UNITED NATIONS DEVELOPMENT PROGRAMME
SOMALIA

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PROJECT DOCUMENT
Country: Somalia

Project Title: Building inclusive and accountable parliaments for a peaceful Somalia (PSP-II)
Award ID : 00099031
Implementing Partner:
National Federal Parliament, Puntland Parliament, Somaliland Parliament, Jubaland State Assembly, Galmadug State Assembly, South-West State Assembly, Hir Shabelle State Assembly, UNSOM, UNCT
Start Date: **01 Jan 2018** **End Date:** **31 Dec 2021** **LPAC Meeting date: 14 Jun 2017**

Brief Description

Today, Somalia is undergoing a transition that represents the best chance for peace and state-building. With the objective to consolidate and accelerate this transition, and in line with the SDGs and the National Development Plan, the global objective of the project is to foster Inclusive Politics through the strengthening of the effectiveness and accountability of Somalia's parliamentary institutions to be more responsive to the needs of citizens in promoting participation in political processes contributing to national peacebuilding, state-building and development goals.
Therefore, aiming at fostering political representation and stimulate a lively civil society, to prepare the 2020 multiparty reform and at supporting the finalization of the Constitution and the federation process, the project focuses on the four key pillars of democratic governance that play an important role in the development of Somalia's Inclusive Politics – National Federal Parliaments, State and Regional Parliaments and Civil Society, – through an integrated approach that is in line with a fourth component, of achieving progress towards SDG 16 in Somalia.

Contributing Outcome (CPD): Somali women and men, girls and boys benefit from more inclusive, equitable and accountable governance, improved services, human security, access to justice and human rights"

UNDP Strategic Plan:

Outcome 2: Citizen Expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance

Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved account-ability, participation and representation, incl. for peaceful transitions

GEN2 (Gender equality as a significant objective)

Total resources required:		**USD 20,018,656**
Total resources allocated:	**UNDP TRAC:**	1,000,000
	Donor: MPTF	1,000,000
	Donor: HQ Trust Fund	300,000
	Total	**2,300,000**[1]
Unfunded:		**USD 17,718,656**

Agreed by:

Government/ Implementing Partner	United Nations
Signature & Date: 28/2/18	Signature & Date: 27/02/18
Hon. Mohammad Sh. Osman Jawari	George Conway
Speaker of the House of People (HoP)	Country Director, UNDP
Signature & Date: 3/3/2018	Signature & Date: 27/02/18
Hon. Abdi Hashi Abdullahi	Raisedon Zenenga
Speaker of the Upper House (MFP)	Deputy Special Representative of the Secretary-General UNSOM

[1] Initial estimated commitments

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I. DEVELOPMENT CHALLENGE

A. General context[2]

Somalia is a complex political, security and development environment, and much of its recent past has been marked by poverty, famine and recurring violence. Somalis have been divided on the political front and did not have a clear path to reconciliation and political unity. The 25 years of conflict and political instability have largely destroyed the country's physical and socio-economic infrastructure, the government apparatus as well as the security institutions. The enduring nature of the conflict has generated extreme poverty, vulnerability and a complex set of political and social grievances that remain a threat to the country's stability.

Historically, women have played an important role in community mobilization, peacebuilding and promoting social cohesion in Somali Society. However, the impact of the protracted conflict, humanitarian crises and the prevalent socio-cultural systems, political and power structures, including in some areas the enforcement of laws of extremist Islamic groups, contribute to a circumscribed status of Somali women.3

However, in 2012, with the establishment of permanent political and executive institutions, the adoption of the Provisional Federal Constitution (PFC) as well as important military offensives and security gains, Somalia entered into a new period; a period where longer term peace seems possible. After decades of conflict and instability, a federal government was established through national dialogue and consensus. This new Federal Government faced significant challenges of simultaneously building frameworks and institutions, not just at the federal but also at the federal member state level, whilst needing to immediately deliver tangible benefits to the Somali people.

The Federal Government of Somalia (FGS), which came to power in September 2012, was led by a legitimately elected President, and a Prime Minister and Government that were nominated and endorsed by a representative Parliament in accordance with the Provisional Constitution

Today, Somalia is undergoing a transition that represents the best chance it has had for decades for peace and state-building. In order to consolidate and accelerate the transition from conflict to peace and security, the Federal Government of Somalia (FGS) has launched a comprehensive approach toward consolidating peace, security and development into the new National Development Agenda. This first National Development Plan (NDP) for Somalia has been built in 2016, on the New Deal Compact for Somalia that has operated as the country's comprehensive development roadmap, since September 2013, setting out a number of critical national peacebuilding and state building goals and milestones for the country[4]. Significantly, the draft NDP explicitly states: "*Unlike traditional development plans, we included politics and security priorities into the NDP [as it is] difficult to disassociate political inclusivity, security sector reform and the rule of law from our three-year development agenda*…" In addition, the NDP states that gender considerations are relevant for all development areas from macroeconomic frameworks, through governance, to social services and resilience recognizing the importance of addressing gender disparities and the empowerment of women to enhance overall development efforts.5

[2] The Somalia National Development Plan (SNDP) – Towards Recovery, Democracy and Prosperity 2017 – 2019

[3] The Somali compact

[4] The New Deal was supplemented by the Government's Vision 2016 strategy, which provided guidance in relation to critical political processes, though this was never formally adopted by the NFP.

[5] Somali National Development Plan 2017-2019

The NDP provides then the guiding framework for support to the institutions of Somalia, including to the NFP. Importantly, the NDP explicitly integrates the new Sustainable Development Goals agreed globally in 2015 and has 10 critical priorities:

1. Secure environment, more open politics and reconciliation;
2. Reduced abject poverty;
3. The continued reestablishment of the Somali National Armed forces and reform of the security sector;
4. Development and implementation of a comprehensive approach to displacement from a development point of view;
5. More resilient communities that can withstand internal and external shocks' including cyclical droughts and other natural disasters;
6. Vibrant economic sector, with particular focus on agriculture, livestock and fishing;
7. Increased availability and accessibility of quality of basic education, health, water and sanitation services;
8. Improved health outcomes, reduced maternal and child mortality, reduction in malnutrition rates as well as prevention and control of communicable and non-communicable diseases;
9. Increased employment opportunities and decent work particularly for the youth;
10. Federal political and economic framework that empowers the federal member states to deliver services and economic opportunities to the citizens of Somalia in a secure environment.

Each of these strategic focused areas aim to be realized in the way that promotes social justice and gender equality so that development dividends are available to and shared by all, and reduce, rather than exacerbate existing inequalities. Specifically, the NDP gender mainstreaming goal is to ensure a society that upholds gender equality, dignity, respect and fairness for all women and men.

B. Development and state building challenges

Somalia is facing considerable development and state building challenges, with institutions at federal and sub-national level still very weak. Service delivery through government institutions is very limited and the country faces a raft of complex development challenges. Security remains limited to cities, through even Mogadishu and regional capitals face regular attacks from the Al-Shabaab insurgency. Security is still very fragile and peacebuilding efforts are still trying to gain traction in the face of ongoing clan and border disputes. Radicalization is an ongoing problem, in particular of young men and displaced people. Women and young people remain marginalized and the rural population is largely unserved, with warlords and "big men" dominating the governance landscape.

Indeed, in reflecting upon the NDP, two large but marginalized groups in Somalia, namely, young people and women, face critical challenges.

Youth in Somalia face high levels of unemployment, disenfranchisement and disaffection with governance processes that excludes them. That said, their engagement in the nation's development is critical to building a peaceful, inclusive and prosperous Somalia. The NDP specifically expresses a commitment to addressing the needs and grievances of young people, and all development support would do well to integrate this aspiration.

Likewise, Somali women have long been marginalized from political and public life, due to cultural, religious and clan-related traditions that designate the public sphere as a male territory. Despite the dedicated efforts of many Somali women activists, women continue to be significantly under-represented in decision making bodies at all levels. Although a 30% quota for women in parliament was proposed during the 2011/12 constitutional process, it was not included in the draft submitted for final endorsement. The 2012-16 House of the People only had 14% women representation. In a historic achievement during the 2016 electoral process, Somali women secured 25% representation in the 10th Federal Parliament. This marked 71% increase from the previous 14% representation. The achievement was the result of sustained efforts by women's rights advocates over a period of two years; starting with consultations towards the National

Consultative Forum in 2015 and ending with the inauguration of the new Parliament in February 2017. However, there is no legal policy framework for the quota. Aside from increasing the proportion of women in the parliaments of Somalia, an enabling environment - especially in terms of legislation and the national budget - that contributes to addressing the marginalization of women is critical. Placing gender equality issues at the heart of policy decisions, institutional structures and resource allocation through a process of gender mainstreaming can address these issues.

The NDP underlines that the political process in Somalia faces significant challenges, directly related to the consequences of 25 years of conflict. Key among them is:

- A polarized society and deep mistrust between different groups in society,
- Contested political space both at the federal and state levels,
- Parts of the country that remain under strong influence of insurgents,
- A constitution that still requires further alignment with citizen‘s expectations,
- A division of roles and responsibilities within the executive branch and between the federal government and states that still need to be outlined,
- A structure for the management of natural resources that still needs elaboration,
- Little capacity for domestic revenue generation due to outdated tax laws.

It is important to note that with more than half the population being younger than 30 years of age, the majority of Somalis have no living memory of open politics or functioning government institutions. The expectations concerning the political process therefore vary enormously across age groups.

So, critical to the success of the transition and of the NDP, and to the effective functioning of Somalia’s state institutions more generally, is the need to build trust with the people in the capacity of government to provide basic services to the people, in a responsive, accountable, transparent and inclusive way.

In this context, the NFP, the legislatures of Somaliland and Puntland and the developing regional assemblies all have a critical role to play in this regard. To this end, the legislatures of Somalia must start immediately building relationships of trust with the broader public, as the “legitimacy” of parliamentarians in the eyes of the people will be critical to them being able to discharge their mandates effectively. Parliamentarians need to use their representational mandates to build trust in the country’s new institutions; demonstrating a commitment to transparency, accountability and the rule of law will be important in this respect.

Looking forward, it is also important to develop feedback loops which enable the public to find out what their government is doing and for the government to access information about the needs of the public. Recognizing the challenges of outreach in the complex security environment prevailing in Somalia, civil society can play a critical role in acting as an intermediary between MPs and the public. CSOs can work with MPs to help them understand issues and better engage with the public; while at the same time, CSOs can use their networks and partnerships throughout the country to more effectively engage with the public to identify their needs, grievances and priorities. In particular, CSOs are often very useful in engaging with particularly marginalized groups, including women, young people and the rural poor. Parliaments should be encouraged at the outset to start developing partnerships with civil society and the media, with a view to more effectively and systematically engaging in outreach and dialogue.

C. Democratization process

The endorsement of the Provisional Constitution of the Federal Republic of Somalia in August 2012 and the subsequent establishment of the National Federal Parliament (NFP) heralded the start of a new era of Somali’s democratic development. A country formerly ravaged by conflict and violence took the first

tentative steps towards a more democratic and peaceful state. The last four years have seen considerable progress made to develop the new institutions of the state, although the process has had its ebbs and flows.[6]

The establishment of new institutions at federal and state level was initially envisaged as part of a broader process of constitutional review, which was required in order to transform the current Provisional Constitution into a final political settlement establishing an agreed federal legal framework to guide the country. The Provisional Constitution and Implementation Oversight Committee (Oversight Committee) was established within the NFP to lead the process, supported by an Independent Provisional Constitution Review and Implementation Commission, which would provide legal advice and drafting support for any review process. The NFP was responsible for adopting the final text of a new Federal Constitution, followed by a national referendum – all of which was to take place before the constitutionally-required elections by September 2016. Work to review the Provisional Constitution was slow but in 2016 the Oversight Committee ramped up its efforts (with support from the Max Planck Institute and UNDP) and produced a number of options papers proposing comprehensive amendments. These were not tabled in the NFP, however, and the constitutional review process has been overtaken by an indirect election process, starting in October 2016.

The current FGS mandate indeed concluded in October 2016, and a new political transition has taken place. Unfortunately, the universal (general) elections were not possible to undertake in 2016. The electoral process of indirect elections to replace the Ninth Parliament commenced in October 2016.[7] For the first time, there has been a process to elect both the new Upper House of the NFP, as well as a new set of MPs to sit in the House of the People. Together, these two Houses sit as the 10th Parliament of Somalia.

Also all newly established federal member states agreed to install their political and executive institutions and peaceful transfers of power have occurred in both Puntland and Somaliland, during the last four years, strengthening the emerging culture of peaceful democracy in Somalia.

