynta Phase 2 aims to create inclusive, climate-resilient urban neighbourhoods that strengthen social cohesion and serve as scalable models for Somalia's future.

SJF Funding Window: Climate and Resilience Window	
UNCF Strategic Priority & NTP Pillar: National Transformation Plan (2025-2029) Pillars on Transformational Governance, Sustainable Economic Transformation, Social and Human Capital Transformation and Environment and Climate Resilience and National Solutions Pathways Action Plan and the National Durable Solutions Strategy.	**UNCF Outcome(s):** Outcome 1.1, 1.2, 3.1, 4.1, 4.2, 4.4
Project beneficiaries: 150,000 beneficiaries, including IDPs, other displacement-affected populations, and vulnerable host-community households	**SDG:** 
Project location(s): Baidoa (South-West State), Bosaso (Puntland), Federal Republic of Somalia.	**Project Duration:** 48 months **Anticipated start date:** 01.04.2026
Recipient UN Organizations : IOM, UNDP, UN-Habitat.	**Implementing partners:** Federal Government of Somalia (FGS), specifically the Ministry of Interior, Federal Affairs and Reconciliation (MOIFAR), and its subsidiary institutions as relevant.
Total estimated budget: US$15,000,000 **Annualized budget (per year):** US$3,750,000	**Sources of funded budget and amount:** • Somalia Joint Fund (SJF), US$15,000,000

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Programme Management cost: 7%, US$981,308

Project gender marker score: 2a

Project risk marker score:

Related UN projects within/outside the SJF portfolio

Saameynta Phase 1, Midnimo I & II, Danwaadag, RE-INTEG / Youth and Urban Regeneration (YOURS), JPLG/Dowladkaab, SURP II

Project signatures

UN Lead Organization	National Authorities
Manuel Pereira Marques Chief of Mission IOM 3rd May 2026	H.E Ali Yusuf Ali Hosh Ministry of Interior, Federal Affairs & Reconciliation 6/5/2026
UN Recipient Organization(s)	
Ishaku Maitumbi Head of Sub-Regional Office 04 May 2026 UN-Habitat	
Lionel Laurens Resident Representative UNDP	DocuSigned by: Lionel LAURENS 2947F85F0EE14DA... 11-May-2026
DSRSG/RC/HC	
George Conway Administrator of the Somali Joint Fund	

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Table of Contents

Acronyms 4
Executive Summary 6
1. Situational analysis 8
2. Project strategy 9
3. Alignment with the UNCF 15
4. Complementarity with existing programmes 16
5. Project Management 18
6. Risk management 22
7. Monitoring, Evaluation and Reporting 24
8. Partnerships 25
9. Cross-cutting issues 26
10. Communication and visibility 28
11. Project budget 29
Annex I: Project Results Framework 30
Annex II: Project risk management matrix 39
Annex III: Project budget 42
Annex IV: UNDG budget 49

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Acronyms

ABC	Area-Based Coordination
ADP	Area Development Plan
CAP	Community Action Plan
CBP	Community-Based Planning
CFM	Co-Funding Mechanism
DAC	Displacement Affected Communities
DSP	Durable Solutions Progress
DS	Durable Solutions
EDU	Enterprise Development Unit
FMS	Federal Member States
FGS	Federal Government of Somalia
GLTN	Global Land Tool Network
HDPN	Humanitarian Development Peace Nexus
IDP	Internally Displaced Person
IDSF	Internal Displacement Solutions Fund
IOM	International Organization for Migration
JSC	Joint Steering Committee
M&E	Monitoring and Evaluation
MoPWRH	Ministry of Public Works, Reconstruction and Housing
MSME	Micro, Small and Medium Enterprise
MOIFAR	Ministry of Interior, Federal Affairs & Reconciliation
NDSS	National Durable Solutions Strategy
NGO	Non-Governmental Organization
NSPAP	National Solutions Pathways Action Plan
PPP	Public–Private Partnership
RF	Results Framework
SJF	Somalia Joint Fund

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

SME	Small and Medium Enterprise
SRP	Solution Resilience Pillar
STDM	Social Tenure Domain Model
ToC	Theory of Change
ULML	Urban Land Management Law
UNDP	United Nations Development Programme
UN-Habitat	United Nations Human Settlements Programme

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Executive Summary

Saameynta – Scaling-Up Solutions to Displacement in Somalia (Phase 2) is a four-year joint programme that supports Somalia's shift from protracted displacement as a recurring humanitarian challenge towards government-led, inclusive, and climate-resilient urban development. Building on the systems and evidence developed under Saameynta Phase 1, Phase 2 scales delivery of durable solutions in Baidoa (South-West State) and Bosaso (Puntland)—two rapidly growing cities where displacement-affected communities and vulnerable host populations continue to face persistent barriers to secure tenure, adequate services, sustainable livelihoods and social cohesion.

The programme is aligned with Somalia's National Transformation Plan (2025-2029), national durable solutions agenda, including the National Durable Solutions Action Plan and the National Solutions Pathways Action Plan, and contributes to the UN Sustainable Development Cooperation Framework (UNSDCF). It advances international commitments through measurable progress towards SDG 1 (No Poverty), SDG 6 (Clean Water and Sanitation), SDG 13 (Climate Action), and SDG 16 (Peace, Justice and Strong Institutions), strengthening the institutional, service and resilience foundations required for sustainable local integration.

The joint programme will be implemented by IOM (Convening Organization and programmatic lead) in partnership with UNDP and UN-Habitat, combining complementary expertise in coordination and community engagement, governance and economic recovery, and urban planning and land governance. Implementation will be anchored in government ownership through the Ministry of Interior, Federal Affairs and Reconciliation, with engagement of the Ministry of Interior, Federal Affairs & Reconciliation (MOIFAR) and its subsidiary institutions as relevant, Federal Member States and municipalities in collaboration with the Ministry of Public Works, Reconstruction and Housing (MoPWRH) and the Ministry of Planning, Investment and Economic Development (MoPIED). Partnerships with civil society organizations, community-based organizations, traditional and religious leaders, landowners and the private sector, including diaspora investment actors— will reinforce inclusion, accountability and sustainable financing.

Through integrated investments and strengthened Area-Based Coordination, Saameynta Phase 2 will deliver Saameynta Phase 2 targets 150,000 people (75,000 per city), prioritizing internally displaced persons and other displacement-affected communities, while also addressing vulnerabilities among host-community households. This approach reflects evidence that durable solutions are most sustainable when inequalities between displaced and non-displaced populations are reduced and city investments benefit neighbourhoods. The programme applies an inclusion lens to ensure women, men, girls and boys benefit equitably, with targeted participation and opportunity pathways that address barriers faced by women and youth in accessing services, livelihoods, and decision-making.

The programme delivers results through a sequenced, layered and area-based model. It begins by strengthening government leadership, coordination, accountability, and use of evidence for durable solutions planning and monitoring. It then advances inclusive land governance, tenure security and climate-smart urban planning through Area Development Plans, enabling safer settlement growth, reduced eviction risk and more predictable investment. conditions.

Building on these foundations, Saameynta expands economic empowerment through market-linked livelihood support, MSME development and partnerships that stimulate local economic development. In parallel, the programme increases access to climate-resilient housing, infrastructure and essential services, prioritized through inclusive planning and strengthened community ownership to enhance sustainability and reduce exposure to floods, drought and other climate shocks.

The programme is organised around four mutually reinforcing results areas:

1. Strengthened government-led coordination, accountability and data systems for durable solutions.
2. Improved inclusive land governance, tenure security, and climate-smart planning and urban resilience.
3. Expanded access to sustainable and climate-resilient livelihoods and employment, particularly for women and youth; and
4. Improved access to climate-resilient housing, infrastructure and essential services, supporting long-term integration and social cohesion.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

measurable improvements in resilience and integration in Baidoa and Bosaso, while consolidating scalable models for durable solutions and inclusive urban development in Somalia.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

1. Situational analysis

Somalia's displacement crisis continues to deepen due to the combined effects of conflict, insecurity, weak governance, and accelerating climate shocks. Over the past eight years, internal displacement has tripled, with climate-related extremes (droughts, floods and desertification) undermining rural livelihoods and pushing more people towards urban areas. These shocks also overwhelm already limited urban infrastructure, increasing exposure to health risks, marginalization, and repeated displacement—especially for households living in informal settlements. In 2025, 4 million people remained displaced, climate-induced displacement is expected to rise further as Somalia experiences severe drought conditions linked to consecutive failed rainy seasons.

While Somalia has made progress in recovery and state-building—and recent debt relief has supported reforms and improved investment conditions—poverty and inequality remain structural barriers to durable solutions. Multidimensional poverty affects more than three-quarters of the population, while monetary poverty stands at 54.4%, showing limited improvement in household wellbeing despite modest GDP expansion. Poverty outcomes are uneven: urban areas have the lowest extreme poverty rate (13.8%) but account for the largest share (42.8%) of the extreme poor. Vulnerability is highest among IDPs, women, minority clans and rural communities, reinforcing horizontal inequalities that fuel land disputes, insecurity, and exclusion from economic opportunity.

Evidence from the government-led and Saameynta supported Durable Solutions Progress (DSP) Survey confirmsthat displacement remains a major driver of vulnerability in urban centers. IDPs are on average 35% worse-off than host communities across the Inter-Agency Standing Committee's (IASC) Durable Solutions Criteria, and longer time in displacement does not necessarily translate into greater integration, indicating persistent precarity and marginalization. The survey also finds that 11% of IDP households have overcome at least 80% of displacement-related vulnerabilities, with higher progress linked to legal identity documentation, access to livelihoods/employment, and an adequate standard of living—highlighting priority areas for investment.

At the policy level, Somalia has strengthened its enabling environment for durable solutions in recent years through the National Solutions Pathways Action Plan (NSPAP) 2024–2029, the National Transformation Plan (NTP) 2025–2030, and complementary frameworks, including the National Adaptation Plan (2022), Social Protection Policy, National Eviction Guidelines, and policies addressing returnees and IDPs. These efforts promote a whole-of-government and whole-of-society approach, supported by institutions such as the MOIFAR, and its subsidiary institutions as relevant MoPWRH and MoPIED strengthened federal–state coordination.

However, implementation constraints remain acute at the municipal level. With the majority of IDPs now residing in urban and peri-urban areas, municipalities have become the primary frontline institutions for delivering durable solutions—despite having weak fiscal, administrative, and planning capacities. Local authorities in cities such as Baidoa (South-West State) and Bosaso (Puntland) have demonstrated commitment to securing land for IDPs and mobilizing investments, but under-resourced municipalities face limited fiscal space, inadequate staffing, and fragmented legal and institutional frameworks for land administration and inclusive service delivery. Tenure insecurity remains a defining risk: most IDPs live in informal settlements—often on privately owned land—paying rent without improved security, while land disputes, evictions and land grabbing continue to undermine stability and discourage long-term investment in housing and infrastructure.

Economic absorption capacity in urban centers remains limited, with barriers including weak formal job creation, low access to credit, and underdeveloped value chains. Service delivery is also highly unequal: in many areas, basic services are provided primarily through private sector actors due to limited government capacity, with access often shaped by ability to pay and local power dynamics.

This operating environment underscores the need for sequenced, systems-led investments that combine secure tenure, inclusive planning, livelihoods and resilient service delivery—anchored in government leadership and evidence to track measurable progress towards durable solutions.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

2. Project strategy

A. Project content

Vision and objective

Saameynta – Scaling-Up Solutions to Displacement in Somalia (Phase II) envisions a transition from protracted urban displacement toward inclusive, climate-resilient city development in Somalia's rapidly growing secondary cities. Over a four-year period (2026–2030), the programme aims to embed durable solutions for displacement-affected communities within municipal systems in Baidoa and Bosaso by strengthening government leadership, coordination, and accountability. Its objective is to reduce displacement-related vulnerabilities at scale by integrating inclusive land governance and planning, climate-resilient service delivery, and sustainable livelihoods within a city-wide, evidence-driven framework that benefits both internally displaced persons and host communities, with particular attention to the differentiated risks and opportunities faced by women, youth, and other vulnerable groups.

Past programmes and key lessons learned

Saameynta Phase I (2021–2025) demonstrated that durable solutions in Somalia's urban contexts are most effective when interventions are embedded within city-wide governance, land, and planning systems rather than delivered as stand-alone pilots. The final evaluation and operational learning showed that while proof-of-concept investments in housing, livelihoods, and services yielded positive results, their sustainability and scalability depended on prior investments in inclusive planning, tenure security, municipal capacity, and clearly defined institutional roles. Evaluation findings highlighted persistent risks related to land disputes, fragmented coordination, and limited municipal fiscal space, recommending stronger sequencing, clearer government leadership, and financing models that move beyond time-bound donor delivery. In response, Saameynta Phase II is designed as a scale-up programme that consolidates Phase I systems—including inclusive urban land management frameworks, city strategies, enterprise development, the Durable Solutions Progress survey, and community-endorsed planning tools—and applies them to coordinated delivery at neighbourhood and city levels. Phase II design choices directly reflect evaluation recommendations by prioritising governance and land administration reforms alongside infrastructure and livelihood investments, strengthening sustainability through municipal revenue mechanisms, public–private partnerships and community co-funding, clarifying intergovernmental roles, and adopting modular, area-based sequencing to mitigate risks related to capacity constraints, climate shocks and political change.

