



Somalia Country Office Project Initiation Plan

Project Title:	PIP – Support to NDP II 2018 Start date 1 September 2018 – end Date 31 December 2018
Somali NDP Pillar	Effective Institutions
Expected CP Outcome(s):	CPD Output 2.1: Core functions of government ensure effective, efficient, transparent and accountable government management.
Expected Output(s):	<ul style="list-style-type: none"> Output 1: Policy advisory support strengthened on strategic positioning of the NDP II Output 2: Process management of the NDP II established and implemented Output 3: Technical support provided to elaborate specific (cross-cutting) themes and chapters
Implementing Partner:	UNDP
Responsible Parties:	UNDP, Ministry of Planning, Investment and Economic Development (MoPIED)
Project Gender Marker Score:	<p>3 – Project has gender equality as a principal objective.</p> <p>2 – Project has gender equality as a significant objective.</p> <p>1 – Project will contribute in some way to gender equality, but not significantly.</p> <p>0 – Project is not expected to contribute noticeably to gender equality</p>

Brief Description

The main objective of this project initiation plan (PIP) is to support the Ministry of Planning, Investment and Economic Development (MoPIED) in the process design and process management of the development of the new National Development Plan 2020-2025. This PIP is a precursor to the new “Strategic Planning and Performance Management for Somalia (2018-2020)” project that has been proposed to replace the previous Strengthening Institutional Performance (SIP) project, which provided supports to MoPIED for the development of the first NDP.

Programme Period:	2017-2020	2017/18 AWP budget (USD):	USD 226,421
Key Result Area (SP):		Total allocated resources:	
Atlas Award ID:	TBE	• Regular (UNDP Core):	USD 226,421
Project ID:	TBE	• Other:	0
Start date:	1- September -2018	Unfunded budget:	0
End Date :	31 – December - 2018	Government (in-kind):	0
PAC Meeting Date:	TBD		
Management Arrangements:	DIM		

Agreed by Ministry of Planning, Investment & Economic Development:

H.E. Minister Jamal Mohamed Hassan

Agreed by UNDP:

George Conway, Country Director

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I. Background

Somalia is a complex political, security and development environment, and much of its recent past has been marked by poverty, famine and recurring violence. Despite significant improvements in the past few years, most Somali citizens still live in a difficult situation with high levels of poverty, high levels of insecurity and high levels of vulnerability to disasters and marginalization.

All major economic activities were disrupted by the civil war, which led to the collapse of agriculture, manufacturing and related activities. It is estimated that during 1991 – 2005 GDP fell on average by about 4% annually. The High Frequency Survey of 2016 indicated that 69% of the Somali live below the poverty line of \$1.9 per day. Poverty cuts across sectors, location, groups and gender, and its forms and causes vary. Somalia's Gender Inequality Index is alarmingly high, at 0.773, close to the maximum value of 1, which shows extreme gender inequality. Women suffer more exclusion and inequality than men in terms of economic empowerment including labour market participation¹. Poverty in Somalia is more pronounced in the IDP (internally displaced people) camps where it estimated to be 88%, followed by rural areas with 75% and urban areas with 67%. Women and children comprise 70-80% of IDPs in Somalia. More than two thirds of the people who are in crisis and emergency are internally displaced and nearly 215,000 children aged under five are acutely malnourished, of whom almost 40,000 are severely malnourished and face a high risk of disease and death². Somali citizens lack access to social services, particularly education, health and sanitation. Most women in Somalia are uneducated and maternal mortality rates are among the highest in world. Further, 27% of the young women are neither in school nor employed, compared to 15% of their male counterparts.³ The drought in 2016/2017 has further deteriorated this situation.

Humanitarian assistance averages around USD 400 Million per year and is estimated to spike to some USD 600 Million in 2017 due to the drought. The state and non-state sectors and the Somali communities are still insufficiently strong to predict, prevent or manage human-made or natural disasters. The consequence is cyclical upheaval that only can be avoided by addressing the underlying causes of vulnerability and strengthening the resilience of the state and non-state institutions and communities, creating economic growth to increase employment and reduce poverty.