Complementing efforts to build institutions at the central level, the building blocks of a federal state through the development of Interim Regional Administrations (IRA) were created during the past few years and are the predecessors to new constitutional Federal Member States. To date, new sub-national administrations have been created in Jubaland, Galmadug, the South-West and HirShabelle. With the status of Mogadishu still to be determined. Each of the IRAs has its own executive legislature and constitution (though these are not yet harmonized with the Federal Provisional Constitution) yet these newly established assemblies have limited capacity and resources. Some initial development support has been given to the IRAs, but considerably more work is needed to support these sub-national institutions. There is also the open question of whether and how the IRAs will be legally transformed into Federal Member States in accordance with the terms of the Provisional Constitution.

D. Somalia's Parliaments

The NFP sits at the heart of Somalia's new democracy and development, striving to discharge its constitutional obligations in accordance with the Provisional Constitution. The creation of the NFP in August 2012 was a landmark step forward for the country. It was comprised of the House of the Peoples made up of 275 MPs, with the creation of the Upper House delayed until the formation of federal member states.

Led by Speaker Jawari, the Ninth Parliament (2012-16) has made slow but steady progress. Over the course of a four-year term, the NFP passed 36 pieces of legislation, though not all received the assent of the President.[8] Fifteen parliamentary committees were established with a mandate to undertake deeper sectoral analysis of legislation when it was tabled, and in fact, many of these committees actively reviewed and

[6] Two Prime Ministers and their Cabinets were removed through parliamentary no-confidence motions; although this posed a challenge to continuity of government delivery, at the same time, these processes also arguably constituted the first constitutional and democratic transitions of government Somalia has seen for four decades.

[7] In the absence of an electoral law establishing clear election processes, leaders of the Federal Government and interim regional administrations met as he "National Leadership Forum" and agreed an electoral process for the NFP House of the People and the Upper House. The 275 Members of the HOP will be elected by 14,000 electors chosen by 135 clan elders. Upper House representatives will be chosen by IRAs, through a clan-based selections process, and will need to be endorsed by the Interim State Assemblies.

[8] Somalia National Federal Parliament Bill Tracker Digest - http://www.sfp.so/wp-content/uploads/2016/08/2Bill-Tracking-System-ENG.-8.2.2016-Autosaved.pdf

redrafted bills before they were finally enacted. The NFP also engaged in numerous plenary debates regarding critical issues of national interest, though the majority were political rather than developmental challenges. The NFP Secretariat also strengthened its capacities over time, with a major programming of organizational development undertaken in order to build the Secretariat's ability to provide services to MPs. UNDP supported MPs and the Secretariat with a major parliamentary development programme (see below for more details).

Somali politics has been dominated by individuals who have been able to rely on clan loyalties to drive their personal agendas. This is evidenced by the regular no-confidence motions that have consistently served to destabilize government and disrupt political processes. Other than Shabaab, which has a distinct ideological perspective and agenda, politics have not been guided by any discernable political agenda or programme. In the absence of definable political blocks or ideological formations, the debates in parliament has been led by individuals with the support of clans. One of the results of this political dynamic is that political debate is not structured along ideological lines and between competing political programmes and visions.

The creation and election of the second house of the bicameral NFP requires now management of an additional layer of both political and organizational complexity. The Upper House represents the States with the following composition: 8 representatives from Jubaland, South West; Hirshabelle; Galmudug and 11 representatives from Somaliland and Puntland.[9] The Provisional Constitution envisages quite an active role for the Upper House in passing laws and confirming key appointments. However, the failure to agree a final constitutional settlement leaves the final powers of the Upper House quite ambiguous. This lack of clarity constitutes a major potential for conflict between the two houses. There is an urgent need to define the mandate of the Upper House as well as its internal organization such as the formation of the committees. The final constitution will need to determine the distribution of powers between the central and state governments and then confirm the role of the Upper House in representing the states at the federal level. Without this, it is unclear what role the Upper House will and should play. It is critical and urgent to ensure that the constitutional allocation of powers as between the Federal, State and local levels of government are addressed and to promote the establishment of a multiparty democracy. This would allow for political debate and discourse to be structured between competing political programmes or ideological perspectives instead of individuals who are able to exploit clan loyalties.

Nonetheless, both Houses have been now indirectly elected and have a role in electing a Federal President. Both Houses need to collaborate to establish positive working processes between the two houses, as well as a new organizational structure that will enable the efficient provision of services to Members of both Houses. 51% members of the new parliament sit in an assembly for the first time. The current Parliament is composed of 16% of youth and of 24% women MPs. This is a remarkable and significant increase in comparison to the 9th Parliament. In order to ensure that this increase of women does translate into results for women in Somalia, the female MPs should be empowered to address women's concerns.

Support to the next set of parliamentary institutions, which will guide Somalia's development to develop their capacities to discharge their constitutional mandates, is essential.

The New Deal Compact (2012-16) and the draft NDP (2017-19) both put peacebuilding and state building at the heart of Somali's development processes. Critical to these processes will be functional, responsive and accountable political and administrative institutions. In this context, the NFP, Somaliland and Puntland legislatures and new state assemblies of the Interim Regional Administrations will be central.

This Project is designed to provide responsive support to the legislatures across the entire Republic of Somalia, building on efforts since 2012.

[9] There is also an unfortunate overlap between clans and regional demographics. The result of this overlap is that the Upper House which consists of representation from the regions will clearly pursue individual political goals relying on more overt clan loyalties. This was clearly demonstrated during the 2016 indirect electoral process. This reality presents an additional layer of complexity to the management of parliament and the establishment of a constitutional democracy.

1) UNDP Parliamentary Support

Following the establishment of the House of the People in September 2012, UNDP immediately commenced parliamentary development support through the UNDP Parliamentary Support Project (PSP) 2013-16. The Project primarily worked across the NFP, Somaliland and Puntland Parliaments, though in 2016 it commenced some initial work with the new State Assemblies of the IRAs. The PSP made considerable progress in very difficult circumstances; the political situation in the early months and years of the Project was fluid and highly complex, and the operating context was dangerous, a fact most clearly demonstrated by the attack on the UNDP Mogadishu Compound in June 2013 which severely limited UNDP's ability to deploy technical advisory support to the NFP. Furthermore, there have been numerous assassinations of NFP MPs throughout the course of the PSP.

i. NFP Capacity and Institutional Development

UNDP's first efforts to support the new NFP focused on supporting the parliamentary leadership, namely the Speaker, to manage the first sessions of the HOP and develop a strategic vision for the NFP.[10] The PSP was then re-aligned to match the priorities set out in that Strategic Plan, revised in 2014 to take account of the first year of NFP operations as well as the changing environment in relation to the constitutional review process.

A substantial part of the PSP's efforts was directed at supporting the institutional structures of the NFP. Although the Transitional Federal Parliament preceding the NFP had sat at various times, it had not had a permanent Parliamentary Secretariat to support its operations. The NFP's creation brought with it an urgent need to establish a functioning Parliamentary Secretariat, capable both of efficiently and accountably managing its own internal administration and providing MPs with critical parliamentary services. Considerable progress was made in supporting the development of the NFP Secretariat[11], but considering its low base, there is still more work to be done.

Complementary to NFP's institutional development, the PSP also provided direct capacity development to MPs in support of the discharge of their constitutional mandates, in particular, law-making, committee oversight and representation. Parliamentary committees are often referred to as the "workhorses" of a parliament, as it is within committees that MPs scrutinize bills, policies and the budget. Fifteen committees were initially established by the NFP, and UNDP provided initial support to both committees' members and staff to assist them to understand their roles and responsibilities.[12]

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[10] Upon his election, UNDP deployed a technical advisor to provide procedural advice to the Speaker on the election of the President and initial inputs into HOP Rules of Procedure. UNDP continued to deploy a technical advisor to work with the Speaker throughout the 2012-16 parliamentary sessions, providing on-demand advice. UNDP (in collaboration with the National Democratic Institute (NDI) and AWEPA) also worked with the Speaker and NFP leadership to develop the NFP's first ever Strategic Plan (2013-16).

[11] As an immediate capacity development measure, UNDP developed the Young Graduates Programme (YGP) in 2013 to immediately recruit high quality staff into the Secretariat. The YGP proved to be a flagship programme in supporting sustainable skill transfer to a permanent cadre of staff and has even been replicated across other FGS institutions. Young Graduates were placed across all Committees and Departments of the Parliament and have since been hired as civil servants (M:31, F:3) as fully paid NFP staff members as of 2016. Many Young Graduates now head departments and provide support to core departments, the plenary services and critical parliamentary committees. To systematize support to the Secretariat, in the beginning of 2015, UNDP-sponsored a third-party capacity assessment of NFP (and in Somaliland and Puntland – see below) to identify strengths and weaknesses with the NFP, to then guide future support. Based on the capacity assessment, a capacity development plan was developed and a company was then contracted to work with the NFP to manage a process of organizational change, procedures development and Secretariat staff training. Due to problems with finding a qualified company in Mogadishu, by end-2015, implementation is at 50%. To provide Members a more secure environment in which to operate as well as to enable more consistent capacity development and technical advisory support to be deployed to the Secretariat, in 2015, considerable effort was also made to increase security at the NFP. Construction of a security wall and seven watch towers for the NFP was completed in 2015, and the parliamentary premises are now much safer for MPs and staff. This has laid a critical foundation for delivery of future phases of parliamentary support to the NFP.

[12] In 2014, staff of all committees were trained on committee work planning and reporting. Feedback from participants was used to develop templates for work plans and reports, which committee staff then used to assist committees to develop their work plans. In 2015, support was also provided to develop the capacity for committees to hold public hearings**,** a critical approach to more inclusive parliamentary processes. In Mogadishu, a Mock Public Hearing was organised, whereby the committee staff who assist the MPs in preparing and arranging public hearings took on the roles of parliamentary committee Members as well as typical witnesses that appear at public hearings, such as ministry officials and representatives of professional associations. The staff researched the issue, prepared and delivered opening statements and testimonies and engaged in in-depth questioning.

While providing ongoing capacity development to develop the sustainable capacity of committees to provide oversight, at the same time, UNDP directed resources at developing the law-making capacity within parliament.[13]

Beyond the technical responsibilities of the NFP to strengthen the enabling environment of government, the PSP has also worked with the NFP to develop its capacities for representation, dialogue and community outreach, in recognition of the critical peacebuilding role that the NFP has as federal representatives of the new state.[14]

While supporting engagement with MPs and constituents broadly, the PSP also delivered more targeted support to critical groups – namely, women and young people. The PSP discussed support to the WPF to undertake a census of women in government positions, to lobby for more female members of independent commissions and to participate in the review of the Provisional Constitution.[15] The PSP also provided support to the NFP's Youth Caucus.[16]

ii. Support to Somaliland and Puntland Parliaments

Somaliland has a bicameral parliament: a House of Representatives consisting of 82 elected MPs (1 woman and 81 men) and the House of Elders (aka "the Guurti') which consists of 82 traditional leaders. In Somaliland, the House of Representatives has been in existence for 20 years and the legislative process is well-developed. However, the bills are drafted in the Ministry of Justice and Parliament had no capacity to scrutinize the legislation.

At the start of 2015 the Project sponsored third party capacity assessments, including of the Somaliland HOR. Following the development of individual capacity development plans, a company was contracted to assist parliament with implementation of the required organizational changes and it is reports that the Somaliland HoR has addressed 85% of the recommendations. In 2016, the project expanded its support in Somaliland to include the House of Elders (the Guurti). The PSP has trained MPs and staff in legislative drafting to increase Parliament's role in the legislative process.[17]

Furthermore, due to the relatively secure environment which exists in Somaliland, the MPs are able to travel to conduct oversight missions, reconciliation trips when disputes erupt, and constituency outreach visits to the areas the MPs represent. In this context, five regional parliamentary offices have been established in all five of Somaliland's regions, with support from the PSP. With both financial and technical assistance, citizens in Somaliland are beginning to visit these offices and interact with the MPs

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13 As part of the ongoing training of committee clerks, in 2015 NFP staff were also trained (M: 32 F: 5) on basic research techniques, preparation of legislative reports and on drafting amendments. Additionally, three workshops were held in Mogadishu on gender-neutral drafting (M: 105; F: 25), first with members of the Youth Caucus and the Women's Parliamentary Forum and the other two with the parliamentary staff. Recognizing the ongoing capacity limitations within the Secretariat in terms of providing high quality technical advice, in 2015-16 the PSP also provided specific technical advice in support of the enactment of key bills. During the 5th Session, in collaboration with UN Elections Project, advisory support was provided to enact the National Independent Elections Commission Law. During the 6th and 7th sessions, the PSP also supported the review and revision of three priority bills, namely the draft Procurement Law, Anti-Money Laundering Law and Counter-Terrorism Law. UNDP partnered with UNODC to deliver this advice, leveraging the UN's wealth of expertise. Two of these bills were subsequently passed by the NFP (the Procurement Law and Anti-Money Laundering Law). As a longer-term activity, the PSP has also undertaken preparatory work to build a legislative archive of Somalia Legislation since 1955, through support to the legal and research departments of the Secretariat.