Expected results

Saameynta Phase II is expected to deliver measurable and sustained reductions in displacement-related vulnerabilities for an estimated 150,000 people across Baidoa and Bosaso by strengthening the systems that underpin durable solutions at city level. Expected results include increased tenure security through documented land and housing arrangements; improved access to climate-resilient basic services and infrastructure; expanded livelihood and employment opportunities linked to local markets; and improved social cohesion and safety in displacement-affected neighbourhoods. These results will be achieved through inclusive, area-based investments that address differentiated needs and risks faced by women, men, youth, and children, while reducing inequalities between displaced and host communities. By embedding service delivery, economic recovery, and housing solutions within municipal planning, financing, and accountability frameworks, the programme is expected to generate outcomes that are scalable, fiscally sustainable, and aligned with national durable solutions priorities.

Outcomes and outputs

Saameynta Phase 2 will strengthen government leadership, coordination and accountability so durable solutions are locally led, evidence-based and responsive to displacement-affected communities. The programme will reinforce coordination platforms and improve the capacity of institutions to generate and use data for planning, monitoring and learning, while ensuring DAC participation is systematic and inclusive of women and youth.

It will strengthen inclusive land governance and climate-smart urban planning by improving land administration tools, supporting secure land allocation and tenure regularization for IDPs and other vulnerable households, and reducing eviction risks. Area Development Plans and neighbourhood strategies will guide inclusive, climate-resilient growth and prioritized investments in well-connected settlements and services.

The programme will expand sustainable livelihoods and employment opportunities for displacement-affected women and men, with targeted pathways for youth, and persons with disabilities, through enterprise development support, access to finance, market-linked skills development, and job creation. It will also strengthen enabling conditions for inclusive local economic development through collaboration with the private sector and local economic governance mechanisms.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Finally, Saameynta will improve access to climate-resilient housing, infrastructure and services through area-based investments shaped by community priorities and strengthened ownership. This includes service upgrades and greener solutions that reduce risks from floods, drought and heat, alongside sustainable housing approaches for low-income groups that support long-term integration and social cohesion. More details are elaborated in the *Annex I Project Results Framework*.

B. Theory of change

Saameynta Phase 2 envisions a shift from fragmented, short-term displacement assistance towards inclusive, area-based durable solutions that enable displacement-affected communities (DACs) and vulnerable host communities in Baidoa and Bosaso to integrate safely and sustainably into the social, economic and civic life of their cities. The project's core change pathway is that durable solutions become achievable at scale when municipal and state systems can plan, finance and deliver services and opportunities in an equitable way, and when communities can progressively overcome displacement-related vulnerabilities through secure tenure, livelihoods and improved access to essential services.

The project assumes that if local, state and federal authorities are capacitated to lead and coordinate inclusive, area-based durable solutions partnerships, and if evidence-based decision-making strengthens solutions embedded in government systems (plans, budgets, and monitoring), then the enabling environment for local integration improves. In parallel, if DACs are supported to secure equitable tenure and access to land and can access economic opportunities and essential services based on their needs and priorities, while participating meaningfully in local decisions about where and how they settle, they can reduce key vulnerabilities that keep households trapped in repeated displacement and exclusion.

These two tracks reinforce each other and are designed to result in displacement-affected households experiencing improved living conditions and stronger integration into local structures, restoring the social contract, strengthening social cohesion, resilience and self-reliance, and enabling DACs to contribute to inclusive city development. This is expected to be sustained because government, private sector and communities will continue investing in integration when they see tangible political, economic and social returns from collaboration on practical, locally owned solutions.

Interventions have been selected to reflect this sequenced, systems-building logic. The project invests first in leadership, coordination and evidence (including durable solutions coordination mechanisms and strengthened data use), because these are prerequisites for coherent, equitable delivery across neighbourhoods. It then advances inclusive land governance, secure tenure and Area Development Plans, because tenure security and planned city expansion reduce eviction risk, enable service investment, and improve household willingness to invest in shelter and livelihoods. The project further supports livelihoods and local economic development (with specific pathways for women and youth who often face the greatest barriers to employment), as well as services and climate-resilient infrastructure, recognizing that self-reliance depends on both income and an adequate standard of living. Finally, the programme strengthens sustainability through financing and ownership mechanisms, such as community co-funding and blended financing, which stretch resources and institutionalize shared responsibility for maintenance and scale-up.

The Theory of Change is operationalized through clearly defined causal pathways linking interventions to outcomes. Improvements in land governance and planning reduce tenure insecurity and investment risk; when combined with livelihood support and service delivery, households are able to increase self-reliance and social integration. Government leadership and data systems ensure that these gains are sustained and scaled. Key assumptions include political commitment to inclusive urban growth, municipal capacity to manage expanded responsibilities, and continued engagement of communities and the private sector. Risks and mitigation measures are detailed in the Risk Matrix (Annex II).

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Theory of change visual

OUTCOMES

OUTCOME 1

Government institutions at all levels lead inclusive, evidence-based coordination of durable solutions, ensuring displacement-affected communities are meaningfully represented in planning and decision-making

OUTCOME 2

Inclusive land governance systems enable better access to land, tenure security, and climate-smart urban planning that supports sustainable, equitable development for displacement-affected communities

OUTCOME 3

Displacement-affected communities, especially women and youth, have improved access to climate-resilient and sustainable employment and livelihoods opportunities

OUTCOME 4

Displacement-affected communities have improved access to climate-resilient housing, infrastructure, and services that are responsive to their needs and foster long-term community ownership

PILLARS

PILLAR 1
Enhancing Government Leadership & Coordination

PILLAR 2
Inclusive Land Governance

PILLAR 3
Economic Empowerment & Livelihoods

PILLAR 4
Access to Services

OUTPUTS

Output 1.1: Strengthened government leadership to coordinate and deliver durable solutions coherently

Output 1.2: Strengthened capacity to collect, manage, disseminate and utilize data

Output 1.3: Strengthened coordination and accountability mechanisms for meaningful inclusion of DACs

Output 2.1: Inclusive land governance systems strengthened, and land administration tools developed

Output 2.2: Secure land allocation for permanent IDP settlements systemised and scaled

Output 2.3: Integrated area development, settlement and neighbourhood plans developed

Output 3.1: Local MSMEs strengthened and new jobs created for DACs, especially women and youth

Output 3.2: IDP-led cooperatives strengthened and women and youth have access to climate-resilient livelihoods

Output 3.3: Enabling environment for sustainable and inclusive local economic development enhanced

Output 4.1: Communities have access to needs-based infrastructure and services with communal ownership

Output 4.2: Neighbourhoods are resilient against climatic shocks (droughts, floods, heat)

Output 4.3: Sustainable housing systems and solutions for lowest income groups developed

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

SAAMEYNTA JOINT PROGRAMME - PHASE 2

THEORY OF CHANGE

Durable Solutions for Displacement-Affected Communities in Somalia

IF

GOVERNMENT CAPACITY

Local, State and Federal authorities are capacitated to lead and coordinate on inclusive, area-based durable solutions partnership, planning and delivery, with evidence-based decision-making leading to solutions embedded in government systems, plans, budgeting and monitoring systems

+

IF

COMMUNITY EMPOWERMENT

Displacement-affected communities are able to overcome vulnerabilities by equitably securing tenure and access to land, economic opportunities, and essential services based on their needs and priorities in the place they decide to reside, with meaningful participation in decision-making

THEN | EXPECTED IMPACT

Displacement-affected communities will experience improved living conditions and better integration into local structures, thus restoring the social contract, enhancing social cohesion, resilience and self-reliance, and actively contributing towards inclusive city developments

✓ Restored Social Contract ✓ Enhanced Social Cohesion ✓ Improved Resilience ✓ Greater Self-Reliance ✓ Inclusive City Development

BECAUSE | SUSTAINABILITY RATIONALE

Key stakeholders such as government, private sector, and communities will sustain integration efforts by seeing tangible political, economic, and social return in collaborating on context-specific, participatory durable solutions, ensuring sustained commitment and overcoming barriers to local integration

Government → Political Return **Private Sector** → Economic Return **Communities** → Social Return

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

C. Project implementation

Implementation modalities and geographic prioritization

Saameynta Phase 2 will be implemented through an area-based and government-led delivery model in Baidoa (South-West State) and Bosaso (Puntland). These locations have been prioritized to consolidate Phase 1 achievements and scale proven delivery systems for durable solutions in line with the programme's transition from piloting to large-scale implementation. The programme will apply a modular expansion approach, enabling selected components (e.g., DSP, STDM, and local economic development tools) to be replicated in additional locations only when additional resources are secured and expansion is endorsed through programme governance mechanisms.



Figure 2: Baidoa Derisnimo



Figure 3: Bosaso Derisnimo

Within each city, implementation will concentrate on priority neighbourhoods identified through evidence and inclusive planning. In Baidoa, Area Development Plans (ADPs) will be initiated in the Northern City Extension and Wadajiir/ADC, where displacement-affected populations are concentrated. In Bosaso, the programme will refine and operationalize the Old Grible Settlement Upgrading Strategy in the Eastern City Extension and further build and support the New Grible relocation area, building on existing technical work and agreed municipal priorities.

Beneficiary profile, selection criteria and expected reach

The programme targets 150,000 people (75,000 per city), focusing on internally displaced persons and other displacement-affected communities, as well as vulnerable host-community households residing in, or directly linked to, the selected ADP areas. Beneficiary selection will be informed by: (i) DSP evidence on displacement-related vulnerabilities and pathways to solutions; (ii) facility and service mapping to identify gaps in access; (iii) priorities articulated through community-based planning and updated community action plans; and (iv) municipal and district development priorities to strengthen sustainability and alignment with public systems.

Targeting will prioritize households experiencing the most acute barriers to local integration, including tenure insecurity, limited access to basic services, and constrained livelihood opportunities. Engagement modalities will promote meaningful inclusion of under-represented groups—particularly women and youth—through structured consultation processes and accountable community feedback mechanisms, ensuring interventions respond to differentiated needs and risks.

While Saameynta Phase 2 geographically concentrates on Baidoa and Bosaso to consolidate results, tools, methodologies, and learning such as DSP, STDM, and area-based planning will be made available to other regions, including Hirshabelle, through national coordination mechanisms and JOSP aligned initiatives. Any geographic expansion will be contingent on additional funding and formal endorsement by the Joint Steering Committee.

Sequencing and timing of interventions

Implementation will follow a sequenced and layered pathway to ensure coherence across outcomes and avoid stand-alone investments. The process will begin with inclusive, climate-smart urban planning through the development and validation of ADPs, drawing on facility mapping, urban design, and private-sector workshops to define feasible settlement upgrading priorities, housing approaches, and climate-resilient infrastructure solutions.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Following endorsement, the programme will advance practical measures to strengthen tenure security, using context-appropriate modalities (including formalization in self-purchased areas and other arrangements) to reduce eviction risks and enable longer-term investments in shelter and services.

In parallel, the programme will scale economic integration and livelihood support, including MSME strengthening, enterprise development (including collective enterprises), and employment modalities such as cash-for-work delivered through mobile money, generating immediate income while contributing to priority community infrastructure and urban resilience projects.

With planning and tenure foundations in place, service delivery and infrastructure investments will be implemented in line with ADP priorities, including climate-resilient WASH, waste management and energy linkages, as well as core housing approaches for low-income households. Social cohesion activities will be embedded across the implementation cycle through community platforms and dialogue mechanisms that strengthen trust and mitigate tensions between displacement-affected and long-standing residents.

Coherence across outcomes and sustainability measures

Coherence between outcomes will be ensured by using ADPs as the primary operational framework to align planning, tenure, livelihoods and service investments within the same neighbourhoods and implementation timelines. ADPs will be embedded within broader city and district planning instruments, supporting locally led development trajectories rather than parallel delivery structures.

Municipal authorities will lead implementation, supported through Area-Based Coordination (ABC) and neighbourhood-level mechanisms to reduce duplication and strengthen humanitarian–development coherence under a single locally owned plan. The programme will leverage the complementary roles of IOM, UN-Habitat and UNDP, with strategic oversight ensured through programme governance arrangements, including the Joint Steering Committee and regular programme management mechanisms.

D. Sustainability

Sustainability is a central design principle of Saameynta Phase II and directly reflects lessons from Phase I and broader critiques of the durable solutions agenda in Somalia, namely that many interventions remain small-scale, time-bound, and insufficiently embedded in government systems. Saameynta Phase II addresses this challenge by focusing on system transformation and catalytic investments rather than attempting to resolve displacement through stand-alone service delivery. While the programme's financial scale is modest compared to large actors such as the World Bank, its value lies in de-risking, sequencing, and enabling larger-scale investments by establishing the institutional, legal, and planning foundations required for durable solutions at scale.

At the institutional level, sustainability is pursued through the absorption of core systems and functions by municipal authorities, with oversight by the MoIFAR and its subsidiary institutions as relevant and MOPWRH, to ensure sustainability and alignment with national legal frameworks, relevant standards, and strategic guidance. These include land administration systems (including tenure documentation and digital land records), city and area development plans, durable solutions coordination mechanisms, data and monitoring systems such as the Durable Solutions Progress (DSP) survey, and community-based planning. These systems are embedded within municipal mandates and staffing structures and do not rely on parallel project units. Capacity development and training-of-trainers approaches further support continuity beyond the programme period.