Over the past few years, major progress was made in re-establishing the state in Somalia. The Federal Government was established, the Federal Member States have been established, a rather solid Aid Coordination Structure based on the New Deal arrangements is functioning, the Federal Government developed for the first time in over 30 years a National Development Plan (NDP), covering the period 2017-2019, and did so in an inclusive manner, and recently the Security Pact was agreed upon paving the way for a national security system. In short, the Government sector is emerging quite strongly and is ready to move beyond state establishment, moving into addressing fundamental development challenges.

It is against this backdrop that the Ministry of Planning, Investment and Economic Development will develop the new National Development Plan 2020-2025.

¹<http://www.undp.org/content/dam/undp/library/corporate/HDR/Arab%20States/HDR-Somalia-Factsheet-2012-E.pdf>

² OCHA- 2015

³<http://www.undp.org/content/dam/undp/library/corporate/HDR/Arab%20States/HDR-Somalia-Factsheet-2012-E.pdf>

II. Experiences and lessons learned from the NDP I

The first National Development Plan in over 30 years is one of the ‘signatory’ results of the Government in 2017. UNDP (and other agencies) provided support to the Ministry of Planning, Investment and Economic Development⁴ during 2015 and 2016 in the conceptualization of the process, the overall management of the process and the drafting of the document.

The Ministry took a very solid lead over the process, with a clearly outlined vision and the support requested was well targeted to complement the available internal capacities. The process that was implemented was developed on the notion that the Ministry coordinated and structures the development of such a plan but does not determine the content. The content development was expected to take place through an extensive coordination and consultation arrangement, including:

- The monthly Director General meetings, where all DGs from all FGS ministries were attending;
- The establishment of the National Development Council, where the Ministries of Planning and Finance of the FGS and the Federal Member States would oversee the overall outcome;
- Dedicated workshops at the Federal Member States and with special groups like the international community as well as the national civil society and business community;

The Ministry established a technical coordination team that received consultancy support from the project as well as from other international actors, and many national and international agencies provided feedback on draft version of the individual chapters, which were drafted under the leadership of the technical ministries. In total more than 60 dialogue sessions were organized involving federal and state governments, civil society, academia and the business community to guide the development of the plan. The SDRF Steering Committee endorsed the plan on 13 December 2016 after Government endorsement early December. H.E. Abdi Aynte, the then Minister of MOPIC, noted that *“This is a major milestone for Somalia and its development agenda, The NDP is the strongest signal yet that Somalia has now entered a development stage after decades of state collapse and a shattered economy. The historic nature of achieving this momentous task, notwithstanding very limited state capacity, cannot be understated.”*

The NDP is broadly accepted as a solidly nationally owned plan and is being used to guide the investments and the international community aligns to the priorities. This process of endorsement of the final document faced some challenges by Federal Member States who felt that they were insufficiently consulted about the content and that their priorities were insufficiently reflected. Intense consultations with all the FMS, however, overcame these challenges and all government partners endorsed the document.

The NDP was intended to be iPRSP compliant – in a bid to advance the HIPC process. However, this was not realized as in a number of areas the document could not fulfill the criteria. One the most important was the absence of a budget, while also the poverty analysis and strategy were insufficient. The Ministry made a serious effort to cost the NDP, however the basis for costing individual priorities was not available. Hence, the Ministry decided to abandon this effort as it was strongly felt that presenting a budget that might not reflect reality would not be appropriate.

The NDP also endeavored to mainstream the Sustainable Development Goals. While not all SDG indicators have been reflected, a very good effort was made and the Somalia NDP was one of the first NDPs to reflect the SDGs.