14 As a simple first step, the PSP supported the NFP to establish a website (www.sfp.so) that contains links to Rules, Bills, Resolutions and Reports. This website serves as a tool to communicate with citizens about the parliament's activities, including the Somali diaspora. The PSP also supported the NFP to hold direct outreach activities. For example, an Open Day saw some 300 people engage with the new NFP, including women and youth organizations, CSOs, students and lecturers from more than 10 universities, lawyers, political associations, poets, and religious leaders. The event was broadcasted live in both Somali National TV (SNTV) and Radio Mogadishu as well as other Radios and TV stations. UNDP also supported MPs to undertake constituency visits to discuss parliamentary business with their public, and more broadly to start to build ties between MPs and their constituents. Approximately 100 NFP MPs undertook these visits during the Project and tabled constituency visit reports in plenary upon their return.

15 Although NDI took the lead on supporting the NFP women's caucus – known as the Somali Women's Parliamentary Association (SOWPA) – limitations on working in Mogadishu meant that the PSP also provided some support to the WPF.

16 Impressively, this Youth Caucus met a number of times and actively engage with young people across Somalia, including by undertaking various dialogues and activities to raise awareness of political issues with young men and women.

17 Legal advisors, supported by the Project, had assisted MPs through parliamentary committees in order to review the legislation, draft amendments and provide research in order to improve parliamentary debate.

Puntland's Parliament consists of a House of Representatives (HOR) with 66 legislators, who represent clans residing in Puntland. The election of a President and Vice President is then carried out by MPs, all of whom served a term of four years. The current Parliament was selected in January 2014. Subsequently, in April 2014, NDI (with some engagement by UNDP) supported the Parliament to develop a Strategic Plan that was finalized and launched in September 2014. At the start of 2015 the Project sponsored third party capacity assessments, including of the Puntland HOR. Following the development of individual capacity development plans, a company was contracted to assist parliament with implementation of the required organizational changes and it is reports that the Puntland HoR has addressed 95% of the recommendations. Support was slower in Puntland due to challenges with the fluid political environment.[18]

iii. Support to Interim Regional Parliaments

In mid-2016, the PSP expanded from supporting three legislatures (NFP, Somaliland HoR and House of Elders and Puntland HoR) to six legislatures through the inclusion of the newly formed state legislatures in the interim administrations/emerging states of Galmudug, Jubaland, HirShabelle and South West.[19] The new MPs are now familiar with parliamentary procedures and practices as well as the basic tenets of democracy and human rights, which were covered in the new MP induction training carried out by UNDP international and national staff in Baidoa. The Galmudug State Assembly has been supported with furniture, computers, a sound system among other support. The new MPs will soon undergo induction. The Jubaland State Assembly has been extensively supported by an international consultant provided by UNDP, who has advised on the development of their Rules of Procedure, Strategic Plan and a range of technical documents on parliamentary procedures and practices.

2) Parliamentary needs and challenges (2017-2021)

While substantial progress was made under difficult conditions, there is still clearly more efforts that is needed to enable the country's legislatures to function effectively and sustainably. Experience in conflict-affected countries consistently shows that state building and institution-building is a long-term process. Building institutions and democratic culture requires not only basic institutional development efforts but longer-term capacity development, change management and culture change. Considering Somalia's multiplicity of challenges – not least, it's very nascent federal framework and limited culture of good governance – development partners should anticipate an even longer-term process of parliamentary and general institutional development.

The 2016 indirect electoral process, for not only the House of the People but the new Upper House, constitutes a major juncture in Somalia's democratic transition, constituting as it does one of the first peaceful, constitutional transitions of power Somalia had experienced in decades. The indirect elections ushered in more than 347 MPs (275 in the HOP and 72 in the Upper House), half of whom are new to parliament. MPs need two types of support: (i) training to explain how parliament operates; and (ii) subject-matter training to support MPs to engage effectively with a range of national development issues. Very often the latter form of training is overlooked but if Somalia's new MPs are to be effective leaders of the country as it progresses its peacebuilding and state building goals, it is essential that they understand these issues. In particular, this will enable MPs to engage in law-making from a basis of knowledge and to use their powers during committee work to undertake meaningful inquiries into the executive branch.

Notably, MPs in the emerging regional assemblies, and even in the Somaliland and Puntland Parliaments, could also benefit from capacity development training on both procedural and subject-matter issues. While SSG has flagged that plans to provide some support to MPs in Somaliland, UNDP is likely to be the only agency engaging in parliamentary development with the emerging regional assemblies in the foreseeable future.

[18] Nonetheless, in 2015, the Project conducted a workshop for the Puntland HoR Economy and Public Accounts Committee on improving the role of the HoR in preparing the annual budget (M: 17 F: 1). The Project also supported cconstituency visits and oversight missions by MPs and Parliamentary Committees in five regions during 2015/16.

[19] For example, the South West State Assembly had no plenary hall but built one with its own resources; UNDP then furnished it with chairs, tables and a sound system and plenary is now taking place as a result of this support. Additionally, UNDP is building a small Secretariat building which includes committee meeting rooms and the library.

If Somalia is to build a federal network of capacitated legislatures that can underpin the country's federal structure into the future, then it is important they understand their roles as parliamentarians and harness their existing capacities as conflict mediators for the benefit of the Somali people.

In this regard, the development of some form of "federal network of legislatures", and as a form of South-South exchange of experiences could build a common understanding and vision of how parliaments can operate in a federal Somalia. Of course, this will need to follow the constitutional review and federalization process in Somalia, but at this stage, it is important to recognize the need that will arise in the coming years.

The NFP, Somaliland parliament and Puntland parliament all have basic functioning parliamentary secretariats, but each has identified the need for ongoing institutional development support to strengthen the capacities of staff to provide support services to MPs. While some limitations are primarily due to funding constraints, other limitations are related to staff needs for ongoing capacity development. In the emerging regional assemblies the situation is more critical – most have no staff at all, relying instead on a few volunteers. Over the coming four years they will need to build their basic capacities in order to be enabled to effectively become part of Somalia's federal framework. At this stage, it is still unclear whether, how and how quickly this should and can happen.

II. STRATEGY

The strengthening of accountability and representation through inclusive and participatory democratic assemblies can have an important leverage effect on social cohesion and solid social contract, peaceful transition, and sustainable political settlement. The Sustainable Development Goals (SDGs) 2030 Agenda offers a defined, relevant and integrated framework for building such inclusive and participatory processes, and enabling open institutions to function more effectively. In particular, SDG 16 resolves to: "*Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*." In addition, SDG 5, Achieve gender equality and empower all women and girls stipulates that for democratic governance sustainability always ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life. Strengthening inclusive and effective democratic governance institutions is one of three priority areas for the UNDP Strategic Plan for 2014-2019, at the global level. This has resulted in an integrated global, regional, and country-level approach to policy development and programme implementation for inclusive political processes that reflects UNDP's substantial experience and capacity in providing support to parliaments, the electoral cycle, civic engagement, constitutional reform, local governance, and social inclusion in political decision-making. This means that UNDP has established proven methodologies and capacities for delivering the objectives envisaged by this project, including engagement with its cooperation partners and the development of significant resources.

The Fostering Inclusive Politics in Somalia Project is in line with the New Deal Compact for Somalia (2012-16), the new Somalia National Development Plan (2017-20), UNDP Country Programme Document (CPD) and the UN SCR calling for supporting peace and reconciliation process and to support establishing federal structure. Indeed, the NDP addresses all social and economic sectors in Somalia, through thirteen chapters, with the objective to move forward peace and development. The first chapter that provides the background information and the planning processes describes the overall vision of the plan:

"**A sovereign people working together to lay the foundation of future growth**".

It is key to underline that the first NDP policy priority is to "***make significant strides towards a society with an open and inclusive political system, including one person – one vote elections in 2020***".

It is understood that the strengthening of the governance and a sustainable political settlement provide the foundation and the tools for the development plans and strategies set out in the NDP. The strategy of this project follows the general approach of the Government to peace, security, development, that is based upon the understanding that human security, state security and development as well as, conversely, insecurity

and underdevelopment are mutually reinforcing. Therefore, the democratic agenda of Somalia is key to the overall development of Somalia, is ambitious, and aims to introduce multiparty democracy by 2020.

Building on experiences of the past few years and the opportunities, the project will support the Government to consolidate the current agenda for achieving '**inclusive politics'**. The main objective of the government in this field is to "***achieve a stable and peaceful federal Somalia through inclusive political processes and effective decentralization***". Along the lines of the NDP, the project will, with this general objective, foster various political processes and reforms that are crucial for Somalia in the coming years.

- **Fostering political representation and stimulate a lively civil society.**
  The aim is to build a federal state that is owned and benefits Somali men and women.[20].[21] It is critical that political and social grievances are carefully managed to promote peace, reconciliation and social cohesion. Democratic parliaments are the only central state institution that provides for social cohesion to be built proactively, through structured and inclusive dialogue and decision-making between representatives of the whole population, selected through elections in which all citizens have an equal voice.[22] As the country moves through controversial negotiations around federalism, the legislatures must be the venue for respectful and peaceful dialogue with a focus on reconciliation and trust-building. The NFP and other legislatures can play a critical role as representatives of the people in working together to demonstrate unity and in adopting processes focused on consensus and reconciliation. This means:

  1. the strengthening of the assemblies and their members to reach out to the citizens and develop a dedicated engagement approach, giving the citizens a voice in the system design as well as full insight into the various steps that are involved,
  2. the support to civil society including women owned CSOs to help stimulate its participation in politics,
  3. the preparation for the multiparty democracy and the new direct electoral system in 2020, including the legal reforms and the support to new political parties.

- **Finalizing the Constitution.**
  The aim is to have a new constitution before 2020 that represents the new social contract for Somalia providing with a strong basis for sustainable peace and development. The process needs therefore to be inclusive to ensure the outcome is legitimate as well as supported and owned by the citizens. The Constitutional review process will imply the undertaking of:

  1. Inclusive political dialogue, negotiations and broad-based consensus building
  2. Civic education and public consultation processes to build awareness, understanding of and support for the federal constitutional review process and the final constitution.

- **Decentralization – the federation process**
  The federation process is at the core of the Somalia political settlement and will define the social contract. It is believed that the federal structure promotes national unity and will benefit all the people of Somalia by distributing power and resources more fairly around the country, bringing government closer to the people, and allowing local communities some control over their own affairs. In this context, as the different governance structures, the assemblies of the county need to strengthen their capacities to play their role of law-making, oversight and representation at all levels

[20] NDP
[21] NDP
[22] UNDP Draft Guide to Parliaments, Peacebuilding and Social Cohesion (to be published).

and to collaborate all together.

With those processes in mind, the Project focuses on the four key pillars of democratic governance that play an important role in the development of Somalia's inclusive politics – **National Federal Parliaments, State and Regional Parliaments and Civil Society**, – through an integrated approach that is in line with a fourth component, of achieving progress towards **SDG 16** in in Somalia and upholding equality and fairness through gender mainstreaming of the pillars of democratic governance. The project has been designed to consolidate and develop upon important steps towards political reform over the period 2012-2016 that have demonstrated significant progress but has also highlighted a series of continuing obstacles.

The theory of change supporting this strategy can be described as follow: Effective, open and accountable parliamentary institutions, at all levels, will foster Inclusive Politics. Inclusive Politics contributes to national peacebuilding, state-building and development.

The support to more effective, open and accountable parliamentary institutions will be provided through various activities structured around the four key pillars mentioned above and detailed in the Chapter III.

The key strategy for the project is to ensure that activities in support of political reforms are integrated and complementary. While various actors can benefit individually from direct and specific support, the outcomes of those activities are hindered by the connected challenges facing the different actors: the success of political representation would be affected by low inclusiveness, caused in large part by citizens dissatisfaction in the performance of parliaments, caused in large part by the failure of representatives to build trust with the people in the capacity of authorities to provide basic services to the people, in a responsive, accountable and transparent way . There are also common and cross-cutting issues that impact on each sectors, especially in relation to consultation on policy development and the inclusion of women and youth.

The project is based on the experiences and lessons learned on the support of the Somalia Parliaments between 2012 and 2016. In this regard, the project will utilize positive opportunities provided by the election of the new National Federal Parliament, as important and relevant milestone for measuring inclusion, participation and public confidence in achieving reform of political processes in Somalia.