Financial sustainability is addressed by clearly distinguishing between one-off catalytic investments and recurrent functions. One-off costs include spatial planning, land registration, and initial infrastructure investments that unlock longer-term development. Recurrent costs—such as service operation and maintenance, land administration functions, and coordination—are progressively absorbed by municipalities through strengthened local revenue mechanisms. These include property taxation enabled by land registration and banding systems, public–private partnerships for service provision and infrastructure maintenance, and community co-funding mechanisms that promote shared ownership and cost recovery. The sustainability of the livelihoods interventions will be ensured through a market-driven approach that aligns income-generating opportunities with demonstrated market demand. Improved access to financing will allow enterprises and cooperatives to grow, creating sustainable jobs and income-generating opportunities.

Saameynta Phase II is explicitly designed to complement and leverage larger financing streams, including World Bank urban resilience and service delivery programmes, by providing "investment-ready" neighbourhoods with clarified tenure, agreed plans, social safeguards, and community buy-in. By aligning municipal systems, community priorities, and financing mechanisms, the programme ensures that gains achieved during implementation can be sustained, expanded, and replicated beyond SJF support, contributing to durable solutions at a scale commensurate with Somalia's displacement challenge.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

3. Alignment with the UNCF

Saameynta Phase 2 is aligned with the UN Sustainable Development Cooperation Framework (UNSDCF) for Somalia 2021–2025—currently under review to finalize the 2026–2030 framework—as the primary instrument guiding UN support to Somalia's national development priorities. Under the current results framework, the programme contributes directly to Outcome 1.1 (formal federal system is strengthened) and Outcome 1.2 (Somalis benefit from and participate in inclusive democratic systems), by strengthening government leadership, coordination, accountability and evidence use for durable solutions at federal, state and municipal levels.

The project further aligns with Outcome 4.1 (equitable and affordable access to quality basic social services, especially for marginalized people) by supporting area-based investments that expand access to climate-resilient services and infrastructure, prioritized through inclusive Area Development Plans and facility mapping. It contributes to Outcome 4.2 (number of people impacted by environmental shocks is reduced) through risk-informed planning and greener infrastructure solutions that reduce exposure to floods, droughts and other climate hazards.

Critically, Saameynta Phase 2 advances Outcome 4.4 (enhanced capacity to achieve durable solutions to displacement) by strengthening inclusive land governance and tenure security, improving access to services, and enabling pathways to self-reliance—thereby reducing displacement-related vulnerabilities and supporting sustainable local integration. The programme will also align with the forthcoming UNSDCF 2026–2030, which is expected to mirror the four pillars of Somalia's National Transformation Plan.

Through these contributions, Saameynta Phase 2 supports progress towards SDG 1 (No Poverty) by advancing self-reliance and reducing vulnerability among displacement-affected households; SDG 6 (Clean Water and Sanitation) through improved access to climate-resilient WASH services; SDG 13 (Climate Action) through climate adaptation and risk-informed urban planning; and SDG 16 (Peace, Justice and Strong Institutions) by strengthening accountable, inclusive institutions and governance mechanisms for durable solutions.

Saameynta Phase 2 is strategically aligned with all four pillars of the National Transformation Plan (NTP 2025–2029).

1. **Transformational Governance**, the Saameynta 2 project strengthens government-led coordination, accountability, and evidence-based planning for durable solutions, reinforcing federal, state, and municipal systems.
2. **Sustainable Economic Transformation**, Saameynta 2 expands sustainable livelihoods, MSME development, access to finance, and private sector engagement, creating employment pathways for displacement-affected communities, especially women and youth.
3. **Social and Human Capital Transformation**, the project improves access to climate-resilient housing, essential services (WASH, energy, waste management), and social cohesion mechanisms, reducing inequalities between IDPs and host communities.
4. **Environment and Climate Resilience**, Saameynta 2 embeds risk-informed area development plans, green infrastructure, nature-based solutions, and climate-adaptive livelihood support, directly reducing vulnerability to droughts, floods, and other environmental shocks while enabling sustainable urban integration.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

4. Complementarity with existing programmes

Saameynta Phase 2 is strategically designed to complement and scale up successful durable solutions and governance initiatives in Somalia, building on Saameynta Phase 1, earlier durable solutions programmes (Midnimo I & II, Danwadaag), and governance programmes (JPLG, Dowlaadkaab, LBF). The programme will align with the UN Operating Framework on Solutions (draft) and the UN Cooperation Framework, ensuring coherence with the wider UN approach to solutions and integrated programming.

In support of financing and evidence for solutions, Saameynta will work in synergy with the IDSF-funded Asaaska Fikir programme by supporting the implementation of the Durable Solutions Financing Strategy, which is being developed with strong linkages to Somalia's Integrated National Financing Framework (INFF). This will help integrate durable solutions financing into national planning and budgeting frameworks. Collaboration with Asaaska Fikir and the SDG Statistics project will also enable further scale-up of the DSP Survey and integration of IDP markers within national and sectoral statistics, strengthening government evidence-based decision-making and unlocking development financing for solutions.

To strengthen local governance, coordination and accountability, the programme will partner with Dowladkaab (Local Governance and Decentralised Service Delivery), which similarly aims to scale fit-for-purpose tools for local development, service delivery models, and improved local revenue generation and expenditure management. Saameynta will support the application of social cohesion strategies and community-based planning processes to strengthen District Development Planning Frameworks (DDF), including district profiling, district development plan and annual monitoring/budgeting, anchoring displacement priorities within local systems. Implementing partners will coordinate closely with local governance directorates in the two locations.

On social cohesion, Saameynta will strengthen relations with Nabadaynta to exchange lessons learned and promote a cohesive approach to inclusive dialogue and restoring the social contract.

On inclusive land governance and urban/territorial planning, the programme will align with Asaaska Fikir, including by upholding the Old Grible Settlement Upgrading Strategy and supporting the development of a plan for Baidoa North (2026), ensuring area-based plans include financial strategies for implementation. Saameynta will also collaborate with Maareynta to identify linkages across land governance strategies and opportunities for scaling and harmonization.

For livelihoods and private investment, Saameynta will coordinate with SDE4R to mobilize diaspora investment into blended financing mechanisms for productive sectors identified by municipalities.

Livelihood pathways for vulnerable groups will build on approaches from Danwadaag and Phase 1, including the Enterprise Development Fund (EDF) model for agrobusiness support.

For services and infrastructure, Saameynta will learn from PPP experiences (e.g., Danwadaag electrification of Baidoa North; AfDB's Kismayo–Baidoa water project) and leverage existing investments such as roads supported under SURP II, green infrastructure through Green Urban Growth, and water infrastructure under Bosaso Spring Water Sources Development – Phase II, to expand coverage and strengthen city connectivity.

Finally, Saameynta will be embedded within and strengthen the Area-Based Coordination (ABC) mechanism to coordinate facilities, infrastructure and services with other actors at municipal and neighbourhood levels and promote sustainability through community-based management and PPP models.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Summary of existing interventions in the proposal's sector

Project name and duration	Donor and budget	Project focus	Difference from/ complementarity to current proposal
Danwadaag HARBS 2023-2026, Xaldoon (Ph. 2: 2026-2029)	FCDO, 25 million GBP - EU, 10 million USD	Integrate area-based solutions with urban development strategies, bridging humanitarian response with long-term climate resilient solutions.	Service mapping and service provision, derisnimo approach, ABC coordination, EDF and agricultural livelihoods
CARDS programme 2026-2029	FCDO, 45 million GBP	Builds and continues the work of Danwadaag and the BRCiS consortia and integrating Climate Adaptation, Resilience and Durable Solutions	It will be implemented in South West State, and will support elements of market expansions, corridor and area-based approaches to prevent secondary displacement, and future displacement through support in satellite anchor towns.
Maareynta (2024-2026)	SJF, 15 million USD	Strengthen governance frameworks and capacity-building for water management, inclusive land governance, natural resource management, durable solutions, resilience.	Inclusive land governance (sustainable land management, urban resilience, displacement solutions, targeted capital investments, dispute resolution)
Asaaska Fikir (2024-2026)	IDSF, 1.9 million USD	Government coordination and leadership over DS, Durable Solutions Financing Strategy, localized solutions plans, improved displacement data systems.	Area development plans, data for solutions and DSP, government coordination and capacity building.
Dowladkaab (2024-2029)	SJF, 25 million USD	Strengthen local government capacity and social accountability to lead decentralization reforms and improve social service delivery.	Inclusive governance, social accountability, revenue collection systems.
Nabadaynta (2023-2026)	FCDO, EU, 26 million USD	Improve access to security and justice by facilitating collaborative, inclusive dialogue among authorities and community groups.	Social cohesion, community engagement.
Financing for Peace (2025)	UNDP Funding Windows, 348,750 USD	Development of Integrated National Financing Strategy (INFF) that integrates durable solutions	Government leadership, NSPAP implementation.
SDG Statistics (2025)	SDC, UNDP, 641,291 USD	Support to SNBS to contribute to national planning capacity and SDG reporting	Integration of displacement-related statistics into national frameworks
Green Urban Growth (2023-2030)	FCDO, 38,999,985 £	Promote resilient and productive economies and build resilience of communities	Access to livelihoods, access to infrastructure
SDE4R (2024 – 2027)	AfDB, 5.2 million USD (regional)	Mobilize human and financial capital from the diaspora to support private sector development.	Diaspora engagement, investment support.
Buulsho (2026-2036)	World Bank Group, 20 million USD Equivalent	Bulsho aims to strengthen community and local institutions to improve social cohesion, inclusion, and resilience across Somalia. It does so by building the capacities of districts and communities through institutional-strengthening support, participatory planning spaces, social accountability mechanisms, and systems that help local actors monitor and respond to climate risks. The project also provides matching grants to districts that meet performance criteria and supports MOIFAR and its subsidiary institutions as relevant and FMS authorities with the policies, regulations, and operational systems needed to manage and scale these interventions. Together, these measures create stronger local governance, more resilient communities, and deeper collaboration between authorities and citizens.	Community cohesion, Government Accountability, Co-Funding Systems, FMS-FGS-Districts linkages.
SURP – Somalia Urban Resilience Programme and Nagaad (SURP 2)	World Bank Group – USD 200 million plus financing	The project, which began with a first phase (SURP I) and scaled up to a second phase (SURP II or NAGAAD), channels funds directly to municipalities to build local government capacity and enhance urban services, including those for internally displaced persons (IDPs) and vulnerable groups.	The project initially targeted Mogadishu and Garowe. Phase II (SURP II) expanded to include Kismayo, Baidoa, Dhusamareb, and Beledweyne direct support to the expansion of city extensions in Barwaaqo (Baidoa) and Hodale (Garowe).
Somalia Recurrent Cost and Reform Financing Project 2014-2025 (phase 3 2020-2025)	World Bank Group – USD million planned 210.00 Disbursed 129 as of February 2025	The Recurrent Cost and Reform Financing (RCRF) Project (Somalia) supports Somalia's federal and sub-national governments in their recovery and state-building efforts. The project finances recurrent costs, such as salaries for civil servants and health and education workers and supports reforms to public financial management and resource management systems.	Strengthening inter-governmental fiscal relations between the Federal Government of Somalia (FGS) and Federal Member States (FMS). Enhancing service delivery in critical areas like health and education.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

5. Project Management

A. Recipient organizations and implementing partners

Saameynta – Scaling-Up Solutions to Displacement in Somalia (Phase 2) will be implemented as a joint programme led by IOM as the Convening Organization and programmatic lead, with UNDP and UN-Habitat as implementing agencies, building on the established coordination architecture and delivery modalities developed under Phase 1.

The programme leverages the complementary comparative advantages of the three RUNOs to deliver an integrated package across planning, governance, economic development and service delivery. IOM brings extensive experience in coordination, community engagement, environmental peacebuilding, data collection and analysis (including service mapping), infrastructure development, protection, diaspora engagement, and strengthened rural–urban linkages. UN-Habitat contributes deep expertise in urban and territorial planning, inclusive settlement planning and management, land governance (including legal frameworks and administrative systems for land registration and dispute resolution), HLP coordination, and land-based financing tools such as local land value capture. UNDP adds value through its focus on strengthening governance at national and sub-national levels, linking livelihoods to broader economic development, supporting Public–Private Partnerships and innovative financing, and promoting youth and women's economic empowerment, including through digital opportunities.

Government and Programme Partners

Implementation will be anchored in strong government leadership and a whole-of-government approach coordinated through the Ministry of Interior, Federal Affairs and Reconciliation and its subsidiary institutions, as relevant in collaboration with the Ministry of Public Works and Ministry of Planning, Investment and Economic Development (MoPIED) and Federal Member States. At local level, municipalities will lead area-based planning and coordination, with displacement-affected communities, traditional leaders and landowners engaged from early planning stages to maximize shared benefits and reinforce accountability.

The programme will partner with private sector actors (including diaspora and IFIs) to co-finance strategic investments through blended mechanisms, while civil society organizations, community-based organizations, traditional and religious leaders, and academia will support oversight, inclusion, and institutionalization of interventions for long-term impact. Localization is discussed under 8. Partnerships.