The whole process to develop the NDP took more than one year. That is not uncommon, but still quite a period; and the time was needed. There was virtually no experience within the Ministry to implement such a massive undertaking and it that sense it was also a learning experience. For instance, the content structure evolved with the drafting process where choices were made to group or ungroup subject matters and the first consultation efforts were not the most successful and these experiences fed into subsequent ones to better guide the discussions.

⁴ At the time the Ministry was called the Ministry of Planning and International Cooperation

As the consultations were intense, the ‘resistance’ from some of the Federal Member States towards the end of the process came by surprise. With hindsight, maybe even more consultation at the individual FMS capitals would have mitigated this. On the other hand, the response by the Ministry to the concerns raised by the FMS was appropriate, addressed these concerns and all parties endorsed the final version.

An important lesson learned is that managing such a big process with many simultaneous consultation and coordination arrangements requires sufficient staff and a close process control arrangement. The Ministry grouped staff from various departments – complemented by specifically engaged advisors - who met on weekly basis to compare notes. Related to this is that the team relied on a solid administrative and logistic machinery in the Ministry, for instance to organize all the consultation events. The earlier investments in the organizational strengthening of the Ministry made the implementation possible.

The significant impact on the coordination between the different ministries at the Federal Government and between the Federal Government and the Federal Member States was not foreseen when planning the NDP. The establishment of the regular DG meeting, for the first time since the establishment of the Government, brought all DGs from all ministries together to debate and agree on a common approach – in this case for the

From the SIP Evaluation Report, 2017

..... the creation of the NDC represents a true outcome level development. The NDC is perhaps the only Somali led and managed forum that facilitates regular dialogue between the FMS and FGS.

NDP. The establishment of the National Development Council brought the Federal Government and Federal Member States around the table in a joint platform. While initially the progress was limited, over time trust and appropriate working relations were developed and the NDC became a successful platform to discuss development planning, M&E, coordination arrangements and related issues – it is an important sign that the NDC continued functioning after the approval of the NDP. This type of coordination arrangements are essential ingredients for a successful federalization process, where next arrangements for power sharing, ‘division of labor’ and mandate separations, platforms need to be operational where common business can be conducted and where alignment and synergy can be created.

During 2017 and 2018, the implementation arrangements for the National Development Plan were taken forward with an implementation plan that was presented by the Minister of MOPIED to the Prime Minister and Cabinet on 27 April 2017. The implementation arrangement evolved around several (simultaneous) actions:

- Preparation by all Ministries of Action Plans aligned to the NDP;
- Development of State Development Plans (for all Federal Member States), aligned to the NDP;
- Develop a dedicated M&E framework for monitoring result realization, review data availability for M&E purposes (baselines, targets) and address possible shortcoming;
- Re-organize the Aid Coordination Architecture and develop Annual Work Plans for each of the Pillar Working Groups;

Most of the FGS Ministries developed Action Plans, which in practice turned out to be to varying degrees aligned to the National Development Plan, and in some cases were somewhat aspirational. Even though the Ministerial plans were made shortly after the NDP was endorsed, the dynamic developments in Somalia already led to evolution of priorities and some diversions of the NDP were inevitable. Also, budgeting remained a significant challenge. The absence of for instance standard costing units, process arrangements, timelines for specific action or sufficient information on realistic budget targets led to a rather large variation in the plans. The FGS MOPIED consolidated the ministerial plans into the National Annual Work Plan 2018 covering the different FGS line ministries, and despite the issues mentioned above, the plan serves as a guidance for ministerial prioritization and cross-government coordination.

Also, the development of Annual Work Plans by the Pillar Working Groups proved to be more challenging than foreseen, and these workplan only were developed during 2018. This impacted the expected outcome concerning the coordinating and alignment role the PWG would play in the implementation. In practical terms though, the Aid Mapping exercises clearly demonstrate that there is a very large alignment of the support action with international funding to the NDP.

The experience and lessons learned shortly describe above have been taken into consideration in the development of the process management arrangements for the next generation NDP 2020-2025.