UNDP has developed substantial capacity development experience through previous project interventions in support of institutional and capacity development in support of the Somali Federal Republic and its member states and Somaliland, and through its global support for governance and peacebuilding in conflict-affected countries. Lessons learned from years of Somali assistance, as well as those captured by the UNDP global system have been integrated into the approach proposed in this Project.[23]

The recommendations of the evaluation of the first phase of the PSP (September 2016) have also been considered:

- Legislatures need to be harnessed as venues for inclusion, dialogue and reconciliation[24],

[23] In particular, the Project has integrated recommendations from the 2012 UN "*Civilian Capacities for Peace Report*" and 2013 UNDP report on "*Supporting Capacity Development in Conflict and Fragile Contexts – Lessons Learned from the Field*", which collect lessons learned from UNDP's capacity development support in variety of fragile contexts. The Project is also situated within the broader peacebuilding architecture and good practice of the UN, as captured most recently in UN Security Council Resolution 2282 (2016) on the *Review of the United Nations Peacebuilding Architecture*, which elaborated upon the concept of a "sustainable peace" and the role of institutions in state building and peacebuilding (http://www.un.org/press/en/2016/sc12340.doc.htm).

[24] The Project was working with parliaments situated in the cross-roads of a massive state building and peacebuilding effort, but emphasis on Phase 1 focused heavily on basic organizational development and capacity development. Some outreach activities were supported that enabled MPs to engage with the public, but funding was limited. Future support needs to focus more on developing the parliaments of Somalia as inclusive and accountable peacebuilding institutions, with capacities to facilitate and progress dialogue and reconciliation. Concretely, this may help to ensure that legislation and committee oversight more proactively focus on peace and stability, but it also means that MPs themselves need to be supported to develop their capacities for dialogue, constituency outreach and public engagement, including through efforts to undertake inclusive public hearings, community meetings to discuss sensitive topics and cross-clan/cross-region political dialogues between MPs, aimed at building a sense of nationhood amongst parliamentarians.

- Legislatures need support to focus on national development not just politics[25],
- Support for law-making and oversight needs to be situated within political context[26],
- Civil society should be more actively engaged as a partner[27],
- Orchestration / aggregation of results needs to underpin activities[28],
- Implementation approaches need to be leveraged for impact[29].

III. RESULTS AND PARTNERSHIPS

A. Expected Results

Based on this background, the proposed UNDP project intervention has following objective (outcome):

> ***Foster Inclusive Politics through the strengthening of the effectiveness and accountability of Somalia's parliamentary institutions to be more responsive to the needs of Somali men and women in promoting participation in political processes contributing to national peacebuilding, state building and development goals.***

To reach that overarching objective, UNDP proposes an integrated approach that would have the specific objectives to:

a. Strengthen the House of the Peoples and Upper House capacities and structures to become effective and representative institutions that promote transparency, inclusion and participation in political processes to progress state-building, peacebuilding, federalism and national development priorities:

The 10th Parliament will see an NFP with a House of the People as well as new Upper House. Working through the complexities of how these two Houses will work together will be challenging and will require both the provision of supportive technical advice at critical points, as well as responsive capacity development for new MPs and a revised Secretariat structure. To build confidence in and raise awareness of its role as an effective representative body, UNDP will work with the NFP to promote

[25] In Phase 1, the new institutions of Somalia were focused on the immediate transition into a new federal government. In reality, this involved careful management of politics, including within the new NFP. The new Government was also coming to grips with its new mandates, with few policy documents in place at the start of the NFP's term, making it difficult for the NFP to engage actively with any form of real development agenda. With the finalization of the new NDP however, a new phase of national Somali development will commence and the NFP (and state legislatures) will have an important role to play in overseeing its implementation, both through budget and other committee oversight and through constituency outreach to identify whether or not the NDP is being implemented effectively, including for marginalized and vulnerable groups.

[26] The evaluators identified that more attention needed to be paid to understanding the political context within which key stakeholders were operating, in order to better design interventions which were likely to actually have an impact. While UNSOM has the lead on political analysis, nonetheless, UNDP's national officers have a wealth of knowledge that can and will be tapped to build a better understanding of each operating context with a view to identifying entry-points for support which are most likely to enable UNDP to support activities with a likelihood of supporting sustainable change.

[27] The evaluators specifically recognized that establishing and building sustainable partnerships with civil society organizations (CSOs) and communities at large is an important component for a healthy parliamentary process, and should be a larger focus of the next phase. The evaluation found that "development of sustainable structural mechanisms between parliament and CSOs will lead to greater accountability, assistance in the oversight functions of parliament will provide outreach opportunity and information-sharing." This could include the development of mechanisms for consultations with CSOs, for example, through adding a feedback capability to the websites or engaging in more regular stakeholder dialogues, including with women and youth groups specifically.

[28] The evaluators encouraged UNDP to focus more on orchestration – alternatively called "aggregation of results" – by bringing together the various parts of successful utilization so that capacity building is connected to the opportunity to use those capacities to advance parliamentary functionality. During Phase 1, efforts were often spread thinly, such that useful activities nonetheless did not combine with other activities to aggregate for bigger results. In Phase 2, the project will focus on fewer issues but more intensively, to provide support from start to finish in support of law/policy reform processes. This will contribute to more tangible impacts, with the focus placed firmly on pushing for law-making and oversight action on the basis of capacity development rather than training as an output in itself;

[29] The evaluators identified "motivating partners" to actually use their developing capacities and powers as a critical challenge, but recognized that the careful development of Annual Work Plans (AWPs) tied to funding in Letters of Agreement (LOAs) had been one useful means of doing so. The evaluators found that it was particularly important for UNDP to work with partners to cooperatively set the targets and agreed activities in the AWPs, to ensure their ownership and then have a strong foundation to push for implementation of those agreed targets. Relationships of trust were critical to progress. That said, the evaluation also recognized that political commitment to change was not always within the power of the Project to leverage – in some contexts commitment was lacking and this requires understanding from donors and other expectant partners that UNDP's ability to push for substantive political and behavioral change is limited.

inclusion, participation and transparency, at all levels of decision-making. Additionally, UNDP will support Parliament in its legislative and oversight role, with a focus on strengthening institutional capacity and knowledge development, especially in relation to key parliamentary committees, rules of procedure and the professional skills of women and men MPs and the secretariat. UNDP will promote the work of Parliament in fostering Somalia's implementation of the SDG Agenda through gender responsive legislation and oversight.

b. Strengthen the Somaliland and Puntland Parliaments as well as the Emerging State Assemblies' capacities and structures:

While the NFP works through the challenges of its new structure, UNDP will also work with the new network of legislatures and emerging regional assemblies to provide immediate support to enable these new representatives to effectively engage with both federal and regional policy discussions. While Somaliland and Puntland have ongoing programmes, the emerging regional assemblies require major institutional development support as well as engagement with regional MPs to build their understanding of the role of a sub-national MP within a federal structure. While direct capacity development (including on gender responsive development of legislation and oversight) will be supported for these MPs, additionally, UNDP will support the establishment of a sustainable and institutionalized Forum of Federal Parliaments to enable these parliaments to share and discuss their own challenges and experiences.

c. Strengthen the vibrant civil society to engage and participate to the parliamentary work:

If Somalia's state institutions are going to be owned by the public, it is imperative that the public perceive them add value to their daily lives. It is critical that the NFP and other legislatures are supported to actively dialogue and reach out to the public to explain their role, engage with citizens and demonstrate the value of parliament to building an enabling environment for development which takes care of people throughout the country. The Project will prioritize work to dialogue with citizens and CSOs (including women groups) and to communicate, including through partnerships with the media and CSOs. Effort will be made to echo the voices of the citizens especially the most marginalized, including women, youth, rural and vulnerable groups.

d. Foster the implementation of SDG 16 in strengthening the capacities for dialogue, research and analysis on inclusive politics in Somalia.

Through its lead role in promoting the SDG Agenda globally and nationally, UNDP will support integrated activities that promote dialogue, research, and analysis relevant to SDG 16 and to achieving its targets of improving citizen participation in political and public life, build inclusion, strengthen accountability, and maintain constructive dialogues with democratic institutions, especially assemblies, that are necessary to successfully promote peaceful and inclusive sustainable development for Somalia. Through forums, comprehensive reporting, data gathering and knowledge development, UNDP will enable stakeholders to identify and measure key benchmarks on the political reform process. It will facilitate the incorporation of cross-sectorial activities on areas of common interest and particularly with issues concerning gendered participation, youth empowerment, and anti-radicalization.

The project will be implemented with an emphasis on the following guiding principles to promote inclusive politics and effective capacity building:

- ***Building sustainable capacity, by accompanying local actors at their pace:*** Subject to the security situation, UNDP staff will be placed within the parliament – national staff and international – so that they can more closely mentor/twin with counterparts. International consultants will be complemented by national and diaspora consultants who will closely mentor parliamentary staff, as well as training MPs, and regional expertise/placements will be prioritized whenever possible. Even when promoting outreach and inclusion, consultation processes and outreach/dialogue platforms and mechanisms will be developed to connect back to the parliamentary administration to ensure

they can continue such work beyond the Project. This will ensure that work between the parliament and citizens entrenches a "bottom up approach";

- ***Implementing with a sense of urgency:*** Capacity development support will adapt, as much as possible, to the fluidity of the process of establishing the institution by introducing flexible planning and fast-track procedures for the provision of services and goods, including using rapid response external expertise to be aligned with counterparts within the Parliament to ensure sustainability as well as establishing quick disbursement mechanisms to address unexpected critical needs in the achievement of key priority goals of their updated Strategic Plan;
- ***Benchmark-oriented assistance:*** Capacity development support will be fully aligned to the achievement of key benchmarks in Parliaments' Strategic Plans and/or agreed with parliamentary stakeholders in the context of this Project Document. This results-oriented approach is intended to concentrate project's resources on the achievement of key strategic objectives and outputs. Close monitoring of progress in implementation of the Project plans and review and realignment in response to the operating context will be critical.
- ***Global knowledge exchange:*** Ensuring that Somalia's parliamentary institutions, their members and administration, have access to international best practices in democratic governance to permit them to select the most appropriate tools and processes to enable them to effectively play their role;
- Upholds gender equality, dignity, respect and fairness for all women and men.

a. Strategic Engagement with National Federal Parliament

Output 1: House of the Peoples and Upper House capacities and structures become effective and representative institutions that promote transparency, inclusion and participation in political processes.

The project will work with the NFP on strengthening effectiveness and participation in its three constitutional functions of representation, legislation, and oversight to strengthen public confidence in the effectiveness of Parliament.

In order to build trust, the NFP must evolve to be seen to be inclusive and responsive, and operating on a continuing basis of effective performance and accountability throughout the political cycle. Where it has an increased capacity to incorporate the voices and interests of Somali women and men, regardless of age, sex or other means of identification, Parliament becomes a central institution for social cohesion. Efficiency in law-making and oversight functions is crucial to ensure the legitimacy of the parliamentary institution. Parliament's demonstration that it considers laws according to the interests of citizens, and holds the government accountable to defend those interests, strengthens public trust in the institution and the broader political and legislative process.

Parliament is the venue through which Somali men, women, boys and girls entrusted their representatives to discuss and debate critical issues of importance to national peace, stability and development. Therefore, it will be imperative to, through technical advisory and capacity building support, strengthen the capacity of MPs to enact gender responsive laws and engage through sectoral committees with efforts to establish mechanism to monitor the implementation of the National Development Plan and SDGs. The Project will focus strategically on identifying draft Bills and related committees for strategic support on the basis of directing limited resources to parliamentary processes and outputs that most significantly contribute to progressing overall development, peacebuilding and state building goals. The project envisages five Activities under Output 1:

Activity Results 1.1: Members of House of the Peoples and Upper House legislative and oversight capacities are strengthened, including on SDGs and peacebuilding issues.

The Project will focus on capacity development for MPs, in both the Upper House and House of the Peoples (HOP). In collaboration with Strengthening Somali Governance (SSG), an induction programme will be organized for both Houses separately, recognizing that each body has a different mandate and represents a different constituency (the new Upper House is the "states" house).

An ongoing capacity development programme will be provided to all MPs including women, with seminars run during the sessions on critical peacebuilding and development issues such as federalism, the NDP, the SDGs, Multi-party system, human rights treaty obligations, gender mainstreaming in law-making, the budget process, and anti-corruption mechanisms. When supporting development of the NFP Strategic Plan, efforts will be made to tie back the Strategic Plan to priorities from the NDP, SDGs implementation, peacebuilding and state-building. Support to create capacity and mechanism to monitor the implementation of the NDP and SDGs will be provided.