Recipient organizations

UN entity	Total budget in previous calendar year	Key sources of budget (which donors etc.)	Location of in-country offices	Number of existing staff, of which in project zones	Highlight any existing expert staff of relevance to project
IOM	US$213 million	Multi-donor portfolio (incl. pooled funds and bilateral donors supporting durable solutions, governance, services and resilience)	IOM Somalia has 14 offices (1 main office, 5 sub-offices, 7 satellite offices, and 1 support office) with operational footprint and offices in Baidoa and Bosaso.	4	Expertise in coordination and community engagement, data collection and analysis/service mapping, infrastructure and service delivery support, and operational delivery in displacement contexts.
UN-Habitat	US$20 million	Multi-donor Portfolio	UN-Habitat Has 5 offices (3 Main offices in Nairobi, Mogadishu and Hargeisa and 2 satellite offices in Berbera and Baidoa)	4	Experts in Inclusive Land Governance/Social Tenure Domain Model application, Urban and Resilience Planning, Municipal Finance Management, community engagement and participatory planning, and affordable housing.
UNDP	US$50 million	Multi-donor portfolio	UNDP Somalia has 4 offices (Mogadishu, Garowe, Hargeisa, and Nairobi). A desk for a project officer is	5	Expertise includes development solutions to internal displacement, private sector development, financial

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

			hosted at UNICEF compound in Baidoa.		inclusion, and local governance. UNDP takes a portfolio approach and collaborates across the four portfolios (Economic Recovery and Institutional Development, Rule of Law, Inclusive Politics, and Resilience and Climate Change) to integrate solutions to internal displacement across development interventions.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

B. Governance arrangements and coordination

Oversight and strategic direction (Project Board)

Overall strategic oversight and decision-making will be provided through an annual Joint Steering Committee (JSC), serving as the Project Board. The JSC will review annual plans and progress against targets, endorse strategic adjustments, and provide high-level guidance to ensure alignment with national priorities and the Somalia Joint Fund (SJF) requirements. The Terms of Reference (ToR) for the JSC will be developed in the first quarter of implementation jointly with the government partners and the UN implementing partners. Lessons learned from Phase 1 have informed a revised governance approach to ensure the JSC remains operational and action-oriented (avoiding overly high-level representation that constrained convening in Phase 1).

Programme coordination and implementation management[1]

Operational coordination will be ensured through the Programme Management Unit (PMU), convened frequently and organised per target location (Baidoa and Bosaso). Building on Phase 1 learning, PMU coordination meetings will include municipal representatives to strengthen locality-specific decision-making and practical follow-up, replacing previous reliance on FMS focal points. In parallel, UN implementing partners of the programme will meet regularly to share updates, jointly manage bottlenecks, and coordinate sequencing across outcomes; external stakeholders will be invited as required. To maintain institutional alignment and government linkages, semi-annual coordination meetings will be held between the government partners and the UN implementing partners, or more frequently upon request.

At city level, Area Based Coordination (ABC) mechanisms anchor implementation within local government systems. These platforms align neighbourhood-level interventions with municipal plans, budgets, and coordination mechanisms, and ensure participation of displacement-affected communities, civil society, and the private sector. The ABC mechanism is used to harmonise investments, avoid duplication, and promote shared ownership and sustainability.

Implementation team and resourcing

Implementation will be led by IOM as the Convening Organization and programmatic lead, with UNDP and UN-Habitat as Recipient United Nations Organizations (RUNO) . A dedicated core team will support integrated delivery across governance, land and planning, livelihoods and service investments, with central functions for results-based management, monitoring and reporting.

Posts to be funded by the project (indicative):

- Programme Coordinator/Manager (100%)
- City Coordinators – Baidoa & Bosaso (100% each)
- Finance/Admin support (50–100%) and Procurement support (50–100%)

  Specialist technical functions (e.g., urban planning/land, local economic development, infrastructure/services) will be funded through a combination of project allocations and leveraged partner capacity, based on annual workplans.

[1] *Reference: https://unsdg.un.org/sites/default/files/Guidance-Note-on-Joint-Programmes.pdf*

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Organogram



Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

6. Risk management

The overall risk level for Saameynta Phase 2 is assessed as Medium–High, reflecting the operating environment in Somalia, including climate shocks, insecurity and access constraints, political and institutional volatility, and fiduciary risks inherent to complex delivery contexts. Risk management will be embedded throughout implementation, with risks reviewed routinely through the Programme Management Unit (PMU) and escalated to the Joint Steering Committee (JSC) as required. Context monitoring and mitigation measures will be coordinated across RUNOs, municipal counterparts, and relevant coordination platforms to ensure timely adaptation of implementation modalities.

Contextual and security risks. Conflict dynamics, political instability, and inter-communal tensions may disrupt implementation, restrict movement, and affect staff and community safety, with knock-on effects on sequencing and continuity of delivery. These risks will be mitigated through ongoing conflict and security monitoring, adherence to UN security management procedures, flexible work planning, and strengthened community engagement to reduce tensions and reinforce local acceptance. Particular attention will be given to safeguarding the safety of individuals engaged in the programme, including community representatives, public officials, women leaders and youth participants who may face heightened exposure due to their visibility in land, planning, or resource prioritization processes.

Climate and natural hazard risks. Droughts, floods and other hazards may increase displacement, shift priorities toward humanitarian response, and damage infrastructure investments. Mitigation measures include risk-informed Area Development Plans (ADPs), prioritization of climate-resilient and green infrastructure options, and scenario analysis to ensure investments remain feasible under climate stress.

Institutional and coordination risks. Capacity limitations, turnover in government institutions, and incomplete coordination among actors may slow decision-making and weaken coherence across outcomes. The programme will mitigate these risks through strengthened governance arrangements, systematic inclusion of municipal counterparts in PMU decision-making, and reinforcement of Area-Based Coordination (ABC) mechanisms at municipal and neighbourhood levels to align investments and reduce duplication.

Delivery and implementation risks. Weak partner capacity, procurement or contracting delays, and operational constraints may affect timeliness and quality. Mitigation will include partner due diligence, strengthened supervision and quality assurance, phased implementation, rapid risk-based assessments, and adaptive management to maintain progress against results.

Protection and safeguarding risks. Activities related to tenure, service access, and livelihood opportunities can exacerbate tensions or expose individuals to protection risks, including SEA/SH and GBV. The programme will implement a conflict-sensitive and Do No Harm approach, ensure safe referral pathways, strengthen complaints and feedback mechanisms, and apply survivor-centered protocols in line with UN and IOM safeguarding standards.

Prevention of corruption and diversion. Saameynta Phase 2 applies zero tolerance for fraud, corruption, and diversion. Controls include segregation of duties, competitive procurement, vendor due diligence, routine financial monitoring, spot checks, audits, and systematic follow-up of allegations through established reporting and investigation mechanisms.

Key risks, their likelihood, consequences, and mitigation responsibilities are detailed in Annex II – Project Risk Management Matrix.

Prevention of corruption

Saameynta Phase 2 applies a zero-tolerance approach to corruption, fraud and misuse of resources, and will ensure that anti-corruption measures are embedded across programme design, delivery and oversight. The investment is informed by a robust political economy and conflict sensitivity lens, recognizing that in displacement-affected urban settings corruption risks extend beyond fiduciary exposure to include the potential reinforcement of unequal power relations—particularly around land allocation, service access, livelihood opportunities, and local decision-making.

To address these risks, the programme will integrate political economy analysis into Area Development Planning (ADP) processes and sequencing decisions, including stakeholder mapping of incentives and power dynamics among authorities, landowners, gatekeepers, service providers, community leadership structures and private sector actors. This will guide the programme's engagement strategy, reduce the risk of elite capture, and ensure that tenure-related support and infrastructure investments are delivered through transparent and accountable mechanisms.

Saameynta will apply clear and documented beneficiary selection and targeting criteria, grounded in DSP evidence, community-based planning inputs, and Area Development Plans, ensuring the programme is responsive to the needs of

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

displacement-affected communities through transparent and inclusive processes. Transparent communication on eligibility and selection decisions will be reinforced through community engagement channels and locally accessible feedback mechanisms, including confidential complaints pathways, to reduce risks of informal payments, favouritism, and manipulation of beneficiary lists.

To prevent corruption risks related to partner selection and delivery, RUNOs will apply harmonized due diligence, capacity assessments and compliance requirements for implementing partners and vendors, including screening against misconduct records where applicable. Procurement will follow competitive processes and segregation of duties, and will include market assessments, supplier checks, and contract management controls to reduce collusion risks. Routine financial monitoring, spot checks and audits will be applied across implementing arrangements, and any allegations of fraud or diversion will be addressed through established investigation and referral procedures, consistent with UN and IOM anti-fraud and accountability frameworks.

At the macro level, Saameynta will mitigate risks that investments could unintentionally entrench unhealthy practices by strengthening institutional accountability systems, including municipal oversight, evidence-based monitoring, and Area-Based Coordination mechanisms that reduce opaque parallel decision-making. Regular reporting to the PMU and JSC will support early detection of corruption red flags. Finally, programme communications will be designed to avoid reinforcing patronage narratives and will promote transparency and citizen accountability, including through disaggregated results reporting and public-facing updates where feasible.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

7. Monitoring, Evaluation and Reporting

Monitoring & Evaluation

Saameynta Phase 2 will apply a multi-layered Monitoring and Evaluation (M&E) approach, guided by an M&E plan aligned with the Results Framework, to generate accurate and reliable data, strengthen evidence-based management, and ensure progress towards the programme's objectives and targets in a complex and rapidly evolving operational environment. Building on systems already established under Phase 1, the programme will use multiple levels of oversight, including regular field monitoring, joint monitoring with government counterparts, third-party monitoring (TPM), spot checks, and financial audits, to ensure comprehensive coverage and systematic triangulation of findings across data sources and stakeholders. A mid-term evaluation will assess progress and enable course correction, while a final evaluation will capture outcomes and lessons learned. Saameynta Phase 2 will work closely with the M&E Department of the Ministry of Planning, Investment and Economic Development (MoPIED) and the implementing subsidiary institution as relevant as relevant to ensure alignment with the National M&E Policy /Framework and M&E Framework of the National Solutions Pathways Action Pan (NSPAP), national reporting and results management standards.

The M&E approach combines three mutually reinforcing streams: process monitoring, context and risk monitoring, and beneficiary monitoring. Process monitoring will track the use of inputs and resources, implementation progress and delivery of outputs, including adherence to quality standards and agreed timelines. Context and risk monitoring will continuously assess the operating environment, risks and assumptions (including access, security and climate-related disruptions) and inform adaptive management decisions and contingency measures. Beneficiary monitoring will capture beneficiary perceptions and experiences of change, including satisfaction, inclusion, participation, access to resources and perceived improvements in well-being and resilience. The M&E plan will remain flexible to evolving circumstances and feedback from beneficiaries and stakeholders, enabling timely adjustments to implementation modalities and sequencing.

A Gender Equality and Social Inclusion (GESI) lens will be integrated throughout the M&E system. Gender mainstreaming will be embedded across monitoring tools and data collection processes, with mixed methods approaches that integrate protection, inclusion and Accountability to Affected Populations (AAP) commitments, consistent with IASC guidance and relevant institutional frameworks for addressing GBV in crises. AAP, protection and safeguarding modules will be embedded within each M&E tool.

Baselines will establish reference values for all indicators within the Results Framework. Objective-level baselines will be derived from the Durable Solutions Progress (DSP) Survey, aligned with the IASC Durable Solutions Criteria and the National Solutions Pathways Action Plan (NSPAP). Outcome-level baselines are also captured through the DSP Survey (governance, tenure, livelihoods and services), while output-level baselines will draw from implementing partner reporting and administrative data. Baidoa baselines will be updated in Q1 2026, while Bosaso baseline values are informed by Q4 2025 DSP data.

Results tracking will be conducted quarterly, or as required by each indicator, consolidating progress data into the Results Framework to enable corrective action when progress is slower than expected. Mid term evaluation will provide additional perception-based and outcome-level assessments. Learning will be documented continuously and consolidated at least annually to capture good practices and lessons, feeding directly into programme management decisions and knowledge sharing.

M&E responsibilities will be coordinated through the Programme Management Unit (PMU) and implemented by participating UN organizations in collaboration with relevant government counterparts (including MOIFAR and its subsidiary institutions as relevant and municipal authorities), ensuring joint review of findings and coherent follow-up actions across outcomes.

Reporting

Type of report	Date of submission
Semi-annual project progress report	31 July (reporting period Jan–Jun)
Annual project narrative report	31 January (covering the previous calendar year)
End of project report covering entire project duration	Within 60 days of project completion
Financial reporting	Annually, aligned with the narrative reporting schedule, and final certified financial report within 120 days of project completion

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

8. Partnerships

Stakeholder engagement during project development

Saameynta Phase II was developed through a collaborative process building on partnerships, coordination mechanisms, and evidence generated under Phase I. Project design was informed by structured engagement with Federal Government institutions, municipalities in Baidoa and Bosaso, displacement-affected and host communities, civil society organisations (CSOs), UN agencies, donors, and development partners. Consultations were grounded in evidence from the Durable Solutions Progress (DSP) Survey, Final Evaluation, and community-based planning processes, enabling joint prioritisation of geographic focus areas and sequencing across tenure, services, and livelihoods. Particular attention was given to incorporating the perspectives of women, youth, and other groups at heightened risk of exclusion.