III. Purpose and strategy

The purpose of this PIP is to provide the Ministry of Planning, Investment and Economic Development with appropriate support to design and manage the development of the National Development Plan 2020-2025, in line with the expectations and arrangements for the iPRSP compliance, as well as the Sustainable Development Goals (SDG).

IV. Outputs

The **purpose of the National Development Plan 2020-2025** is to provide guidance to the national authorities and the international partners to Somalia in shaping a medium term strategic framework to build upon our achievements of the past few years, further strengthen the (emerging) state structures, create the favourable environment for private and non-government sector development, and – importantly - bring the benefits of the development efforts to the citizens. The National Development Plan II will:

- **Articulate Government development priorities:** Set out a clear vision for Somalia's security, social and economic development priorities. It will also define the key state building and peace building priorities for the State including democratic governance.
- **Provide a structure for financing the development requirements.** Set out a clear vision concerning the financing architecture for the investment opportunities in Somalia
- **Guide Development Partner support in the coming five years:** Provide a clear structure and guidance for financing priorities, whilst ensuring FGS leadership of the development agenda
- **Serve as an Interim Poverty Reduction Strategy for Somalia:** Somalia is part of the Heavily Indebted Poor Countries (HIPC) and is seeking to qualify for debt relief and as a result, Somalia is committed to meet a range of economic management and performance targets and will undertake the necessary economic and social reforms. These economic and social reforms and development efforts will be articulated in the plan, in such a manner that the national development plan is compliant with the requirements for an interim Poverty Reduction Strategy (iPRSP).
- **Align to the global SDG initiative.** The Plan will also meet our on-going commitments as set out in the Somalia New Partnership and the global SDGs. Somalia is committed to contribute to the realisation of the goals, and they are therefore integrated in the present national development plan. As far as feasible, the outcomes and the associated indicators/milestones of the National Development Plan will be aligned with the SDGs.

The NDP II is the **first building bloc** to outline the work to be done to realise the **2040 vision** for Somalia. It will provide the strategic direction and set out the milestones in the key areas that are relevant to realise increased stability, reduced fragility and increased resilience, increased economic development and reduce poverty towards a Somalia that has its full place in the international community and is thriving culturally, socially and economically in a peaceful environment where citizens can develop and realize their aspirations. The NDP II will cover a period of five years and focuses on four main areas of work:

- Solidify and advance the political agenda with a sound structure of roles and responsibilities in the government system, free and fair elections, security arrangements, and communities that are at peace with each other;
- Outline a strong and convincing analysis and strategy to combat poverty in Somalia;
- Finalise the governance arrangements in terms of structure and functions and strengthen the government management arrangements;
- Mobilise investment in service delivery to ensure citizens have access to the services they need;
- Mobilise investment in economic development realising economic growth and diversification of the economic structure contributing to a significant reduction of poverty increasing resilience of the society against external shocks and climate change.

The present project initiation plan will support the MoPIED in realising the NDP II through the following outputs:

- 1: Policy advisory support on strategic positioning of the NDP II

2: Process management of the NDP II

3: Technical support to elaborate specific (cross-cutting) themes and chapters.

Output 1: Policy advisory support strengthening on strategic positioning of the NDP II

While the large part of the present project support will focus on the practical development of the NDP II, it is important that the strategic positioning of the NDP II within the overall political and development landscape is appropriate. Even National Development Plans that content-wise may be excellent will not take on their place in guiding and steering development action if they do not appropriately respond to the expectations of the various political and developmental actors, as well as the citizens.

Specific activities include:

- Provision of high level strategic advisory services to the Ministry;
- Financial support to high level strategic exchange concerning the NDP II

Output 2: Process management of the NDP II established and implemented

The Ministry of Planning, Investment and Economic Development elaborated a concept note outlining the NDP II process. The critical elements of this approach are:

- The consultation and coordination arrangements;
- The content structure and drafting process itself;
- The quality and consistency control measures.