In this regard, the project envisages the following indicative activities:

- Orientation and Induction with SSG for all new MPs
- Circulate an annual questionnaire to identify ongoing priority training needs of MPs
- Seminars for MPs each parliamentary session tied to NDP and SDGs priorities
- Technical advisory support and training to all MPs on role of UH in federal system and relations between the Houses
- Targeted trainings tied to critical national issues, committee priorities and/or draft Bills
- Enhance MPs commitment to gender mainstreaming, Human Rights and Rule of Law through training (e.g. Bill of Rights, critical treaty processes, PSGs 1-3)
- Enhance MP financial oversight capacity, through training on government budget, budget cycle and budget policies and publication of a Parliamentary Handbook on Financial Oversight

Activity Result 1.2: Committees are supported to perform law-making and oversight functions

Committees are critical to the NFP's effectiveness. They are often known as the "workhorses of parliament". The Project will train MPs on how to effectively promote and transparent oversight and public participation in the work of committees. Two basic Handbooks will be produced in Somali, one on the legislative process and one on committee work[30]. Support will also be provided to build the secretariat capacities to support key parliamentary committees, with training and technical advisory support. The committee services unit will be supported and strengthened, and a dedicated National Officer will focus on committee work. In this regard, the project envisages the following indicative activities:

- Work planning support to guide committees to develop their agendas / priorities / outputs
- Technical & issues-based capacity developed for Committee members, including training on running public hearings
- Mentoring/training for committee staff to provide support services
- Produce Handbook for Committees providing guidance on committee process, reporting, public hearings
- Direct technical advice provided in support of Bills review / inquiries
- Support to establish sustainable mechanisms for consultations
- Support committee outreach activities on selected thematic areas.

Activity Result 1.3: Strategic and institutional capacities of NFP are strengthened

The project will support the institutional capacities of both houses to allow them to become strong and efficient institutions. In this context, the parliamentary leadership, the basic administration organization and structure (human resources and organigram) and financial management capacities will be strengthened. While UNSOM has the lead on engaging with the political elements of the two Houses division of powers,

[30] The legislative handbook will complement AWEPA's plan to develop a more detailed tool on bills analysis. SSG is supporting budget analysis and budget committee review, but their Project will complete in September 2017. UNDP was invited to partner and coordinate with them to ensure a smooth transition in post-2017 support. To this end, UNDP will work with SSG to take over the budget review and oversight activities of the NFP, complementary to the small pieces of work AWEPA is also planning in this area.

nonetheless, it will be imperative on UNDP to provide technical advisory support and ongoing development support to ensure that the two houses have clear mandates and positive framework managing the relationship between the Upper and Lower House. Support will then be given to the two Houses to work through the challenges of how the Houses could work together, culminating in a single NFP Strategic Plan and Rules of Procedure for both houses. In this regard, the project envisages the following indicative activities:

- Technical advisory support to define the mandate of the Upper House through development of Rules of Procedure,
- Support to establish constructive relationship between the Upper House and the House of the People to avoid any conflict that may result in blockages or delay.
- Support to establish the joint constitutional review committee and define its mandate.
- Ongoing Technical advisory support/training for HOR and UH Speakers and support staff
- Technical advice available, including for Rules of Procedure drafting
- NFP Strategic Plan 2016-2020 developed (covering both Houses) with SSG .
- NFP Organizations Chart revised to account for UH support
- Support Parliamentary Leadership
- Staff trained on financial management re parliaments budget and on procurement
- Guidelines and internal processes developed to ensure accountable and transparent expenditures
- Support provided to produce annual parliamentary financial reports

Activity Result 1.4: NFP Secretariat capacities are strengthened

In order to ensure the establishment of a sustainable institution, the project envisages to strengthen the capacities of the secretariat staff. While substantial progress was made previously to build the base-level capacities of the Parliamentary Secretariat, there remains considerable work to be done to ensure the Secretariat has the sustainable staffing capacities to provide the full range of services to MPs. Efforts will also be made to develop the capacities of key units that provide services to MPs themselves. Most notably, the Project will work with the Secretariat to strengthen the legal and research offering to MPs (including the parliamentary library and website) as well as the capacity for budget analysis with a view to eventually some form of small Parliamentary Budget Office within the NFP (in cooperation with SSG). As discussed under Output 3, the Project will also work to support the public outreach and communications functions of the NFP Secretariat, with a view to strengthening the NFP's ability to engage with the media, CSOs and the public more generally (see below for more). In this regard, the project envisages the following indicative activities:

- Develop Research Unit and Parliamentary Library to provide equality research to MPs and committees
- Enhance the Legal & Legislative Services Department to provide legislative drafting and technical advice to MPs & engage in reviewing/drafting of the legislation
- Develop budget analysis capacities within Secretariat to provide advice to MPs and critical budget/finance committees

Activity Result 1.5 Parliament's role in promoting inclusion and participation in the parliamentary process is enhanced

A key factor in ensuring Parliament's relevance and connection to citizenry is in facilitating effective input on policy discussions by citizens and civic groups into legislation and oversight actions. Engagement with citizens and accountability of MPs are also demonstrably enhanced when parliamentary activities are open and transparent, enabling MPs such as where parliamentarians outreach to citizens and constituents, where media are engaged and where updated useful information on parliamentary activities is made freely available. Those efforts are also crucial in the perspective of the multiparty reforms and the establishment of new parties. In this regard, the project envisages the following indicative activities:

- Support to the inclusion and participation in the work of parliamentary committees through enabling a formal structure to gather input from civil society, and the facilitation of public hearings, including those outside the capital
- Support to enabling strategies and opportunities for transversal engagement and mainstreaming of target groups (youth, women, persons with disabilities) in dialogue on parliamentary review of policy
- Engage on specific activities to support enhanced engagement and awareness of women MPs in parliamentary activities
- Support to providing capacity development opportunities for standing committee members and staff on legislative and oversight role, including to enabling review from a gender-sensitive perspective and facilitating access to independent expertise
- Support the development of the legal framework for the establishment of a multiparty system.
- Development of internal rules and procedures to adapt the work of the parliament to the coming multiparty system.

Activity Result 1.6 The National Federal Parliament's role in the Constitution-making process is strengthened

The inauguration of the 10th Parliament of the Federal Republic of Somalia is a historical milestone. The 9th Parliament was the first to serve a full term in more than 20 years. One of the major tasks of the 10th Parliament will be to finalize the review of the Constitution. The constitutional role of the National Federal Parliament newly composed of the House of the People and the Upper House representing the States is crucial to the development and adoption of a genuine social contract that could bring sustainable peace in Somalia. It is proposed that the National Federal Parliament sets up a joint committee composed of both Houses members for the review of the Constitution. In this regard, the project envisages the following indicative activities:

- Support to the establishment of a joint Constitutional Committee
- Support the Oversight Committee Report on Chapters 1-5 and 10-14
- Support to the Consultations with Regions in the Constitutional framework
- National Consultative Conference

b. Strategic Engagement with Somaliland and Puntland Parliaments and emerging state assemblies

Output 2: The new federal network of legislatures and assemblies is strengthened

Activity Result 2.1. Network of legislatures (NFP and state legislatures) is developed to support the implementation of federalism the harmonization of federal activities and multiparty reforms.

The new state assemblies in Jubaland, Southwest, Galmudug and HirShabelle are nascent legislatures, but the MPs in these new states have proven to be some of the most committed to the democratic and federal ideals of Somalia. The establishment of these new legislatures comprises one institutional step towards implementing federalism. Notably, the NFP was instrumental in assisting these state legislatures at their infancy, with leadership and staff from the NFP providing some initial capacity development assistance in 2016. These positive relations can be harnessed and expanded in order for there to be information-sharing across the legislatures of Somalia, to share lessons learned and identify good practice pitfalls. Already, there has been a Speakers Forum that brought together the NFP Speaker with the state Speakers to discuss key issues. The Project will continue to support such forums, with a view to establishing them as an institutionalized sustainable coordination, knowledge and information-sharing mechanism. This draws on good practice developed in South Africa where Speakers' Forum of South Africa brings together the national Parliament and the Provincial Legislatures to organize as a sector and engage in efforts aimed at asserting

the sector against potential threats to their independence.[31] Through the Somalia Speakers' Forum, the Speakers of the federal and state legislatures have already started meeting. Efforts will be made to institutionalize these meetings on a quarterly basis. Each meeting will include a formal presentation on a technical topic such as plenary debate, voting or SDGs while at the same time providing space for the informal exchange of ideas. Thus, far, Puntland has not yet taken part in any such activities with the Federal Parliament (and the Federal Government more generally), so it will be important for the project to work to facilitate the inclusion of Puntland in this Forum. The newest State formed in October 2016, HirShabelle, will benefit greatly from such a network of state legislatures. In this regard, the project envisages the following indicative activities:

- 6-monthly Speakers Forum institutionalized fostering solidarity and knowledge exchange between the assemblies.
- Issue-based training/seminars for MPs and staff on joint challenges and common issues to all legislatures.
- Support meetings of Upper House State Representatives with their State Assemblies to discuss substantive regional, constitutional issues and develop relationships.

Output 3. Capacities and structures of the Emerging State Assemblies are strengthened in support of peacebuilding, state building, federalism and development

There are currently four newly formed states (technically still interim regional administrations): Galmudug, HirShabelle, and South West (plus the already established state of Puntland) making a total of five states in the federal Somali. Each has a legislature which has the responsibility to uphold the State Constitutions, pass state laws including approving the state's annual budget. Their effective functioning will be critical to facilitating the implementation of constitutional federalism. However, these legislatures do not have buildings and staff of their own and most have no budget to hire staff and set up Secretariats. The project envisages three activities under Output 3:

Activity Result 3.1. Structural and institutional capacities of the Emerging State Assemblies are strengthened

As such, the Project will provide support to build the legislatures institutions. This will be provided namely through technical advice to Speakers and their support staff on procedural and management issues to set up the newly formed state assemblies. In this regard, the project envisages the following indicative activities:

- Provision of three consultants to each state legislature - a legal advisor, a parliamentary expert and a finance/administrative consultant -.
- Provide basic infrastructure support (e.g. desks, office space, computers, stationery, and internet) for up to 3 years.
- Support development of Assembly Strategic Plans to guide priorities for the term.

Activity Result 3.2. Law-making and oversight capacities of the Emerging State Assemblies are strengthened

As the Executives in the new states begin to function and have annual budgets, the State Assemblies must be ready to receive the budgets and appropriations bills. With support from the project, MPs will be better prepared to review annual budgets and will ensure that they are in line with the people's priorities (in synergy with activity result 3.3.). Parliamentary committees have just been established in three states and will be established soon in the fourth state. In this regard, the project envisages the following indicative activities:

- Build the capacity of the committees with interns from an expanded Young Graduates Programme who can fill the staffing gap in these new legislatures on a temporary basis.
- Targeted trainings tied to critical issues, committee priorities and/or draft Bills
- Enhance MP law-making, oversight and budget capacity

[31] See http://www.sals.gov.za/show.php?show=4 for more.

Activity Result 3.3. Representation and dialogue /mediation capacities of the Emerging State Assemblies are strengthened

One of the key priority is to build linkages between parliaments and their people, namely, to inform the members while they perform their functions of law-making or oversight (including the budget), namely in collecting information on local development priorities with a view making NDP and SDGs implementation efforts more locally appropriate.

Another important role that the emerging state assemblies will be playing is peacebuilding and reconciliation. The project will address this role in two ways: finding ways for Members to work together within and across clan lines and sending MPs as representative and prominent local leaders for dispute resolution. Through these outreach events, the MPs not only will teach citizens about the role of the state legislatures but will also address the larger state-building idea. With carefully designed outreach materials, the MPs will leave behind important messages in the areas they visit. Local radio (privately owned) is available in each state and may be used to send messages on what the state assemblies are doing, what bills are being debated, what committees are reviewing among other activities. In this regard, the project envisages the following indicative activities:

- Provide capacity development training for MPs, with a focus on procedures, dialogue and reconciliation, federalism and the NDP/SDGs.
- Support MPs to undertake outreach and conflict mediation activities.
- Support meetings between MPs, civil society and the public to discuss policy and development issues.
- Enhancing the capacity of women's MPs at State level.
- Enhance the capacity of youth MPs.
- Support the development of the legal framework for the establishment of a multiparty system.
- Development of internal rules and procedures to adapt the work of the parliament to the coming multiparty system.
- Enhance the capacity of MPs both women and men on gender responsive legislation and human rights

Output 4: Capacities and structures of Somaliland and Puntland Parliaments are strengthened in support of peacebuilding, state building, federalism and development

The project has been designed to take into account the unique context of Somaliland. With the extension of the term for the current MPs, there will be no parliamentary elections in Somaliland in 2017 as previously anticipated. The Puntland assembly, as assembly of the first established State constitutes also a special focus for the project. Their effective functioning will be critical to the institution-building and development and reconciliation efforts. The project envisages three Activities under Output 4:

Activity Result 4.1. Structural and institutional capacities of Somaliland and Puntland Parliaments are strengthened

The Project will provide support to develop further the Somaliland and Puntland Parliaments institutions to allow them to play their democratic and constitutional roles. Parliamentary elections in Somaliland are likely to be in 2018 and in 2019 in Puntland. Therefore, new MP induction will be planned for the MPs in these two legislatures. In Somaliland, the project will also support the House of Elders (Guurti) in focusing on the development of the Traditional Leaders bill (establishing a selection process for the elders when their terms come to an end). In this regard, the project envisages the following indicative activities:

- Undertake induction for MPs (after election) on their roles and responsibilities.
- Provide substantive training for MP's on gender, human rights, RoL and SDGs.