Government ownership and institutional partnerships

Government ownership is institutionalised across the Federal Government, Federal Member State (FMS), and municipal levels through clearly defined roles, decision-making authority, and capacity support. At the federal level, the Ministry of Interior, Federal Affairs and Reconciliation (MOIFAR) and its implementing subsidiary institutions, as relevant serves as the primary counterpart in collaboration with the Ministry of Public Works and Ministry of Planning, Investment and Economic Development (MoPIED, providing strategic oversight, policy alignment with the National Solutions Pathways Action Plan, and coordination across federal stakeholders. Federal engagement focuses on policy coherence, standard setting, and national coordination rather than direct implementation.

At FMS level, Saameynta Phase II builds on legal and policy frameworks established under Phase I, including Urban Land Management Laws and Social Cohesion Strategies. At municipal level, city authorities in Baidoa and Bosaso are the primary decision-makers and implementers, responsible for neighbourhood prioritisation, coordination of service delivery, and oversight of implementation within approved plans and budgets. Capacity support is provided to municipal departments, particularly in land administration, planning, financial management, and coordination.

Civil society, localization and community partnerships

Localisation is a core partnership and delivery principle under Saameynta Phase II, with deliberate transfer of resources, responsibilities, and decision-making authority to local actors within government-led systems. Civil society organisations (CSOs) are engaged as implementation, accountability, and learning partners, with programme funding allocated to CSOs through transparent, competitive grant agreements. Priority is given to local and national CSOs with strong community presence, including women- and youth-led organisations. CSO grants are aligned with municipal Area Development Plans and implemented within Area-Based Coordination (ABC) structures, ensuring that CSOs contribute to planning, delivery, monitoring, and accountability without creating parallel systems.

Displacement-affected communities are engaged as decision-makers rather than passive beneficiaries. Through structured representation in ABC platforms, participatory planning, and social tenure processes, communities directly influence neighbourhood prioritisation, investment choices, and implementation sequencing. Community co-funding operates as both a financing and governance mechanism: communities contribute cash or in-kind resources, participate in proposal development and approval, and agree on maintenance and sustainability arrangements. This approach strengthens ownership, increases accountability, and embeds responsibility for long-term outcomes at local level.

Partnerships are operationalised through government-led ABC platforms at municipal and neighbourhood levels, where municipalities convene CSOs, community representatives, private sector actors, and programme partners to jointly plan, sequence, and monitor interventions. These platforms provide a formal space for local decision-making, resource alignment, and grievance resolution, ensuring coherence across actors and sustained collaboration throughout implementation.

Partners and Knowledge Management

Knowledge management (KM) under Saameynta Phase II is designed as a partnership-driven and institutionalised function that supports learning, accountability, and scale beyond the programme lifecycle. KM builds on knowledge products and systems established in Phase I—including urban land management laws, social cohesion strategies, city strategies and extension plans, community action plans, economic studies, SOPs for land registration, land policy frameworks, land dispute tribunal regulations, and STDM data—as well as monitoring tools such as the Durable Solutions Progress (DSP) Survey, geospatial data, and area-based planning tools. The programme focuses on embedding knowledge generation and use within government institutions at Federal,

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Federal Member State, and municipal levels. Key partners include government counterparts (notably MOIFAR and its subsidiary institutions as relevant MoPWRH and MoPIED and municipal planning and land departments), UN agencies, and academic and research institutions, including Somali universities and regional and international research partners, to support applied research, policy analysis, and learning on urban displacement, land governance, and durable solutions. Knowledge products (datasets, briefs, lessons learned, and analytical outputs) will be systematically documented, analysed, and shared through government-led platforms, coordination fora, and academic partnerships, including dissemination in Somali to ensure accessibility for local actors and communities.

9. Cross-cutting issues

To promote gender equality and women empowerment

Saameynta Phase 2 applies a rigorous gender lens across analysis, design, implementation and risk management, recognizing that displacement affects women, men, girls and boys differently and that gender norms shape access to land, services, livelihoods and decision-making. The programme integrates gender considerations into Area Development Planning, community-based planning and service prioritization to ensure investments respond to women's and girls' safety, mobility and livelihood constraints, including in public spaces and service access points.

Women's participation will be actively supported through inclusive consultation modalities, representation targets within community structures and participatory forums, and gender-responsive feedback mechanisms to ensure women influence planning and monitoring. Gender-sensitive M&E tools, including sex- and age-disaggregated data collection, will track both participation and outcomes. Risks such as gender-based violence, backlash and exclusion will be addressed through conflict-sensitive implementation, safeguarding measures, referral pathways and accountability mechanisms, ensuring women benefit equitably from tenure security, economic empowerment and improved service delivery.

To promote human rights and protection of vulnerable groups

Saameynta Phase 2 supports the progressive realisation of rights for displacement-affected communities by reducing key displacement-related vulnerabilities and strengthening access to safe housing, essential services, livelihoods and legal protections. The programme promotes rights-based urban integration by improving tenure security and advancing inclusive land governance mechanisms that reduce eviction risks and strengthen legal predictability for vulnerable households.

Protection considerations will be integrated across implementation, including through safe community engagement, Do No Harm approaches, and conflict-sensitive delivery modalities. The programme will strengthen referral pathways and safeguarding systems, including confidential complaints and feedback channels, and will coordinate with relevant protection actors where required. Activities will be designed to reduce exposure to harm and improve safety in neighbourhood environments through inclusive planning, resilience investments and community platforms that help mitigate tensions and strengthen social cohesion.

To reduce exclusion (Leave no one behind)

Saameynta Phase 2 places reducing exclusion at the center of its strategy by focusing on displacement-affected communities and vulnerable host populations who face persistent barriers to services, livelihoods and civic participation. The programme applies evidence-driven targeting informed by vulnerability analysis and local planning tools to ensure that investments address households most constrained by tenure insecurity, service gaps and limited economic opportunity.

Inclusion will be operationalized through participatory planning processes that ensure under-represented groups can shape priorities and benefit from project outputs. Service and infrastructure interventions will be selected to reduce inequality in access between DACs and host communities, while livelihood pathways will be designed to expand self-reliance opportunities for those most likely to be excluded from labour markets. Monitoring systems will track disaggregated outcomes to identify gaps early and enable corrective action, ensuring benefits reach those furthest behind.

To facilitate and/or strengthen social contract mechanisms between the state and groups of population and to ensure accountability in people's lives and in the functioning of institutions at national and local levels

Saameynta Phase 2 strengthens the social contract by reinforcing utilitarian, emotional and participatory connections between citizens and institutions through tangible improvements in tenure security, service delivery and livelihood

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

opportunities, delivered under government leadership. By supporting municipalities to plan and coordinate inclusive Area Development Plans and to implement visible neighbourhood improvements, the programme helps demonstrate institutional responsiveness to citizen needs and strengthens trust in local governance.

Accountability will be embedded as a lived experience through community engagement and structured feedback mechanisms that enable citizens—including displacement-affected and host communities—to influence priorities, monitor delivery and report concerns safely. Participation in planning and decision-making will be institutionalised through the enacting of the social cohesion strategies developed under phase 1, area-based coordination and neighbourhood mechanisms, improving transparency and reducing perceptions of arbitrariness. Strengthened data systems and evidence-based monitoring will further support institutional accountability by enabling public authorities to track progress, address gaps and communicate results in a credible and inclusive manner.

To address root causes of climate fragility and climate-related conflict dynamics in target areas

Saameynta Phase 2 incorporates climate and environment security analysis as a core design pillar, recognizing that drought, flooding and resource stress are key drivers of displacement, fragility and local conflict dynamics in Somalia. In line with Security Council calls for the UN to maximize the use of development financing in response to climate shocks, the programme embeds risk-informed and climate-smart approaches within area-based planning and investment choices.

By integrating climate risk reduction into Area Development Plans and prioritizing climate-resilient and green infrastructure solutions, Saameynta reduces exposure to environmental shocks and the competition pressures that often heighten tensions in urban and peri-urban areas. Livelihood support will promote more adaptive and resilient income opportunities, reducing vulnerability to climate stress. Together, these interventions address structural drivers of climate fragility by strengthening local systems, improving resilience assets and enabling more equitable, sustainable urban growth.

To implement the humanitarian-development-peace nexus

Saameynta Phase 2 operationalizes the humanitarian–development–peace nexus by translating immediate recovery needs into longer-term systems and locally led solutions. The programme bridges humanitarian response and durable development by sequencing interventions from planning and tenure security to service improvements and livelihoods, enabling households to move from vulnerability to self-reliance.

Through area-based coordination and inclusive planning, the programme aligns humanitarian actors, development partners and government stakeholders around shared priorities in the same neighbourhoods, reducing duplication and improving coherence. Peace and social cohesion outcomes are advanced through inclusive dialogue mechanisms, conflict-sensitive implementation and investments that reduce inequality between displacement-affected and host communities. By strengthening municipal leadership and community participation, the programme contributes to stabilization and trust-building, supporting sustainable integration and scalable models for durable solutions.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

10. Communication and visibility

Saameynta Phase 2 will implement a strategic, coordinated communication and visibility approach to raise awareness on the durable solutions agenda in Somalia, demonstrate measurable results for displacement-affected communities and vulnerable host populations, and ensure appropriate recognition of donor contributions. Communications will reinforce the programme's core message that durable solutions are achievable when government institutions, communities and partners jointly invest in inclusive, climate-resilient urban development, tenure security and pathways to self-reliance.

Communication objectives and key messages

The communication strategy will pursue three objectives: (i) strengthen understanding of durable solutions as a development priority linked to national policies and city systems; (ii) showcase evidence-based results and human stories of change in Baidoa and Bosaso; and (iii) provide consistent donor visibility in line with agreed branding requirements. Key messages will highlight government leadership, inclusive participation, climate resilience, improved access to services and livelihoods, and strengthened social cohesion between displacement-affected communities and host communities.

Methodology and implementation strategies

Communications will combine evidence-led storytelling with structured visibility deliverables. Quantitative results from programme monitoring (including baseline and progress data) will be translated into clear, accessible products such as factsheets, infographics, short briefs and city snapshots, illustrating changes in tenure security, services, livelihoods and neighbourhood resilience. These will be complemented by beneficiary narratives and community-level stories that reflect lived experiences of integration and improved well-being, ensuring representation of women, youth and other groups most affected by displacement and exclusion.

Visibility will be implemented through a mix of local and national channels. At city level, the programme will use community engagement and municipal platforms to disseminate information, support transparency and reinforce accountability. At national level, targeted communication products will support policy dialogue and advocacy for durable solutions financing and replication of the area-based model. Digital communications will include coordinated social media content across participating UN organizations and government counterparts where appropriate, supported by photo and video documentation that adheres to safeguarding and consent protocols.

Donor visibility and risk-sensitive communications

Donor visibility will be ensured through branding on communication materials, signage on infrastructure and service investments where feasible, and acknowledgment during public events and official engagements, aligned with donor guidelines and UN branding policies. Communications will be conflict- and protection-sensitive, avoiding content that could increase risk for individuals or communities, expose sensitive locations, or create perceptions of bias. Particular care will be taken when communicating around land and tenure processes, ensuring messaging supports transparency without increasing tension or protection risks.

Capacities and coordination

Communication and visibility activities will be coordinated through the programme governance structure, with the Convening Organization leading joint planning and quality assurance. Dedicated communications focal points within each participating UN organization will support implementation, ensuring coherent messaging, timely production of visibility products, and compliance with branding and safeguarding standards. A light communications workplan will be developed early in implementation, aligned with key programme milestones (e.g., ADP endorsement, major infrastructure delivery, livelihoods cohorts, evaluation points), and reviewed periodically to ensure responsiveness to emerging results and operational realities.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

11. Project budget

Overall envelope and approach

Saameynta Phase 2 is costed at USD 15,000,000 over four years (2026–2030), with the Somalia Joint Fund (SJF) as Administrative Agent and IOM as programmatic lead, implemented jointly with UN-Habitat and UNDP. The budget follows UNDG categories, results-based budgeting, and a lean support cost structure to maximize delivery at community level.

Major cost drivers and their justification

- Contractual services. This is the largest envelope and finances direct delivery: settlement upgrading works, land information systems (LIS/STDM scale-up), co-funded community infrastructure, PPPs/blended-finance transactions, and third-party monitoring. Concentrating resources here translates evidence-based plans into tangible outputs (roads, WASH, electrification, housing pilots).
- Staff and other personnel. Personnel are kept deliberately lean and time-bound, focused on technical functions that cannot be outsourced (area-based coordination, fiduciary assurance, engineering and land/governance advisory, M&E/DSP analytics). National staffing is prioritized to reduce costs and build institutional capacity within government counterparts.
- Transfers and grants to counterparts. Used to operationalize the Co-Funding System (CFS) and targeted municipal support packages so that community and municipal contributions trigger SJF matching funds—embedding ownership and long-term maintenance from day one.
- Travel. Travel is tightly managed, aligned to duty-of-care and carbon-lite principles. Missions are bundled around key milestones (CBP cycles, ADP workshops, acceptance/handover of works), with virtual reviews used for routine coordination.
- General operating & equipment. Minimal enabling costs (GIS workstations, survey tablets, field supervision logistics) necessary to run LIS, DSP rounds, and site supervision; procurement leverages long-term agreements and local suppliers to reduce unit costs.