The consultation and coordination arrangements

The consultation arrangements are similar is set-up as the ones developed for the NDP I, with the major advantage that the mechanisms established under NDP I are still operational. The initial coordination and consultation arrangements are as follows

- Regular **Cabinet** involvement in approval and by providing progress updates;
- The **National Development Council** meetings for alignment between the Federal Government and the Federal Member States, overall quality control and initial endorsement;
- The **National Economic Council** meetings for specific expectations formulation and feedback on the economic development sections of the NDP II;
- The **FGS Director General Meetings** for alignment of all FGS Ministries to the plan process and ensure an inclusive approach and sector development planning process;
- The **FMS consultations**, for inclusion of the FMS governments in a broad sense and reaching out to civil society and the business community in the Federal Member States;
- The central **Civil Society consultations** where civil society will be invited to express expectations on the NDP II and priority areas that would require attention, as well as feedback on draft versions for the NDP II;
- The **Private Sector consultations** where private sector representatives will be invited to express expectations on the NDP II and priority areas that would require attention, as well as feedback on draft versions for the NDP II;
- **Web-based communication and consultation**, as with the previous NDP, the MoPIED will organize web-based information and consultation events;
- **Pillar Working Groups**. The Pillar Working Groups will be engaged in the respective subject matters. The Pillar Working Groups are expected to engage in the process in each of their respective subject matter areas. This may include draft texts for the National Development Plan, analytical background work, milestone development, etc. Process updates will equally be provided to the SRDF Steering Committee and Somali Partnership Forum (SPF) meetings.

The following **meeting sequence** is expected to be implemented.

Meeting	Cabinet	FGS DG Meeting	NDC	NEC	PWG	SRDF Steering Committee / SPF
Frequency	Monthly	Monthly	Bi-monthly	Quarterly	Bi-Monthly	bi-monthly

The following outreach and national consultation sequence is expected to be implemented:

Activity	NGO consultation	Private Sector consultation	Web-based consultation	State-level outreach
Frequency	At least twice	At least twice	Ongoing	At least twice

It is expected that the NDP II will be presented at a dedicated national conference upon completion.

Specific activities include:

- Provision of dedicated capacity to schedule and organize the meetings and events, and appropriately shape agendas and content for those meetings and events;
- Support the logistical arrangements for the meetings and events.

The content structure and drafting process

The content structure of the NDP II is still to be defined, but is expected to include the following elements:

- Overall objectives and purpose of the NDP II
- Situational background and lessons learned
- Macro-economic and Fiscal Framework
- Poverty analysis and poverty strategy
- Sector descriptions and plans
- Investment strategy and framework
- Partnership arrangements

The drafting process is a critical element as it is through the drafting of the content (and with that the analytical direction and priority setting) that inclusiveness of the views of the different stakeholders finds its expression.

The specific activities include:

- Provision of dedicated capacity to shape the overall structure of the NDP II;
- Provision of dedicated capacity to develop standards and guidelines for the contributions for the specific sections of the NDP II;
- Workshops and training sessions with specific groups of stakeholders involved in the conceptualisation and drafting of specific sections of the NDP II.

The quality and consistency control measures.

Where the overall role of the Ministry of Planning, Investment and Economic Development is the process management, standard setting, guidance and general oversight, the actual drafting of (most of) the content is implemented by a multitude of national (sector) institutions. The scope of a National Development Plan being comprehensive this requires dedicated attention to ensuring equal quality through the document and consistency in statements, figures, statistics and strategic approach.

The specific activities include:

- Provision of dedicated capacity to assist with quality control;
- Workshops with specific groups of stakeholders involved in the drafting of specific sections of the NDP II to discuss possible inconsistencies and quality issues.