- Train MPs on the duties and functions of committees, including role of an individual MP; committee proceedings and meeting management; committee powers; importance of public hearings; preparing reports; dialoguing and negotiating through disagreements.
- Support to Somaliland and Puntland Parliaments Strategic Plan 2017-2021.
- Review of the legislative process in the Rules of Procedure of Somaliland House of Elders (Guurti).
- Support Somaliland House of Elders to Initiating a national dialogue about the legal framework of the House of Elders.
- Develop a response plan for Parliament on addressing the outcomes of the House of Representatives recent public perception survey.
- Equip the new library premises with proper furniture, books, e-library facilities and photocopy machine and a research Centre.

Activity Result 4.2. Law-making and oversight capacities of Somaliland and Puntland Parliaments are strengthened

MPs, staff and committees' capacities will be strengthened by the project in order to allow the Somaliland and Puntland Parliaments to fulfil their law-making and oversight duties. To improve the quality of debate and voting during plenary, the review of legislation and the ability of MPs to amend legislation or draft private members' bills, and enhance the oversight work of committees, the project will support the establishment of a legal unit in the Parliaments of Somaliland and Puntland (building on the advisory services provided during Phase 1). The Budget/Finance Committees and the Public Account Committees in Somaliland and Puntland will be supported to improve their capacities to analyses the annual budgets and to review audit reports. The project will see to establish partnerships with the Auditor General's Office in Garowe and in Hargeisa as well as the newly established Anti-Corruption Commission in Garowe. Through these and other innovative initiatives, the parliaments will become better equipped in their legislative and oversight roles. In this regard, the project envisages also the following indicative activities:

- Train committee staff on writing skills and managing record of the committee meetings.
- Support the initiation of draft bill for Somaliland traditional elders, Sultans and Chiefs.
- Support Somaliland parliament to prioritize 4 laws per year, and provide support of technical expertise on substantive issues
- Provide technical support to the Finance Committees during the Budget Cycle
- Support Committee staff to undertake budget analysis and research for MPs
- Facilitate the establishment + process of pre-budget hearings/consultations in a way which engages the public
- Produce Handbook for Somaliland Parliament (HoE and HoR) for committee staff with guiding templates and forms to support managing committee reporting.
- Support priority committees in their ongoing committee work
- Support Committees to undertake oversight missions and public hearings
- Support committees to undertaken human rights and gender review of legislation
- Internship programme for Somaliland young graduates to scale up the outreach and committee support activities.

Activity Result 4.3. Representation and dialogue /mediation capacities of Somaliland and Puntland Parliaments are strengthened

An important priority is to build linkages between parliaments and their people, namely, to inform the members while they perform their functions of law-making or oversight (including the budget). In this framework, the project will continue to support the Parliamentary Regional Offices but with a new focus on constituency services and ensuring that MPs are equipped to have outreach meetings at the offices and will follow-through on the promises made to the citizens. In both Puntland and Somaliland, training media and developing Parliament's public relations office will be important to increase the citizen's understanding on the role of Parliament and trust in a democratic society. In this regard, the project envisages the following

indicative activities:

- Work with Somaliland Parliamentary Leadership to implement Communications and Outreach Plans, which prioritizes transparency and focuses on outreach to women, youth and marginalized groups.
- Provide technical and financial support for 5 regional offices for the Somaliland Parliament (Shared between HoR and HoE).
- Support MP's constituency visits.
- Support development and printing of outreach material for the Parliament building and constituency offices.
- Organize outreach campaigns to reach rural community (village level) to make them understand the roles and responsibilities of the MP's and the two houses.
- Develop handbook and templates (in Somali) on how to do public hearing and report writing skills.
- Support media outreach for MPs to reach out their elected communities.
- Promote women and youth participation with parliament in support of upcoming elections.
- Support the development of the legal framework for the establishment of a multiparty system.
- Development of internal rules and procedures to adapt the work of the parliament to the coming multiparty system.

c. Strategic Engagement with civil society

Output 5: Various assemblies engage with and respond to needs of civil society, including the marginalized groups

One of the most critical aspects of the Project will be the focus on strengthening the dialogue and trust between the legislative institutions and citizens, in addition to enhance the capacities of the assemblies and their members on parliamentary outreach. Somalia's peacebuilding and state-building agenda is underpinned by the recognition that citizens should understand the important bridging role of the assemblies between the State and them and how they can interact. This understanding is critical to building the "legitimacy" of these institutions. To this end, the NFP and other legislatures will be supported to proactively engage with the public, to open communication and dialogue channels through institutional mechanisms, to raise awareness of the role of a parliament in a democracy and the relationship between parliamentarians and the public in an accountable, representative multi-party democracy. This will not only contribute to trust-building and state-building, but ties back with the role of assemblies and its members as representatives of the people. To ensure that the civil society, including women's and marginalized groups are capacitated and empowered to engage and participate to the political processes and particularly the parliamentary processes, the project will strengthen their technical and financial capacities. The project envisages four Activities under Output 5:

Activity Result 5.1. Representation and dialogue capacities of the various assemblies are strengthened

A major challenge in the framework of the institution-building and in the reconciliation efforts consists in the role and ability of the assemblies to echo the voices of the various citizens in the management of the State and the development of the country including in the implementation of the NDP and the SDGs. In order to reach that objective, a) the assemblies and their members should be have the capacities to represent the citizens (see previous outputs strengthening their capacities in this area), b) the civil society should be capacitated and empowered (see activity result 5.2) and c) proper mechanisms to create constructive dialogue between MPs and citizens should be established. The project will then facilitate and assist the establishment of sustainable mechanisms for engagement between NFP and State Assemblies and CSOs.

In order to strengthen the communication capacities of the assemblies, the assemblies do not have the staff numbers to do their own comprehensive outreach, but strategic partnerships could enable the NFP to reach more people. These partnerships will be harnessed in support of an attempt at more comprehensive civic education by the parliament, with a focus on building the understanding of the public of democracy,

accountability processes and the role of state institutions in progressing peacebuilding, state-building and development. Materials and resources will be produced to support this work, including posters, simple brochures, radio spots and civic education materials. Therefore, the project will develop a threefold strategy:

i. Support the Secretariat to develop its own public outreach and communications capacity, in line with the Outreach and Communications Strategy developed by the NFP in 2014/15[32]. Civic education materials such as pamphlets, booklets and posters will be developed in the Parliaments of Puntland and Somaliland with the project assistance[33].
ii. Work in partnership with CSOs, both to tap their technical expertise and knowledge of constituency issues, and to engage in more effective outreach to the regions, where many CSOs have strong networks and credibility amongst the public.
iii. Develop stronger partnerships with journalists and media with a view to ensuring regular, accurate parliamentary reporting, as well encouraging MPs to develop better information-sharing.

The project will provide support through the following actions:

- Support to the establishment of sustainable mechanisms for engagement between Assemblies and CSOs.
- Develop a civil society roster for NFP Committees to draw on for expert advice.
- Develop key materials (brochures, posters, etc.) on parliament for public awareness-raising
- Develop Parliamentary Civic Education Handbook to help guide CSO outreach.
- Develop Parliamentary website as outreach tool (including profiles and a directory of MPs; timely uploading of draft Bills and committee reports).
- Develop and implement parliamentary/civic education programmes in partnership with CSOs, Universities, etc.
- Train the media on parliaments roles and how to engage
- Support parliamentary reporting training for journalists together with key Communication Staff
- Develop partnerships with radio and TV to run parliamentary outreach activities.

Activity Result 5.2. Civil society organizations' capacities are strengthened to constructively engage and participate to the parliamentary works

To empower and capacitate the civil society (including women's groups) to participate in the political processes and to attain the objective of the inclusive political processes, training will be conducted to empower CSOs to effectively engage in the legislative and oversight (including budgetary process) functions. In addition to this, small grant system will be established, not more than $ 5000 to 20 CSOs to implement different joint activities to support consultations on Bills and organize platforms for public dialogue targeting the most pressing issues in the country.

So, the project will provide support through the following actions:

- Train NGOs / CSOs (including women's groups) on the legislative, oversight and budgetary processes.
- Strengthen the NGOs / CSOs (including women's groups) technical skills for engaging with assemblies' organs, including MPs, parliamentary committees and staff.
- Organize quarterly MP-CSO Roundtables.
- Small grant scheme to CSO to conduct joint activities with the Parliament.

Activity Result 5.3. Women's participation and engagement the parliamentary processes

[32] Already, the NFP has a small communications unit that makes videos and short clips for broadcast. This team will be developed into a more sustainable unit with responsibilities for implementing the NFP Outreach Strategy.

[33] "How a bill becomes a law" posters will be provided to Parliamentary offices at the regional levels as well as to schools. Posters showing the MPs pictures can be used to educate the citizens as to who the representatives are, security permitting. Committee manuals, which includes public hearing guidelines, will be distributed to MPs and staff but also to civil society organizations. Civil society directories list all the organizations in Puntland and Somaliland and can be valuable tools for MPs to use to engage the groups active in their constituencies as well as locating organizations working on a topic that is needed in their area. All these materials will be printed in Somali and will be distributed to the regional parliamentary offices as well as through CSOs throughout Somaliland and Puntland.

are strengthened

Complementary to the work on dialogue, civic education and outreach, it is important that the NFP and other legislatures can to reach out to specific marginalized groups, most notably, women and youth.

The project will develop gender capacity strengthening activities as trainings for MPs on gender specifically and gender mainstreamed into all other activities As such, the Project will support the development of the Women's Caucus within the 10th Parliament (NFP) for coordination reasons[34]. The South-West State Assembly (SWSA) intends to develop a women's caucus. The Project will support its establishment. The Project will also work with women MPs in other legislatures and assemblies with substantial numbers of women MPs to establish women's caucuses and to provide specialized training to women MPs based on their unique challenges they are facing. As part of the work to develop CSO partnerships with the NFP and other legislatures, the Project will also pay special attention to identifying women's groups for engagement. These groups can be supported with advocacy training to enable them to more effectively lobby parliaments. The Project will also facilitate connecting up these women's groups with MPs and relevant parliamentary committees, especially during public hearings. So, the project will namely provide support through the following actions:

- Support parliamentary women's caucuses if/when established.
- Work with women's groups to deliver training on advocacy and other skills for engaging in parliamentary lobbying.
- Deliver training to all MPs on gender equality and human rights issues.
- Strengthen the capacity of women CSOs to hold parliaments accountable.

Activity Result 5.4. Youth's participation and engagement the parliamentary processes are strengthened

The Project will also support the NFP Youth Caucus. This was one of the most successful community engagement results from Phase 1 of the Project, with the former Youth Caucus working quite proactively to reach out to young people. With a small contribution of funding from the Project, the Youth Caucus engage widely with youth groups, a constituency that is critical to Somalia's peacebuilding and national development efforts. This work needs to be built upon and extended. The Project will provide specific capacity development support to Youth Caucus MPs and relevant sectoral committees to build their technical capacities, for example, on issues such as youth unemployment, SRHR and countering violent extremism. In this regard, the project envisages the following indicative activities:

- Support NFP and other parliamentary young men and women caucuses if/when established
- Support to the institutionalization of the Parliamentary Open Day to engage secondary schools and universities.
- Work with young women and men groups to deliver training on advocacy and other skills for engaging in parliamentary lobbying
- Develop partnerships with Universities to promote young women and men engagement with the NFP
- Develop awareness-raising campaign targeting young women and men to build understanding on democracy, parliament and good governance

Activity Result 5.5. Political parties have stronger capacities to prepare effective policy platforms

In the perspective of the multiparty system and the direct elections in 2020, the development of strong and active political parties is crucial to fostering the participation and inclusion of Somalian citizens in decision-making processes. The parties build and manage the interface between citizens and decisions makers in policy development and turn ideas into reality. New political groups require exposure to skills, and practices.

[34] AWEPA has already indicated that it intends to support the development of the Women's Caucus within the 10th Parliament.

UNDP proposes to support opportunities for political parties to develop their engagement in dialogue, to enable connection to citizens to the role and position of political parties beyond the current tribal and regional voting patterns. The project envisages working with political parties in the following areas:

- Support to political parties and formative political groups with non-partisan training on methodologies for formulation and development of policy platforms, and on electoral preparations
- Support to the establishment of non-partisan policy forums enabling cross-party and quad-partite (parties/government/Parliament/civil society) dialogue on policy issues, especially those relevant to the SDG Agenda
- Support to the establishment of a common online tool for political parties to present, and for public to have access to, policy platforms

d. Strategic Engagement on the SDG Agenda

Output 6 : Implementation of SDG 16 in Somalia is enhanced through strengthened capacities for dialogue, research and analysis.