Programmatic allocation logic

The budget is front-loaded to Outcomes 2–4 where capital-intensive delivery occurs, while Outcome 1 concentrates targeted packages that enable government leadership, data systems and accountability. Representative envelopes in the workplan include: inclusive land systems and taxation (Outputs 2.1–2.3 ≈ US$650k + US$750k + US$760k), community infrastructure and services (Output 4.1 ≈ US$1.24 m), climate adaptation/NbS (Output 4.2 ≈ US$0.36 m), and housing systems and pilots (Output 4.3 ≈ US$1.54 m). Livelihoods and MSME/cooperative support represent a major envelope to drive jobs and incomes alongside physical investments. This sequencing ensures tenure first, then livelihoods and services, to lock in durable solutions.

Demonstrating value for money (economy, efficiency, effectiveness)

Saameynta Phase II demonstrates value for money by moving beyond fragmented, stand-alone pilots toward scaled, integrated, area-based interventions that align governance, land, services, and livelihoods within the same urban neighbourhoods. By deliberately sequencing investments—strengthening municipal leadership, planning, and land governance before or alongside service delivery and livelihood support—the programme reduces duplication, lowers implementation risk, and delivers more durable outcomes per dollar spent. Saameynta's comparative advantage lies in its integrated urban systems approach: unlike sector-specific durable solutions initiatives, it simultaneously strengthens the institutional, legal, and financing foundations that enable municipalities to absorb, maintain, and scale investments over time. This approach ensures that downstream investments in infrastructure and livelihoods are underpinned by tenure security, regulatory clarity, and local ownership, significantly reducing the risk of reversal. Value for money is further enhanced by leveraging government systems, private-sector delivery models, and community co-funding to crowd in additional resources, while evidence-based targeting, shared implementation arrangements, and milestone-linked disbursements ensure that limited grant financing generates cost-effective and sustainable results at scale.

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Annex I: Project Results Framework

The outcome indicators for Saameynta Phase 2 are measured through the Durable Solutions Progress (DSP) Survey. The survey applies random stratified sampling to ensure data is representative of both IDP and host community populations in each city, with results statistically valid at a 95 percent confidence level and 5 percent margin of error. The DSP uses representative statistics, allowing generalizations about the wider population by studying only a manageable sample, thereby saving both time and resources.

To estimate the number of people in the entire population with a certain characteristic, for example access to housing or employment, survey results from the representative DSP sample are used. The proportion of respondents who report that characteristic in the sample is applied to the total population to approximate how many people share it overall. This means that if a given percentage of the sample reports access to a service, that same percentage can be used to estimate the number of people with access across the population, while acknowledging a margin of error around the estimate.

Limitations: While the DSP provides robust quantitative data on the needs and vulnerabilities of IDPs and host communities, it does not explain underlying reasons, so qualitative methods such as focus group discussions or key informant interviews are recommended for deeper insights. In addition, population figures are based on best estimates at the time of survey design and should therefore be considered indicative.

The DSP results can be accessed through the DSP Interactive Dashboard, which provides real time and city level analysis. The full DSP Survey Questionnaire can be accessed here.

The table below presents the Outcome Statements, Outcome Indicators, Baseline Values, and the corresponding DSP Questions from which the values are derived. The baseline values for Baidoa are drawn from the first phase of the DSP conducted in 2024. For Bosaso, baseline values are established following the DSP mid-December 2025.

NDP PRIORITY National Solutions Pathways Action Plan and the National Durable Solutions Strategy, and National Transformation Plan (NTP) 2025–2030 pillars on Inclusive Politics, Security and the Rule of Law, Economic Development, and Social Development
UNCF STRATEGIC OUTCOME Outcome 1.1, 1.2, 3.1, 4.1, 4.2, 4.4
IMPACT Displacement-affected communities (DACs) in Somalia enjoy improved self-reliance, social cohesion, and resilience, enabling them to achieve durable solutions in safe, dignified, and sustainable conditions.
OBJECTIVE

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

To achieve durable solutions for displacement-affected populations in Somalia's target cities through inclusive, climate-smart urban growth, economic development, and improved services, led by accountable government institutions.	
OVERALL OUTCOME INDICATORS	
Overall Outcome Indicator 1: IDPs showing progress towards solutions as measured by the DSP Index and the IASC criteria in target cities Baseline: Baidoa: Barwaaqo DSP Index 2.95, Wadajiir DSP Index 2.57 Bosaso: Old Grible DSP Index 3.01, New Grible DSP Index 3.06 Target (2030): Baidoa: Barwaaqo DSP Index 3.36, Wadajiir DSP Index 3.36 Bosaso: Old Grible DSP Index 4.21, New Grible DSP Index 4.21 DSP Index measures progress on 5 IASC Durable Solutions Criteria (0-5 scale): Safety & Security, Adequate Standard of Living, Access to Livelihoods, HLP, Documentation	MOV: DSP Survey Timeline: Baidoa BL: Q1 2026 Baidoa ML: 2028 Baidoa EL: 2029 Bosaso BL: Q4 2025 Bosaso ML: 2027 Bosaso EL: 2029 Target Population: Baidoa: Wadajiir 6,857 HH, Barwaaqo 4,285 HH Bosaso: Old Grible 11,154 HH, New Grible 537 HH
Overall Outcome Indicator 2: Number of IDPs who have overcome at least 80% of displacement-related vulnerabilities as measured by the DSP Index and IASC criteria Baseline: Baidoa: Barwaaqo 1,285 HHs (7,710 ind.) - 30%, Wadajiir 1,302 HHs (7,812 ind.) - 19% Bosaso: Old Grible 2,230 HHs (13,380 ind.) - 20%, New Grible 139 HHs (834 ind.) - 26% Target (2030): Baidoa: Barwaaqo 1,499 HHs (8,994 ind.) - 35%, Wadajiir 1,714 HHs (10,284 ind.) - 25% Bosaso: Old Grible 2,788 HHs (16,728 ind.) - 25%, New Grible 161 HHs (966 ind.) - 30%	MOV: DSP Survey Calculation: Proportion of HHs achieving DSP Index score of at least 4 out of 5 (80%) across IASC criteria, multiplied by baseline HH population, converted to individuals using average HH size of 6.
PROJECT OUTCOME 1 Government institutions at all levels lead inclusive, evidence-based coordination of durable solutions, ensuring displacement-affected communities participate in and benefit from solutions programming.	

Outcome indicators, baselines, targets	Outputs	Output indicators, baselines and targets	Partner contributions	Indicative resources

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Outcome Indicator 1.1: Percentage of IDP households who report that government authorities are responding to their needs Baseline: Baidoa: Barwaaqo 29.55%, Wadajiir 24.47% Bosaso: Old Grible 8%, New Grible 27% Target (2030): Baidoa: Barwaaqo 35%, Wadajiir 35% Bosaso: Old Grible 15%, New Grible 35% Outcome Indicator 1.2: Number of IDP households who report that government authorities are responding to their needs Baseline: Baidoa: Barwaaqo 1,048 HHs, Wadajiir 2,026 HHs Bosaso: Old Grible 892 HHs, New Grible 145 HHs Target (2030): Baidoa: Barwaaqo 1,499 HHs, Wadajiir 2,399 HHs Bosaso: Old Grible 1,673 HHs, New Grible 187 HHs MOV: DSP Survey (Question T.4)	Output 1.1: Government institutions have strengthened leadership to coordinate and deliver durable solutions for the displacement-affected population in the target cities.	1.1.1: Number of DSTWG meetings and events held to advance Durable Solutions Baseline: 0 Target: 12 (4 national, 8 state/local) MOV: TWG meeting reports 1.1.2: Number of government officials trained on DS by MOIFAR and its subsidiary institutions as relevant Baseline: 0 Target: 120 (30 annually) MOV: Training report 1.1.3: Number of Federal Policies, Strategies and Directives on Durable Solutions Baseline: 0 Target: 1	IOM - MOIFAR and its subsidiary institutions as relevant UN-Habitat	Output 1.1 Total: $630,000 1.1.1 DSTWG Coordination: $150,000 1.1.2 NSPAP Progress: $150,000 1.1.3 Capacity-building FGS/FMS: $330,000 SDG Targets: 16.6, 16.7, 17.9, 17.14 HRM: 2, GEN: 2
	Output 1.2: Government institutions have strengthened capacity to collect, manage, disseminate and utilize data to support durable solutions programming.	1.2.1: Number of DSP surveys implemented, and number of people reached Baseline: 2 (Phase 1 in 2024, Phase 2 in 2025) Target: 3 additional rounds MOV: DSP Survey Reports, Fact sheet, Dashboard 1.2.2: Number of government officials and stakeholders trained on IRIS Baseline: 0 Target: 20 MOV: Training report	IOM - MOIFAR and its subsidiary institutions as relevant UNDP	Output 1.2 Total: $420,000 1.2.1 DSP & Knowledge Mgmt: $370,000 1.2.2 IRIS Statistics Training: $50,000 SDG Target: 17.18 HRM: 2, GEN: 2
	Output 1.3: Local governments have strengthened coordination and accountability mechanisms that ensure	1.3.1: Number of local government officials trained on financial management and DS Baseline: Baidoa 0, Bosaso 0	IOM UNDP UN-Habitat	Output 1.3 Total: $455,732 1.3.1 Local Govt Capacity: $285,732

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

	meaningful inclusion of displacement-affected communities.	Target: Baidoa 10, Bosaso 10 MOV: Training report 1.3.2: Number of CAPs developed/updated and linked to co-funding system Baseline: Baidoa 1, Bosaso 1 Target: Baidoa 3, Bosaso 3 MOV: CAP documents, municipal endorsements 1.3.3: Number of DACs included in planning processes Baseline: Baidoa 320 (41.6% women), Bosaso 312 (48% women) Target: Baidoa 570 (50% women), Bosaso 562 (50% women) MOV: Participant lists		1.3.2 CBP Processes: $100,000 1.3.3 DAC Representation: $70,000 SDG Targets: 16.6, 16.7, 10.2 HRM: 2-3, GEN: 2
PROJECT OUTCOME 2 Inclusive land governance systems enable better access to land, tenure security, and climate-smart urban planning that support sustainable solutions.				
Outcome indicators, baselines, targets	**Outputs**	**Output indicators, baselines and targets**	**Partner contributions**	**Indicative resources**
Outcome Indicator 2.1: Percentage of IDP households with documented, recognized tenure rights Baseline: Baidoa: Barwaaqo 66%, Wadajiir 45% Bosaso: Old Grible 12%, New Grible 88% Target (2030): Baidoa: Barwaaqo 80%, Wadajiir 60% Bosaso: Old Grible 20%, New Grible 100%	Output 2.1: Inclusive land governance systems are strengthened, and land administration tools are developed and implemented.	2.1.1: Number of functioning, integrated land and property administration systems Baseline: Baidoa 0 (2,500 parcels mapped), Bosaso 0 (6,900 parcels mapped) Target: 1 functioning system each MOV: STDM Data, Land Department 2.1.2: Number of property valuation and taxation systems	UN-Habitat	Output 2.1 Total: $650,000 2.1.1 Land Systems: $400,000 2.1.2 Property Valuation: $150,000 2.1.3 Policy Support: $100,000 SDG Targets: 11, 16, 1.4, 11.3 HRM: 2-3, GEN: 2

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Outcome Indicator 2.2: Number of IDP households with improved tenure security Baseline: Baidoa: Barwaaqo 2,828 HHs, Wadajiir 3,085 HHs Bosaso: Old Grible 1,338 HHs, New Grible 472 HHs Target (2030): Baidoa: Barwaaqo 3,428 HHs, Wadajiir 4,114 HHs Bosaso: Old Grible 2,230 HHs, New Grible 537 HHs MOV: DSP Survey (Question L.7)		Baseline: Baidoa 0, Bosaso 1 policy (by-law), 0 system Target: 1 policy/by-law, 1 system each MOV: Policy documents 2.1.3: Number of policies integrating land governance and DS Baseline: Baidoa 3 (ULML, URF, SOPs), Bosaso 2 Target: Baidoa 1 improved SOP, Bosaso 1 policy + 1 system MOV: Enacted laws		
	Output 2.2: Secure land allocation for permanent settlements of IDPs and vulnerable groups is systemised and scaled.	2.2.1: Number of legal tools for tenure security Baseline: Baidoa 3, Bosaso 2 Target: 2 legal tools each MOV: Agreements, regulations 2.2.2: Number of individuals with verified documents integrated into land administration Baseline: Baidoa 2,500 HHs Mapped, Bosaso 6,900 HHs Mapped Target: Baidoa all ADC area (6,498 HH) + Barwaqo, Bosaso Tawakal/100Buush (2,233 HH) + Old Grible MOV: Municipal Land Records	UN-Habitat	Output 2.2 Total: $750,000 2.2.1 Tenure Registration: $400,000 2.2.2 Secure Land Tenure: $150,000 2.2.3 Legal Tools: $200,000 SDG Targets: 1.4, 11.1, 16.3, 11.3, 11.a, 17.17, 8.3, 8.5, 8.6, 8.10 HRM: 3, GEN: 2
	Output 2.3: Integrated area development, settlement, neighbourhood plans and territorial strategies are developed.	2.3.1: Number of municipality-endorsed area development plans Baseline: Baidoa City Strategy/Extension Plan, Bosaso City Strategy + New Grible Plan	UN-Habitat	Output 2.3 Total: $760,000 2.3.1 Area Development Plans: $400,000 2.3.2 Land-based Financing: $200,000 2.3.3 Municipal Task Forces: $160,000