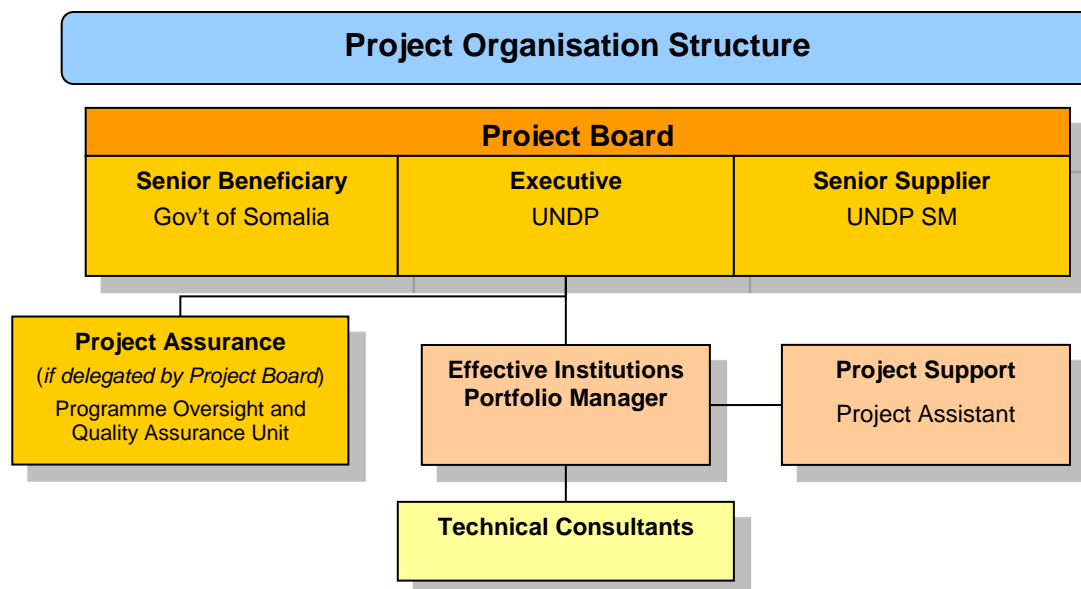
Output 3: Technical support to elaborate specific (cross-cutting) themes and chapters drafted.

As was the case during the elaboration of the NDP I, the government requires specific technical support in the drafting of specific (cross-cutting) themes and chapters. At this point in time, no specific analysis has been made yet to determine the detailed requirements. However, through this project, a reservation has been made to provide international consultancy services to respond flexibly to the demand that certainly will arise during the process.

V. Management Arrangements

The Project Initiation Plan (PIP) will be managed by the Effective Institutions portfolio with support from the programme specialist and programme assistant. The project management arrangements will be in accordance with the standard UNDP procedures. A project management board will be established and chaired by UNDP with membership from other key stakeholders for strategic guidance and oversight of the project.

The structure below shows the project organization and management arrangements.



VI. Monitoring

The PIP will follow standard UNDP procedures for reporting, monitoring and evaluation. These include follow up on the implementation of work, producing progress updates and tracking of progress based on the benchmarks and reporting on use of resources as per the approved annual work plan (AWP). A final report upon closure of the PIP will be prepared.

VII. Annual Work Plan – 2018/19

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME	RESPONSIBLE PARTY	PLANNED BUDGET			
				Funding Source	Budget Description	Co de	Sept-Dec 2018
Output 1: Policy advisory support on strategic positioning of the NDP II	Provision of high level strategic advisory services to the Ministry / Special Advisor to the Office of Minister;	X	MoPIED		National Consultancy		18,000
	Provision of national coordinating capacity	x	MoPIED		National Consultancy		20,000
	Financial support to high level strategic exchange concerning the NDP II	X	MoPIED		Workshop / meetings		5,000
					TOTAL 1 :		43,000
Output 2: Process management of the NDP II	Support to the consultation and coordination arrangements;	X	MoPIED / UNDP		National Consultancy (x2)		15,000
		X			National Consultancy		9,000
		X			Workshop / meetings		20,000
	Support the design and implementation of the content structure and drafting process	X	MoPIED / UNDP		Internat Consultancy		15,000
		X			National Consultancy		9,000
		X			Workshop / meetings		5,000
	Support the design and implementation of the quality and consistency control measures.	X	MoPIED / UNDP		National Consultancy (x2)		15,000
		X			National Consultancy		9,000
		X			Workshop / meetings		1,500
					TOTAL 2		98,500
Output 3: Technical support to elaborate specific (cross-cutting) themes and chapters	Support the drafting of specific cross-sector and chapter content	X	MoPIED / UNDP		Internat consultancy		20,000
		X			National Consultancy		6,000
					TOTAL 3		26,000
					TOTAL 1 - 3:	0	167,500
Output 4: management		X	UNDP		Portfolio Manager (5%)		4,251
		X	UNDP		Project Manager (10%)		7,631
		X	UNDP		Portfolio Finance Officer (5%)		2,918
		X	UNDP		Project Specialist (20%)		2,400
		X	UNDP		Project Finance associate (20%)		1,200
		X	UNDP		M&E Officer (20%)		3,600
		X	UNDP		Security equipment and support		6,200