Activity Result 6.1 Somalia capacities to achieve implementation of SDG 16 are enhanced through dialogue, research and development of knowledge analysis

In line with the NDP objective to foster Inclusive Politics, the SDG 16 calls for effective, accountable and inclusive institutions, at all levels for peaceful and inclusive societies. With the other actors of the multiparty reform, assemblies, as representative of the citizens, have to play a key role in this transformative process. In this framework, it is evident that achieving progress in participation and inclusion will also require a focused and coordinated approach to developing knowledge and resources, especially in regards to research and analysis on cross-cutting areas, and for that information to be widely shared. As indicated, there also will needs to be an environment that enables peer-to-peer dialogue on relevant topics. In synergy with the previous outputs, and particularly the output 5 on the dialogue between assemblies and citizens, , the output 6 proposes an integrated approach to ensure that SDGs are integrated throughout political processes in Somalia.

At the global level, progress towards achievement of the SDGs is monitored through several indicators. These are developed and overseen by the global Inter-agency Expert Group on SDG Indicators, made up of national statistical offices and the UN Statistics Division as its Secretariat. Currently, there are two global indicators which will likely be used to monitor the target 16.7: Indicator 16.7.1: proportions of positions (by sex, age, ability, and population group) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions, and Indicator 16.7.2: proportion of population who believe decision-making is inclusive and responsive by sex, age, ability, and population group. The project will support the monitoring of these indicators in Somalia and best inform policymakers, including parliamentary actors.

In the proposed work on dialogue, research, and analysis, UNDP benefits from its leading role on providing research and data on development issues, such as its work on the Arab Human Development Reports, and the recently launched Arab Development Portal, which engages with the government, academia and civil society in analysis.

In this regard, the project envisages working on the following areas:

- Facilitate research and analysis on SDG 16 and related issues, including: inclusion of key groups (women, youth and other groups); relevant issues of political and legislative reform; role of inclusive political processes as a counter-extremism measure.
- Conduct of annual surveys and related focus groups to provide core baselines/benchmarks on public perception of political processes.

- Conduct of stakeholder workshops, including high-profile annual event reviewing progress on progress towards achieving SDG 16.
- Production of regular reports and research/analysis, including annual report on developments of SDG 16 implementation in Somalia.
- Support a NGO in the development of an Inclusive Politics Resource and Training Centre to act as a focal point and platform for developing skills in relevant areas and to encourage knowledge sharing and dialogue on inclusive democratic processes.

B. Resources Required to Achieve the Expected Results

Global experience shows that the most critical element of any parliamentary development project will be its staff. Whereas some projects focus on infrastructure, equipment or grants management, parliamentary projects traditionally rely on technicians with the capacity to provide reliable, timely, quality advice. Without access to such staff and/or short-term experts, parliamentary projects run the risk of providing slow and/or inaccurate advice. Accordingly, this Project requires a substantial staffing complement as the primary delivery approach will be through direct capacity development and provision of technical advice. To this end, the Project proposes two international specialists to lead a strong team of national officers with capacities to support institutional change management and to deliver capacity development in areas such as research, legal advice, public outreach and organizational development. This core team will be supported by a Quick Deployment Unit, who will be a team of parliamentary experts on retainer to provide on-demand, responsive advice on specific procedural or substantive issues. To ensure continuity, joint project staff team contracted already under the preceding Parliamentary Support and Constitution Review Support Projects (2014-17) are automatically being transferred to the new phases of both Parliamentary and Constitution Review Support projects under the same posts/ level.

Although the Project is primarily a capacity development vehicle, nonetheless, the limited budget of the Federal Government and emerging administrations make it likely that some funding will need to be provided in the coming phase to support basic infrastructure development, equipment procurement and possible staff supplementation. Learning lessons from staff support to the NFP, the Project in Phase 1 has provided funding for national consultants to work within the nascent state assembly secretariats, but has not provided funding for staff directly, in order to avoid over-reliance on external support for core services. This policy of not paying parliament staff salaries will continue. Other such core support will be kept to an absolute minimum but the reality is that these parliaments simply will not be able to function if they have no staff or infrastructure capacities whatsoever. That said, any such support will be very limited and based on agreements with partners that stress their accountability for value-for-money procurements and their own staffing budgets.

C. Partnerships

One of the guiding principles of project implementation will be to maximize scarce resources in a restricted operating environment by focusing on developing effective partnerships, based on comparative advantages and close coordination of activities in a coherent and complementary way. Already, during Phase 1 partnerships were developed with AWEPA. To better coordinate efforts, during Phase 1, the Parliament of Somaliland held quarterly donor meetings to bring together these partners, chaired by the Secretary General. It is anticipated that these will continue in Phase 2 and will also be replicated in Puntland and to coordinate work in support of the NFP.

During Phase 2, there are already two other organizations namely Max Plank and SSG with confirmed activities during the 2017-2018 period with whom UNDP has already developed partnerships:

- *Max Planck* Programme (2017 – 2018): In continuation of Max Planck work in support of the federal parliament oversight committee on constitutional review process from 2013 -2016, Max Planck will implement follow up project from 2017 – 2018. The project aims to strengthen the capacity of the Somali Federal Parliament through provision of trainings and technical advisory support. This program component involves for holding series of trainings for parliamentary committees i.e Joint constitutional review committee, Justice committee, Interior committee and RoP committee. The

trainings will focus on rules of procedure, legislative drafting, constitutional amendment, fundamental duties and rights, parliamentary oversight and budgetary process. Max Planck will also support conduct of Joint retreat constitutional review committee. UNDP and Max Planck will work together and coordinate with other strategic partners in the implementation of these activities.

- ***Chemonics-USAID's Strengthening Somali Governance (SSG) Programme (2017-2018)*****:** The SSG Programme has three governance objectives, the first of which is "Improved Legislative, Oversight, and Representational Functions of Somalia's Deliberative Bodies". SSG has one more year of funding, from 2017-18. In year four extension period, SSG will primarily support the newly elected FPS, while also providing limited support to the Somaliland PAC. It mainly focusses only on Objective 1, activities have been organized around six sub-objectives and are aligned with the three implementation areas outlined in the SSG extension proposal: improving legislative functions, improving representational functions, and improving oversight functions.

During year four, the project targets primarily focus induction trainings, on both core legislative processes and committee subject matter, based on parliament demand. It also supports staff committees to enact key legislation; increased number of FPS public hearings and public consultations. Similarly, the project will target the budget committee staff to improve ability to analyze and report on proposed national budget and end of year budget reconciliation, both in FPS and the Somaliland PAC. The program will support to build the capacity of FPS in the development oversight tools to increase government accountability. In Somaliland, the PAC holds budget oversight hearing. The initiative will also enhance parliament website to including legislative tracking system with basic parliament research office.

SSG will coordinate with other implementing partners, particularly UNDP and Max Planck Institute. SSG will also encourage Parliament coordination at the committee level through shared work planning and public hearings. SSG will support institutional coordination through the FPS website transition from an HoP platform to a dual chamber information platform. It will also promote shared use of the Research Office based in the Upper House.

In addition to working with key parliamentary support partners, UNDP also has a range of existing national and regional programmes which could be drawn on to support the Project. UNDP Somalia has a range of other projects which can be tapped for expertise, most notably in the area of rule of law and security reform, but also in relation to stabilization, state formation, local governance, poverty reduction and environmental protection. Likewise, UNDP is part of the One UN family in Somalia and intends to continue to work closely with other agencies to coordinate efforts to deliver on policy reform as well as to harness their expertise for the benefit of Somalia's parliaments. Already, in Phase 1 UNDP worked with UNODC to source expertise on the Anti-Money Laundering and Counter-Terrorism Bills considered by the NFP. UNDP will also work more closely with the UNSOM/UNDP Rule of Law Programme, to harness their work supporting Ministries of Justice (MOJ) to develop legislative drafting units. This work directly impacts on the bills received by parliaments. It may also be possible to organize joint capacity development training for staff in both MOJs and parliaments with responsibilities for legislative analysis and drafting. A coordinated approach on legislative development would allow for synergies to be developed across programmes and a more efficient use of resources. UNDP will also draw on expertise from agencies like UNWOMEN, UNHCR and OCHA. At the global level, UNDP is the leading multilateral organization in the field of parliamentary strengthening, providing support to more than 70 parliaments around the world. UNDP Somalia will also draw on UNDP's global expertise and resources on parliamentary development for the benefit of this Project and the Arab region's programme on parliamentary development. Already, the NFP is being included in the Arab region programme on parliaments and SDGs, and this partnership will be strengthened over the coming four years.

In order to ensure that the Project appropriately reflects the ever-changing political context in Somalia, UNDP will also continue to work closely with UNSOM. The PSP Chief Technical Advisor will continue to co-locate with UNSOM's Political Affairs and Mediation Group in order to facilitate joint visioning of political and parliamentary pathways to peacebuilding and state building, and the CTA's participation in the broader UN Integrated Constitutional Support Team will also facilitate information sharing and coordination amongst the broader set of UN sectoral teams.

This phase of the Project will also prioritize active development of partnerships with civil society groups and Somalia's legislatures. Whereas in Phase 1 there was a strong focus on building the institution of the legislatures, Phase 2 will include a heavy emphasis on facilitating partnerships and networks across and between civil society and parliaments, in order to support the overarching aims of federalism, peacebuilding and national unity. To this end, CSOs and community groups will also be provided the necessary facilitation skills to engage with their parliamentarians to ensure public participation and achieve accountability.

D. Risks and Assumptions

Somalia is a complex operating environment due to the security and political situation. Similarly, the 2016 electoral process is unprecedented, and the implications of the clan-based membership of the legislature, as well as the addition of the Upper House, will take time to be fully worked through. Designing and delivering a Project in this environment – particularly one which deals with an institution as inherently political as a legislature – requires a proper analysis of risks and assumptions in order to ensure that strategies for prioritization, implementation and partnership are properly grounded.

At the outset then, this Project recognizes certain **critical assumptions** about the overall political and security context, as well as the operational basis for implementation. Many of these assumptions relate to the broader political context within which parliaments will be operating, and as such are beyond the control of the Project. That said however, the Project will work very closely with UNSOM and other development partners to track these issues closely and offer technical advice on possible mitigation strategies where these assumptions look like veering off course. Specifically:

Overarching political and security context

- The 2016 indirect electoral process and subsequent election of the President will take place as a peaceful transition of power, generally following constitutional timelines;
- There will be no significant challenge (legal or political) made to the indirect electoral process of the NFP, including in relation to the creation of the new Upper House;
- Somalia's institutions will continue to work towards developing a federal legal framework and supporting institutions, including in cooperation with the NFP and state assemblies;
- The security context will not substantially deteriorate in Mogadishu and the state capitals;
- The parliamentary elections in Somaliland will be postponed and the term of the current MPs will be extended thereby reducing the accountability of the MPs to the electorate.

Operating context

- The newly elected Presiding Officers of the HOP and Upper House will be willing to work with each other;
- The NFP HOP and UH will discuss and clarify their mandates and develop processes for working together, recognizing that the constitutional review process may eventually affect their powers;
- During the next term of the NFP, clarity will need to be found regarding parliaments core law-making processes and its additional role in managing the ongoing constitutional review process;
- A substantial number of MPs within the NFP and other legislatures will have a genuine political commitment to democratic principles and to performing their constitutional mandates of law-making, oversight and representation as well as addressing priorities such as peacebuilding, state building and gender equality;
- The new NFP leadership will be willing to work with UNDP as a parliamentary support partner;
- The Somaliland and Puntland parliaments and emerging state assemblies' leadership will be willing to work with UNDP as a parliamentary support partner;
- Donors and implementing partners will work together to support the legislatures to respect the Constitution, uphold the rule of law and will coordinate so that efforts reinforce critical political priorities.

Intersecting with the assumptions above, there remain considerable **risks** to the overall ability of the parliaments of Somalia to operate effectively in support of national development, peacebuilding and state building. While many of these risks are beyond the scope of the Project to mitigate, nonetheless it is important to recognize them when assessing the realistic ability of the Project to achieve meaningful and sustainable transformation of parliamentary institutions. A fuller set of risks is included at Annex X and will be continually updated through the life of the Project. Critical high-level risks include:

- Vertical and horizontal political conflict could still destabilize the operations of the NFP, Somaliland and Puntland parliaments and the emerging state assemblies;
- The constitutional review process could stall leading to conflict between different levels of government including the legislative branches.
- Violent conflict could undermine the ability of MPs to do their jobs, either through direct threats to MPs and/or by making it impossible for them to hold sessions;
- Clan conflicts outside of Parliament could undermine the work of MPs and their willingness to work together inside Parliament.
- Insufficient funds to support new institutions such as the emerging regions state assemblies could undermine the role these assemblies have in building peaceful state institutions;
- Lack of trust of citizens and communities in the legislative institutions will impact the effectiveness of the Parliament as platform for inclusiveness, social cohesion and reconciliation.
- Gender interventions/gender mainstreaming risk being 'add on' where Tyranny of urgency and limited resources applies

MPs will resist actively engaging women and young people in the work of parliaments.
For further details on these risks, Annex 3 can be referenced.