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

		Target: Baidoa 2 (Barwaqo, ADC upgrading), Bosaso 2 (Old Grible, Revised New Grible) MOV: Official Plan Documents 2.3.2: Number of land-based financing tools applied Baseline: 0 each Target: 1 each MOV: Municipal frameworks		SDG Targets: 8.3, 17.17, 1 M1.1, 9.1, 13.1, 8.5, 11.b HRM: 1-2, GEN: 1-2
PROJECT OUTCOME 3 Displacement-affected communities, especially women and youth, have improved access to climate-resilient and sustainable employment and livelihood opportunities.				
Outcome indicators, baselines, targets	**Outputs**	**Output indicators, baselines and targets**	**Partner contributions**	**Indicative resources**
Outcome Indicator 3.1: Percentage of IDP households employed Baseline: Baidoa: Barwaaqo 34% (1,456 HH), Wadajiir 41% (2,811 HH) Bosaso: Old Grible 49% (5,465 HH), New Grible 59% (317 HH) Target (2030): Baidoa: Barwaaqo 50% (2,142 HH), Wadajiir 50% (3,428 HH) Bosaso: Old Grible 60% (6,692 HH), New Grible 70% (375 HH) Outcome Indicator 3.2: Percentage of IDP households earning >$25/month Baseline: Baidoa: Barwaaqo 27% (1,156 HH), Wadajiir 42% (2,879 HH)	Output 3.1: Local MSMEs are strengthened and new jobs are created for DACs, especially women and youth. [UNFUNDED]	3.1.1: Number of MSMEs strengthened Baseline: 0 Target: TBD 3.1.2: Number of jobs created Baseline: 0 Target: TBD 3.1.3: Number of DACs supported with employment services Baseline: 0 Target: TBD 3.1.4: Value of lending capital disbursed to MSMEs Baseline: $0 Target: TBD [UNFUNDED]	UNDP	Output 3.1 Total: $0 [UNFUNDED - To be mobilized] HRM: 2, GEN: 2

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Bosaso: Old Grible 78% (8,700 HH), New Grible 94% (505 HH) Target (2030): Baidoa: Barwaaqo 50% (2,142 HH), Wadajiir 50% (3,428 HH) Bosaso: Old Grible 90% (10,038 HH), New Grible 100% (537 HH) MOV: DSP Survey (Questions F.4, G.1)	Output 3.2: IDP-led cooperatives strengthened and women and youth have access to climate-resilient livelihoods	3.2.1: Number of cooperatives strengthened Baseline: 0 Target: 10 MOV: Progress report, TPM 3.2.2: Number of DAC livelihoods supported Baseline: 0 Target: 12,000 MOV: Progress report, TPM 3.2.3: Value of lending capital disbursed to cooperatives Baseline: $0 Target: $1,480,000 MOV: Financial records	UNDP	Output 3.2 Total: $3,000,000 3.2.1 Cooperative Strengthening: $1,300,000 3.2.3 Access to Finance: $1,700,000 (Financing: $1,480,000 + De-risking: $220,000) SDG Targets: 1.2, 8.6, 9.3 HRM: 2, GEN: 3
	Output 3.3: Enabling environment for sustainable and inclusive local economic development in DAC is enhanced. [UNFUNDED]	3.3.1: Number of public-private-community dialogues conducted Baseline: 0 Target: TBD [UNFUNDED]	UNDP	Output 3.3 Total: $0 [UNFUNDED - To be mobilized] HRM: 2, GEN: 2

PROJECT OUTCOME 4

Displacement-affected communities have improved access to climate-resilient housing, infrastructure, and services that are responsive to their needs.

Outcome indicators, baselines, targets	Outputs	Output indicators, baselines and targets	Partner contributions	Indicative resources
Outcome Indicator 4.1: Number of IDP households reporting access to key basic services Baseline: Baidoa: Barwaaqo 2,528 HHs (59%), Wadajiir 3,839 HHs (56%) Bosaso: Old Grible 6,804 HHs (61%), New Grible 419 HHs (78%)	Output 4.1: Communities have access to infrastructure and services that are based on needs and increase communal ownership.	4.1.1: Amount raised by community through Co-funding mechanism Baseline: Baidoa $10,000, Bosaso $0 Target: Baidoa $60,000, Bosaso $50,000 MOV: Co-Funding System	IOM	Output 4.1 Total: $1,240,000 4.1.1 Infrastructure/Services: $700,000 4.1.2 Co-funding System: $40,000 4.1.3 PPP Projects: $500,000

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Target (2030): Baidoa: Barwaaqo 2,999 HHs (70%), Wadajiir 4,799 HHs (70%) Bosaso: Old Grible 7,807 HHs (70%), New Grible 483 HHs (90%) MOV: DSP Survey		4.1.2: Number of DACs reached with infrastructure and basic services Baseline: Baidoa 12,054 (WASH), Bosaso 10,500 Target: Baidoa 37,054, Bosaso 35,500 MOV: Monitoring, official handover 4.1.3: Number of PPP arrangements Baseline: 0 each Target: 1 each MOV: Letters of commitment		SDG Targets: 11.1, 9.1, 17.17 HRM: 1-2, GEN: 1-2
	Output 4.2: Neighbourhoods are resilient against climatic shocks like droughts, floods and heat.	4.2.1: Number of nature-based solutions implemented Baseline: Baidoa 2 (drainage, permagardening), Bosaso 1 (1,200 trees) Target: Baidoa 3, Bosaso 2 MOV: Field observations 4.2.2: Number of DACs trained in climate resilient techniques Baseline: Baidoa 195, Bosaso 0 Target: Baidoa 395, Bosaso 200 MOV: Training logs 4.2.3: Number of people reached with Cash-for-Work Baseline: Baidoa 200, Bosaso 165 Target: Baidoa 350, Bosaso 315 MOV: Participant records	IOM	Output 4.2 Total: $363,676 4.2.1 Cash-for-Work: $120,000 4.2.2 Nature-based Solutions: $243,676 SDG Targets: 13.1, 8.5, 11.b HRM: 2, GEN: 2
	Output 4.3: Development of sustainable housing systems and solutions for the lowest income groups.	4.3.1: Number of replicable housing models piloted Baseline: 0 each Target: 1 piloted each	IOM UN-Habitat	Output 4.3 Total: $1,543,676 4.3.1 Housing Models: $193,676

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

		MOV: Housing catalogue, reports 4.3.2: Number of housing solutions developed/upgraded Baseline: Baidoa 213, Bosaso 91 Target: Baidoa 163, Bosaso 241 MOV: Housing units 4.3.3: Number of DACs relocated to sustainable houses Baseline: Baidoa 78, Bosaso 548 Target: Baidoa 978, Bosaso 1,448 MOV: Beneficiary registration		4.3.2 Building/Upgrading: $1,250,000 4.3.3 Innovation: $100,000 SDG Targets: 11.1, 17.17, 11.c, 9.4 HRM: 1-3, GEN: 1-2
TOTAL PROGRAMME BUDGET Total Activities Budget: $9,813,084 IOM: $5,774,625 (39%) UN-Habitat: $4,248,680 (28%) UNDP: $4,651,116 (33%) Source of Funds: Somalia Joint Fund (SJF)				

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Annex II: Project risk management matrix

RISK ASSESSMENT						MONITORING PLAN			TREATMENT OPTIONS	
Risk	**Risk drivers**	**Risk outcome**	**Likelihood**	**Impact**	**Risk Level &Trajectory**	**Responsibility**	**Regularity**	**Sources**	**Mitigation**	**Adaptation**
Contextual Risk										
Increase in inter-communal violence in target areas	Lack of effective reconciliation measures; insufficient improvement of livelihood options; increased national/subnational actor interventions	Human/material loss; security threats; major delays/suspension of implementation; reversal of progress	4	4	16 (↑/↔)	PMU + RUNOs; municipal authorities; SJF oversight	Weekly–monthly	Conflict/security trend monitoring; incident logs; partner reporting; coordination with authorities	Conflict sensitivity & stakeholder mapping; strengthened dialogue with communities/local authorities; adjust sequencing to reduce exposure	Remote modalities; pause/relocate activities; re-sequence away from hotspots
Natural disasters & hazards (drought, floods, epidemics)	Limited early warning and response; seasonal humanitarian emergencies; competing donor/partner priorities	Major delays/suspension; limited access to communities	4	4	16 (↑)	PMU + RUNOs; municipalities; SJF	Monthly (more frequent during shocks)	Climate monitoring; early warning products; field assessments; partner updates	Risk-informed planning/ADPs; resilient design; flexible programming; contingency planning	Trigger emergency reprogramming; reallocate to lifesaving/priority stabilization actions
Operational obstacles due to conflict/insecurity & access constraints	Inter/national dynamics; social unrest; threats to personnel; presence of violent actors; access restrictions	Delays/suspension; limited access to target communities; increased operating costs	3	4	12 (↔)	RUNO Security + PMU; UNDSS coordination	Weekly–monthly	Security risk assessments; UNDSS/UN access updates; partner reports	Implement UN security protocols; flexible delivery; community acceptance approaches; partner coordination	Remote implementation; adjust travel & implementation footprint; surge security measures
Financial weakness of the state affects sustainability	High external debt; liquidity/monetary risks; limited fiscal autonomy; low domestic revenue	Reduced sustainability of services and municipal O&M; weaker long-term impact	4	3	12 (↔)	Municipalities + RUNOs; SJF	Quarterly	Macro/fiscal analysis; municipal finance trends; IFI/UN reporting	Strengthen local revenue/expenditure management; PPP approaches; phased O&M planning	Prioritize low-O&M investments; increase community/PPP ownership mechanisms
Institutional Risk										
Ineffective fund administration	Staffing challenges; capacity	Under-execution;	2	5	10 (↔)	PMU; RUNO management; SJF	Monthly–quarterly	PMU dashboards;	Improve planning & procurement	Reprioritize workplan; rephase

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

capacity and operations	weaknesses; cumbersome procedures; excessive risk avoidance; fast-growing portfolio	delays; reputational damage; failure to meet objectives						delivery pipeline reviews; audit/compliance findings	pipelines; streamline processes; technical surge support	procurement/contracting to protect delivery
Fund allocations not evenly distributed / insufficient capitalization	Geographic/sector bias; disbursement pressure; weaknesses in selection/review	Limited impact; delayed delivery; reputational damage; increased tensions/conflict risks	2	4	8 (↔)	JSC + SJF; PMU	Quarterly	Portfolio analysis; stakeholder feedback; governance minutes	Transparent criteria; inclusive selection; regular portfolio review	Adjust targeting/geographic sequencing to reduce concentration and tensions
Inability to deliver expected results	Lack of data/skills; low political support; weak coordination; contextual risks compounding	Limited/low quality delivery; inability to meet objectives; reputational damage	4	5	20 (↑/↔)	PMU; RUNOs; Municipal authorities	Monthly–quarterly	Results tracking; outcome reviews; partner reporting	Adaptive management; improved coordination; realistic sequencing; targeted capacity strengthening	Downscale to core results; revise modalities; strengthen accountability
Dilution of Fund identity / departure from SJF principles	Weak ownership/participation; lack of diversity; diverging strategic intent among members	Limited impact; reputational damage; compromised joint approach	2	4	8 (↔)	JSC + SJF; PMU	Quarterly	Governance review; partner feedback; portfolio analysis	Reinforce common objectives; transparent communications; regular partner engagement	Adjust coordination architecture and decision-making processes
Funding gap	Economic recession/donor constraints; limited advocacy; competing crises	Fewer initiatives supported; reduced impact	4	5	20 (↑)	JSC + RUNOs; SJF	Monthly–quarterly	Funding pipeline monitoring; donor engagement logs	Resource mobilization; partner advocacy; earmarking; blended financing leverage	Phase delivery; prioritize essential outputs; scale by available resources
Government misunderstanding of Fund role / limited engagement	Limited engagement at national/local levels; weak relationships between government and aid actors	Delays; unwillingness to enable activities; reduced effectiveness	3	3	9 (↔)	RUNOs + Municipalities; MOIFAR and its subsidiary institutions as relevant linkages; SJF	Monthly	Coordination meeting records; government feedback; partner reporting	Clear communications on objectives; sustained engagement with authorities	Adjust implementation to governance readiness; strengthen mediation/support
Programmatic Risks										
Weak capacity of implementing partners	Limited systems and staffing; high turnover; compliance gaps; limited coordination mechanisms	Reduced timeliness/quality; increased delays and fiduciary exposure	2	4	8 (↔)	RUNOs; PMU	Monthly	Partner performance reviews; due diligence findings; site monitoring	Partner due diligence; capacity strengthening; close supervision/support	Shift delivery modality; reassign scope; third-party monitoring if needed