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME	RESPONSIBLE PARTY	PLANNED BUDGET			
				Funding Source	Budget Description	Co de	Sept-Dec 2018
		X	UNDP		Communications		1,550
		X	UNDP		M&E		1,550
		X	UNDP		Programme Oversight and Quality Assurance		4,650
		X	UNDP		Operations Support (Finance, HR, Procurement, ICT and other Office Support)		6,200
					TOTAL 4:		42,149
	GMS				8%		16,772
					GRAND TOTAL		226,421

Annex 1: Draft TOR – Technical Specialist

Post title	Technical Specialist National Development Plan
Organization unit	Effective Institutions Programme
Location	Mogadishu – with possible travel to State Capitals
Type of Contract	International
Post Level	P4
Duration of Initial Contract	XXXX (renewable)
Language required	English
Starting date	XXXX
I. Background	
<p>During 2016, the Government of Somalia developed its first National Development Plan in over 30 years. The NDP I was approved in 2017 for the duration of three years. (2017 – 2019).</p> <p>Based upon a solid inclusive process to design the NDP I, the was endorsed by the Federal Government, the Federal Member States and the international community. Over the past two years, the NDP I has served as a guidance for the development and implementation of government developmental; action as well as action supported by the international community. The NDP I equally lead to a restructuring of the Aid Coordination Architecture to align with the structure of the NDP I.</p> <p>With the NDP I is expiring in one year time, the process to develop the new NDP II will need to start as soon as possible. The present position is intended to play a key role in designing and implementing this process.</p> <p>The Recovery and Resilience Framework (RRF) developed during 2017/2018 is expected to feed into the NDP II. Over the past two years, significant progress has been made in the so-called SMP process where a milestone-based plan was implemented to prepare Somalia for access to the HIPC process and subsequent debt relief. Part of this process is the development of an iPRSP compliant national development plan. The next iteration of the NDP is intended to be IPRSP compliant.</p> <p>The present position, Technical Specialist, will work under the overall guidance and supervision of the Portfolio Manager (or any person assigned by him/her) in Mogadishu. The Technical Specialist will work closely with the Ministry of Planning, Investment and Economic Development providing technical and coordination support to facilitate the design and implementation of the process for drafting the NDP II in Somalia.</p> <p>He/She will work in close collaboration with other Programme and project staff in the UNDP Country office, UNDP counterparts and other UN agencies staff to exchange information and ensure consistent service delivery. Special cooperation arrangements with donor agencies and the World Bank are foreseen.</p>	
II. Duties and Responsibilities	
<p>Summary of Key Functions</p> <p>Under the overall guidance and supervision of the Portfolio Manager (or any person assigned by him/her) in Mogadishu and in close cooperation with the Ministry of Planning, Investment and Economic Development, the Technical Specialist will provide technical and coordination support to facilitate the design and implementation of the process for drafting the NDP II in Somalia, with specific attention to the following key functions:</p> <ul style="list-style-type: none"> ▪ Lessons learned from the NDP I drafting and implementation process; ▪ Overall process approach to develop the NDP II; ▪ Consultative and inclusive approach (government, civil and private sector, international community, public at large); ▪ Develop guidance notes for specific elements in the overall approach (e.g. sector notes, statistical annexes, quality control, consultation, etc.); ▪ Review draft version of individual chapters; 	