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Limited/inadequate coordination among PUNOs and stakeholders	Different priorities/approaches; weak coordination mechanisms	Duplication; inefficiencies; missed opportunities; reduced coherence	4	4	16 (↔)	PMU; RUNOs; Municipalities; ABC platforms	Monthly	Coordination minutes; joint workplans; stakeholder mapping	Strengthen Area-Based Coordination; integrated ADPs; joint sequencing	Restructure coordination routines; add locality-specific sessions
Slow delivery / inability to implement within timeframe	Recruitment needs; procurement delays; contextual risks	Failure to achieve objectives; reputational damage	5	3	15 (↑/↔)	PMU; RUNOs	Monthly	Milestone tracking; partner reporting; procurement pipeline	Rapid risk assessments; fast-track procurement; adaptive planning	Rephase workplan; prioritize critical outputs; surge staffing
Diversion of resources / fraud / corruption	Weak due diligence and control mechanisms	Loss of resources; reputational damage; reduced impact	3	4	12 (↔)	RUNO Finance/Compliance; PMU; SJF	Monthly–quarterly	Financial spot checks; audits; complaints mechanism	Anti-fraud controls; segregation of duties; vendor due diligence; investigations	Suspend vendors/partners; revise controls; recovery actions where feasible
Unsustainable results after project closure	Limited duration; limited transfer to national counterparts; weak exit strategies; externalities	Aid dependency; limited long-term impact; deterioration of assets/services	4	5	20 (↔)	RUNOs + Municipalities; JSC	Quarterly	Post-investment reviews; partner reports; O&M tracking	Institutionalization via ADPs; capacity building; co-funding/PPP models; maintenance plans	Prioritize lower-O&M solutions; handover agreements; phased exit
Allegations of sexual exploitation and abuse (SEA/SH)	Power imbalance; displacement vulnerability; weak safeguards	Harm to individuals; reputational and legal consequences	2	4	8 (↔)	RUNO PSEA Focal Points; Partners; PMU	Continuous + quarterly review	Complaints mechanisms; safeguarding monitoring; partner compliance checks	Zero tolerance; codes of conduct; training; safe reporting & referral pathways	Immediate survivor-centered response; suspend implicated staff/partners; corrective action plans
Do No Harm failure / culturally inappropriate or conflict-insensitive activities	Cultural/conflict sensitivity gaps; perceived unequal benefit distribution; community resentment	Inadvertent harm; reduced participation; potential negative social impacts	3	5	15 (↔)	PMU; Municipalities; RUNOs	Monthly	Community feedback; conflict analysis updates; field monitoring	Do No Harm application; transparent criteria; inclusion safeguards; conflict sensitivity training	Modify targeting/approach; redesign activities; pause sensitive components
Gender barriers	Women's participation perceived culturally inappropriate; restricted mobility; safety constraints	Reduced impact; exclusion of women and girls from benefits	5	4	20 (↑/↔)	RUNOs; PMU; Local authorities/community structures	Monthly	Sex/age-disaggregated participation data; community feedback channels	Gender-responsive outreach; safe participation modalities; targeted support for women and girls	Adjust delivery channels/timing; strengthen safeguarding; tailored access mechanisms

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Annex III: Project budget

Outputs x Activities		Timeline		PUNO	SDG Target	Implementing partners	Source of Funds	Human Rights Marker	Gender Equality Marker	QCPR Function (Modality)	Total Required (4 years)		To be mobilized
		Start	End										
Output 1.1: Government institutions have strengthened leadership to coordinate and deliver durable solutions for the displacement-affected population in a coherent and inclusive manner.													
1.1.1 Strengthen DSTWG Coordination Mechanism (a)		2026	2029	IOM - MOIFAR and its subsidiary institutions as relevant	16.6, 16.7	IOM - MOIFAR and its subsidiary institutions as relevant	SJF	HRM 2	GEN 2		$ 150,000.00		$ 150,000.00
1.1.2 Ensure progress towards the goals of the National Solutions Pathways Action Plan		2026	2029	IOM - MOIFAR and its subsidiary institutions as relevant	16.6, 17.14	IOM - MOIFAR and its subsidiary institutions as relevant	SJF	HRM 2	GEN 2		$ 150,000.00		$ 150,000.00
1.1.3 Capacity-building and support for FGS/FMS staff on durable solutions leadership		2026	2029	UN HABITAT - IOM - MOIFAR and its subsidiary institutions as relevant	16.6, 17.9	UN HABITAT - IOM- MOIFAR and its subsidiary institutions as relevant	SJF	HRM 2	GEN 2		$ 330,000.00		$ 330,000.00
											$ 630,000.00		**$ 630,000.00**
Output 1.2: Government institutions have strengthened capacity to collect, manage, disseminate and utilize data to support durable solutions programming.													
1.2.1 Regular Durable Solutions Progress and Knowledge Management		2026	2029	IOM - MOIFAR and its subsidiary institutions as relevant	17.18	IOM - MOIFAR and its subsidiary institutions as relevant	SJF	HRM 2	GEN 2		$ 370,000.00		$ 370,000.00

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

1.2.2 Integration of displacement-related statistics into major national surveys		2026	2029	UNDP	17.18	UNDP	SJF	HRM 2	GEN 2		$ 50,000.00		$ 50,000.00
											$ 420,000.00		
Output 1.3: Local governments have strengthened in accountability mechanisms that ensure meaningful inclusion of displacement-affected communities in decision-making.													
1.3.1 Capacity-building for local government to manage financing for solutions to lead area-based coordination and durable solutions		2026	2029	IOM -UNDP	16.6	IOM-UNDP	SJF	HRM 2	GEN 2		$ 285,732.00		$ 285,732.00
1.3.2 Facilitate CBP processes and operationalize Social Cohesion Strategies		2026	2029	IOM	16.7, 10.2	IOM	SJF	HRM 2	GEN 2		$ 100,000.00		$ 100,000.00
1.3.3 Ensure local government and DAC representation in DS coordination, decision making and learning		2026	2029	UN HABITAT	16.7, 10.2	UN HABITAT	SJF	HRM 3	GEN 2		$ 70,000.00		$ 70,000.00
											$ 455,732.00		**$ 455,732.00**
Output 2.1: Inclusive land governance systems are strengthened, and land administration tools are developed and implemented to support formalization of land access for vulnerable groups.													

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

2.1.1 Scale up fully integrated land and property administration systems		2026	2029	UN HABITAT	11,16	UN HABITAT	SJF	HRM 2	GEN 2		$ 400,000.00		$ 400,000.00
2.1.2 Institutionalize Property Valuation & Tax By-laws		2026	2029	UN HABITAT	11.3, 1.4	UN HABITAT	SJF	HRM 2	GEN 2		$ 150,000.00		$ 150,000.00
2.1.3 Streamline and harmonize policy and legal support		2026	2029	UN HABITAT	1.4, 11.3	UN HABITAT	SJF	HRM 3	GEN 2		$ 100,000.00		$ 100,000.00
											$ 650,000.00		**$ 650,000.00**
Output 2.2: Secure land allocation for permanent settlements of IDPs and vulnerable groups is systemized and scaled, and regularization of tenure security systems is supported.													

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

2.2.1 Scale Land Tenure Registration		2026	2029	UN HABITAT	1.4, 11.1, 16.3	UN HABITAT	SJF	HRM 3	GEN 2		$ 400,000.00		$ 400,000.00
2.2.2 Secure land tenure on land identified for regularized settlement of IDPs		2026	2029	UN HABITAT	11.3, 11.a, 17.17	UN HABITAT	SJF	HRM 3	GEN 2		$ 150,000.00		$ 150,000.00
2.2.3 Support legal tools to formalize land access, rental agreements and dispute resolutions		2026	2029	UN HABITAT	8.3, 8.5, 8.6, 8.10	UN HABITAT	SJF	HRM 3	GEN 2		$ 200,000.00		$ 200,000.00
											$ 750,000.00		**$ 750,000.00**
Output 2.3: Integrated area development, settlement, neighbourhood plans and territorial strategies are developed and include mixed-use development, climate risk reduction, sector specific planning requirements, and financing strategies.													
2.3.1 Develop and Institutionalize Area Development Plans and/or territorial strategies		2026	2029	UN HABITAT	8.3, 17.17	UN HABITAT	SJF	HRM 2	GEN 2		$ 400,000.00		$ 400,000.00

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

2.3.2 Develop fit-for-purpose land-based financing models		2026	2029	UN HABITAT	11.1, 9.1, 17.17	UN HABITAT	SJF	HRM 1	GEN 1		$ 200,000.00		$ 200,000.00
2.3.3 Establish Technical Municipal Task Forces for settlement planning Coordination		2026	2029	UN HABITAT	13.1, 8.5, 11.b	UN HABITAT	SJF	HRM 2	GEN 2		$ 160,000.00		$ 160,000.00
											$ 760,000.00		**$ 760,000.00**
Output 3.1: Local MSMEs are strengthened and new jobs are created for DACs, especially women and youth.													
3.1.1 Strengthen local MSMEs		2026	2029	UNDP		UNDP	SJF	HRM 2	GEN 2		$ -		$ -
3.1.2 Improve employability of DACs		2026	2029	UNDP		UNDP	SJF	HRM 2	GEN 2		$ -		$ -
3.1.3 Improve MSME access to finance		2026	2029	UNDP		UNDP	SJF	HRM 2	GEN 2		$ -		$ -
											$ -		$ -
Output 3.2: IDP-led cooperatives strengthened and women and youth have access to climate-resilient livelihoods													
3.2.1 Strengthen (quasi-) cooperatives and improve livelihood skills of DACs		2026	2029	UNDP	1.2, 8.6	UNDP	SJF	HRM 2	GEN 3		$ 1,300,000.00		$ 1,300,000.00
3.2.3 Improve cooperatives' access to finance		2026	2029	UNDP	9.3	UNDP	SJF	HRM 2	GEN 3		$ 1,700,000.00		$ 1,700,000.00
											$ 3,000,000.00		**$ 3,000,000.00**
Output 3.3: Enabling environment for sustainable and inclusive local economic development in DACs enhanced													
3.3.1 Facilitate public–private–community dialogues		2026	2029	UNDP		UNDP	SJF	HRM 2	GEN 2		$ -		$ -

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Output 4.1: Communities have access to infrastructure and services, that are based on needs and increase communal ownership.													
4.1.1 Fund infrastructure and basic urban services		2026	2029	IOM	11.1, 9.1	IOM - CSO	SJF	HRM 2	GEN 2		$ 700,000.00		$ 700,000.00
4.1.2 Extend the co-funding system including training		2026	2029	IOM	11.1, 17.17	IOM	SJF	HRM 2	GEN 2		$ 40,000.00		$ 40,000.00
4.1.3. Implement PPP and blended-finance projects		2026	2029	IOM	11.1, 17.17	IOM	SJF	HRM 1	GEN 1		$ 500,000.00		$ 500,000.00
											$ 1,240,000.00		**$ 1,240,000.00**
Output 4.2: Neighbourhoods are resilient against climatic shocks like droughts, floods and heat.													
4.2.1. Cash-for-work activities to increase community resilience and climate adaptation projects.		2026	2029	IOM	13.1, 8.5	IOM	SJF	HRM 2	GEN 2		$ 120,000.00		$ 120,000.00
4.2.2. Implementing of Nature based solutions to increase neighbourhood resilience against climatic shocks (droughts, floods, heat, etc.)		2026	2029	IOM	13.1, 11.b	IOM	SJF	HRM 2	GEN 2		$ 243,676.00		$ 243,676.00
											$ 363,676.00		**$ 363,676.00**
Output 4.3: Development of sustainable housing systems and solutions for the lowest income groups.													

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

4.3.1 Develop scalable housing models with private sector		2026	2029	UN HABITAT	11.1, 17.17	UN HABITAT	SJF	HRM 2	GEN 2		$ 193,676.00		$ 193,676.00
4.3.2. Building and upgrading sustainable housing units		2026	2029	IOM - UN HABITAT	11.1, 11.c	IOM - UN HABITAT	SJF	HRM 3	GEN 2		$ 1,250,000.00		$ 1,250,000.00
4.4.3 Innovation in housing construction		2026	2029	IOM - UN HABITAT	11.1, 9.4	IOM - UN HABITAT	SJF	HRM 1	GEN 1		$ 100,000.00		$ 100,000.00
											$ 1,543,676.00		**$ 1,543,676.00**
Total Activities Budget											**$ 9,813,084.00**		**$ 9,813,084.00**

Docusign Envelope ID: 64B28B90-8574-8A5D-81E7-FF00A5F36E03

Annex IV: UNDG budget

UNDG BUDGET CATEGORIES	IOM		UN Habitat		UNDP		TOTAL USD
	MPTF (USD)	RUNO Contri. (USD)	MPTF (USD)	RUNO Contri. (USD)	MPTF (USD)	RUNO Contri. (USD)	MPTF (USD)
1. Staff and other personnel	1,268,665.01		925,000.00		895,703.00		3,089,368.01
2. Supplies, Commodities, Materials	24,000.00		10,000.00		5,000.00		39,000.00
3. Equipment, Vehicles, and Furniture (including Depreciation)	91,200.00		65,000.00				156,200.00
4. Contractual services	2,649,792.00		1,780,616.00		3,317,112.00		7,747,520.00
5.Travel	183,300.00		140,000.00		130,732.00		454,032.00
6. Transfers and Grants to Counterparts	997,500.00		780,000.00				1,777,500.00
7. General Operating and other Direct Costs	247,645.79		270,113.00		302,569.00		820,327.79
Total Direct Costs	5,462,102.80		3,970,729.00		4,651,116.00		14,083,947.80
8. Indirect Support Costs (Max. 7%)	312,522.20		277,951.00		325,578.78		916,051.98
TOTAL Costs	5,774,625.00		4,248,680.00		4,976,694.78		14,999,999.78
% of total project budget	38.50%		28.32%		33.18%		100%