<ul style="list-style-type: none"> ▪ Overall consistency and integrity of the NDP II; ▪ Consistency and alignment of the NDP II with existing (sector) policies ▪ Consistency and alignment of the NDP II with the SMP process; ▪ Consistency and alignment of the NDP with the SDG; ▪ Consistency and alignment of iPRSP compliancy. <ul style="list-style-type: none"> • Realistic M&E approach for the NDP II <p>Expected Results:</p> <ul style="list-style-type: none"> • Draft NDP II is ready for submission for review mid-March 2019 (initial iPRSP compliance test); • Final NDP II is ready for submission for approval by the Government of Somalia in August 2019. <p>It is expected that the NDP II will be endorsed by the Federal Government of Somalia and the Federal Member States of Somalia. It is equally expected that the NDP II will be welcomed by the international community as the overall guiding framework for supporting Somalia in its development efforts upon approval by the Government of Somalia.</p>
III: Competencies
<p>Core values and Guiding Principles:</p> <p><u>Integrity:</u> Demonstrate consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.</p> <p><u>Professionalism:</u> Demonstrate professional competence and expert knowledge of pertinent substantive areas of work.</p> <p><u>Cultural sensitivity and valuing diversity:</u> Demonstrate an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrating an international outlook, appreciating difference in values and learning from cultural diversity.</p> <p>Core Competencies:</p> <p><u>Ethics and Values:</u> Demonstrate and promote ethics and integrity by creating organizational precedents.</p> <p><u>Organizational Awareness:</u> Build support for the organization and ensure political acumen.</p> <p><u>Development and Innovation:</u> Support staff competence development and contribute to an environment of creativity and innovation.</p> <p><u>Work in teams:</u></p> <ul style="list-style-type: none"> • Build and promote effective teams. • Demonstrate ability to work in a multicultural, multi-ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds. <p><u>Communication and Information Sharing:</u> Create and promote an environment for open and effective communication.</p> <p><u>Self-management and Emotional Intelligence:</u> Stay composed and positive even in difficult moments, handle tense situations with diplomacy and tact, and have a consistent behaviour towards others.</p> <p><u>Conflict Management:</u> Surface conflicts and address them proactively acknowledging different feelings and views and directing energy towards a mutually acceptable solution.</p> <p><u>Continuous Learning and Knowledge Sharing:</u> Share knowledge across the organization and build a culture of knowledge sharing and learning.</p> <p><u>Appropriate and Transparent Decision Making:</u> Ensure fair and transparent decision-making processes and manage risk.</p> <p>Functional Competencies:</p> <ul style="list-style-type: none"> • Strong written and oral communication skills; • Strong interpersonal skills; • Ability to organize and complete multiple tasks by establishing priorities; • Ability to handle a large volume of work possibly under time constraints; • Establish, build and sustains effective relationships with clients, demonstrating understanding of client's perspective; anticipates client needs and addresses them promptly.
IV. Required Skills and Experience
<u>Education:</u>

- Minimum of Master degree in development studies, public policy/administration, human rights, social policy, economics, statistics, planning or related fields; with demonstrated Gender components.

Experience:

- Required: A minimum of 15 years of professional experience in Senior level advisory function, programming, policy research and political analysis at country level;
- Required: Hands-on experience in the design and drafting process of national level development plans;
- Required: Working experience in development countries, with at least 2 years of experience in so called 'fragile countries';
- Required: solid understanding of development dynamics in conflict affected countries;
- Advantage: Experience in Somalia, preferably in the planning environment.

Language:

- Excellent writing skills and oral proficiency in English is required.