E. Stakeholder Engagement

This Project builds on the last four years of trust-building and collaboration with the NFP, SL HoR, PL HoR and other partners. Stakeholder engagement in support of this second phase of parliamentary development has been prioritized through specific meetings with key parliamentary officials, namely the two new Presiding Officers of the two houses of the NFP [this will be done once they have been elected] and the Secretary General of the NFP Parliamentary Secretariat. That said, the Project builds upon critical activities commenced in Phase 1, which has been guided by a Project Board chaired by the Speaker of the NFP House of the Peoples and including key donors and other Somali stakeholders. In that context, UNDP also has long-standing partnerships with the Somaliland and Puntland legislatures and in mid-2016 commenced work with the new legislatures in the emerging states through a first set off capacity assessments. These have been used as a basis for designing support to these legislatures. UNDP has also fed into this Project the feedback from the high-level political meeting to discuss the constitutional review process in September 2016, which also included representatives from civil society.

More broadly, while the Project is primarily aimed at building the capacities of MPs and their staff in support of peacebuilding and national development, it is recognized that this is done for the benefit of the public, for whom inclusive and accountable governance is critical. In that regard, Output 5 of the Project is specifically designed to raise awareness amongst the public and develop feedback and accountability channels between MPs and their constituents, which can also be used as a means of enabling such beneficiaries to provide feedback generally on development and governance issues and to start holding their representatives to account for their work to progress national development.

Other key stakeholders include:

- **Women and women's interest groups:** Since women's participation and representation in political processes is low and often peripheral, it is important to engage with women and women's interest organizations. Women and women's interest organizations must be given the space to participate in political processes, and there will be support to policies and legislation promoting gender equality. It is

also important to disseminate information and consult on policy development and implementation to improve women's access to decision-making positions.

- **Civil society organizations:** These groups should have more access to political processes. As with women's interest groups, it is important to disseminate information on political processes and opportunities for participation in political processes and decision-making roles.
- **Youth and youth organizations:** Youth engagement and inclusion is essential. Efforts are intended to provide youth with space to participate in and have access to political processes, and to have access to information on these processes via civic education materials and digital media.

F. South-South and Triangular Cooperation (SSC/TrC)

Building on efforts during Phase 1, the Project will continue to proactively identify opportunities to harness South-South expertise in its delivery of the Project. UNDP is very cognizant of the critical importance of offering Somali parliaments locally-appropriate advice and ideas for transformation. The key advisor already deployed to the NFP Speaker by UNDP is a South African with considerable experience in democratic transitions through his role as the former constitutional clerk of the South African constitutional assembly, as well as his role on the UN Mediation Stand-by Team which exposed him to experiences in Libya, Yemen, Sierra Leone and Liberia amongst others. UNDP has also closely partnered with AWEPA who are based in Uganda and facilitated staff and MP exchanges to the Ugandan parliament. Through UNDP's Regional Hub in Amman, Somalia will also be engaged in technical and substantive exchanges, including on topics such as the SDGs, anti-corruption and promoting social cohesion during political transitions. The Project will also promote Somalia's participation in the African regional parliamentary groupings such as IPU's Africa group, African Parliamentarians Network against Corruption and other regional bodies.

G. Knowledge

While the focus of the Project remains primarily on capacity and skills development of MPs and staff, in this Phase 2 the Project will also explore options for developing handbooks and small guidance booklets to leave in place a more sustainable capture of key knowledge for the benefit of future parliaments and staff. Notably, both SSG has already flagged their intention to produce key knowledge publications: SSG plans to produce "a public hearing manual and a legislative analysis handbook, compiled of the delivered training modules" and will develop a legislative tracking database tool for integration into the parliamentary website. The Project will make every effort to work with Max Plank and SSG in their development of these guides, noting that UNDP can bring its substantial global expertise in producing similar such handbooks for MPs to benefit these publications. UNDP also plans to produce key guidance materials, developed in conjunction with parliamentary staff and translated into Somali, in particular, civic education tools (e.g. posters, booklets, media products), a simple guide on the role of parliaments to be used by MPs in emerging parliaments and simple guidance on parliamentary committees (for use by NFP and emerging parliaments), including the budget committee (building on the work of SSG).

In the framework of the Strategic Engagement on the SDG Agenda and particularly the implementation of the SDG 16 in Somalia, the project envisages developing knowledge, namely to:

- Facilitate research and analysis on SDG 16 and related issues, including:
  - Inclusion of key groups (women, youth and other groups);
  - Relevant issues of political and legislative reform; and
  - Role of inclusive political processes as a counter-extremism measure.
- Conduct of annual surveys and related focus groups to provide core baselines/benchmarks on public perception of political processes.
- Conduct of stakeholder workshops, including high-profile annual event reviewing progress on progress towards achieving SDG 16.
- Production of regular reports and research/analysis, including annual report on developments of SDG 16 implementation in Somalia.

H. Sustainability and Scaling Up

Due to the highly insecure operating context in Somalia, it has been necessary for UNDP to utilize national administrative and financial systems more than is usual when directly executing a Project (see Part VI below for more). The 2016 evaluation of Phase 1 of the PSP specifically noted this approach as a key strength: "One of PSP's most widely cited successes was the creation and implementation of HACT compliant systems in several parliaments. Challenges faced as a result of the attacks on the UN and the inability of its officers to work in Somalia directly with the partners led to the development of a hybrid approach. UNDP would implement the project directly with the partner, but the partner would have to abide by the UN Accepted methodology of Harmonized Approach to Cash Transfers (HACT). HACT is a detailed process that is challenging to implement and cumbersome to some of the institutions, however, it is a necessary process to ensure that UNDP resources, ultimately donors' money, is protected through carefully applying procedures and checks and balances." Phase 2 of the Project will continue to build on HACT implementation, with a view to continuing to strengthen internal financial and administrative systems to a point where they are efficient, fully transparent and accountable. HACT relies on the Project working closely with the different parliaments to develop strategies, action-plans and AWPs together. These critical documents be conceived, developed and adopted with and by national counterparts and this approach should ensure their institutional sustainability.

More generally, UNDP's entire approach through Phase 2 is to consolidate initial skills development gains with a view to strengthening the sustainability of gains in human and institutional capacity. While MPs skills development will be critical, these efforts will be balanced by capacity development of the Secretariat staff in recognition of the fact that it is these permanent staff who will be responsible for providing services over the longer-term to MPs who will come and go due to elections. This is recognized as global good practice in the area of parliamentary development, where building a cadre of well-capacitated staff who have the resources to provide parliamentary services to MPs is recognized as critical to sustainability.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness:

The Project has been designed with value for money as a key priority, recognizing the multitude of needs in Somalia and the limited funding envelope of Somali governments at all levels and of donors. That said, a fundamental underpinning of parliamentary development is skills transfer based on the use of high-quality technical specialists capable of working with local partners to provide highly reliable, complex technical advice as needed, as well as more systematic longer-term capacity development. As such, the Project has been designed to enable UNDP to deploy both long-term Somali capacity development staff, complemented by international advisors and consultants with capacities to provide specialist technical inputs upon demand. Experience during Phase 1 of the PSP demonstrated the importance of both approaches – accompaniment based on relationships of trust build over time between Somalis will be crucial, but it is also necessary for UNDP to be able to offer Somali Parliaments technical advice on complex parliamentary procedure issues as well as constitutional and subject-matter issues.

UNDP as the Implementing Agency will carry out some administrative-related work including procurement of goods and services. Where appropriate, the project will prepare Letters of Agreements (LoAs) with national counterparts in order to rely on national implementation capacities. With reference to recent capacity assessments conducted for all parliaments, the project will implement adequate capacity development, mitigation and monitoring measures in order to safeguard the proper use of funds. The LoA methodology responds to the difficult operating environment which makes it more challenging to deliver responsive, flexible support within the fluid Somali political environment by enabling the quick disbursement of funds for the delivery of basic activities. At the same time, UNDP uses the LoA approach as a means for building financial management and procurement capacity within counterparts, as well as to ensure stronger local ownership. In particular, by using LOAs to support supplementary staffing, UNDP is able to negotiate

locally-based salary rates and increase partner commitment to eventually moving such positions into the permanent parliamentary staff. As noted above, the 2016 PSP Evaluation found that these LoAs were a relatively efficient and effective mechanisms for implementation, as they enable timely delivery in a highly insecure environment, while their oversight by external third parties has strengthening accountability and reduced the risk of mismanagement. That said, the CTA and head of the Accountability, Oversight & Operations Management (AOOM) Unit will be responsible for close monitoring of these LOAs and ensuring that LoAs and the work plans that underpin them operate to progress real results and impacts.

For the programme, UNDP is required to recover the cost for providing Implementation Support Services (ISS) on the basis of actual costs or transaction fee and direct shared cost (DPC). These costs are an integral part of programme delivery, and hence should be charged to the same budget line as the programme input itself. In determining costs the approach is to use actual costs for clearly identifiable transactions and when this is not possible, UNDP will use the Universal Price List for services (transaction fee), as reference. Fundamentally, the percentage fee for GMS is not intended to recover the cost of ISS, which instead are recovered based on a transaction fee, as described above and shared cost (DPC).

Project Management:

UNDP has adopted a portfolio approach in support of this Project, with the Parliamentary Support Project (PSP) operating as part of the broader UNDP Governance and Rule of Law (GROL) Programme. Governance and Rule of Law Programme Manager provides strategic direction to the entire portfolio, and will be supported by a Chief Technical Advisor (CTA) with technical and management responsibilities for the entire project. With regard to the latter, the Project will also include an Accountability, Oversight and Operations Management Unit (AOOM Unit), responsible for ensuring accountable financial, procurement, logistics, administrative, reporting and monitoring & evaluation business processes. This unit will be staffed with the requisite expertise for project management services and technical advisory services in the agreed areas. Such support is a critical investment in the high-risk environment of Somalia, where corruption remains a key problem. By focusing staff on individual outputs, UNDP will be able to dedicate more specialist expertise to achieving each output, while also empowering staff to take more responsibility for delivery and conversely, becoming more accountable for delivery or lack thereof. This is intended to improve results-based management.

The Project will be based in Mogadishu, with the CTA and AOOM Unit situated there, as well as core staff working in the area of technical parliamentary development, public outreach, civic education and technical legal advisory services. Other national staff supporting at the regional parliaments/ assemblies will be based in each regional parliament and state assembly. A regional Project Officer will be posted in the Somaliland and Puntland parliaments, as well as in the 4 emerging state assemblies including Jubaland State Assembly, Galmadug State Assembly, South-West State Assembly and HirShabelle State Assembly. A major lessons learnt from phase 1 of the Project is that it is vital to have presence on-ground, inside each parliament and state assembly, in order to build trust and keep the momentum going. Capacity development through mentoring will also be explored where staff numbers and openness to such approaches make this possible.

Project technical and AOOM teams

As noted above, the Project Technical Team will be headed by a Chief Technical Advisor supported by small teams with responsibilities to implement related project outputs. To ensure continuity, project staff hired under the preceding Parliamentary Support Project (2013-17) are automatically being transferred to the new phases of Parliamentary Support project under the same posts/ level.

The CTA has the authority to run the Project on a day-to-day basis, under the overall supervision of the UNDP Governance and Rule of Law Team Leader, on behalf of the UNDP within the constraints laid down by the Board. The CTA's prime responsibility is to ensure that the programme produces the results specified in the Project Document, to the required standard of quality and within the specified constraints of time and cost. The CTA will have substantial experience in political processes in transitional setting support and support for political institutions, including parliamentary development, ideally with experience in Africa. The CTA will be

supported by a core team of full-time technical specialists, as well as having a substantial budget to bring in expert consultants. The consultancy budget recognizes that a wide range of expert skills will be needed to implement the Project, which can more easily be sourced as short-term high level experts. In addition to CTA, the Project technical team members are:

- **International Technical Specialist (Parliamentary Development) (P-3)–** The Technical Specialist will primarily be responsible for technical support to Parliament of Puntland, Somaliland, emerging regional parliaments/ assemblies as well as National Federal Parliament components of the Project, including on all aspects of support for legislative processes and committee development, oversight over the executive and parliamentary outreach. He/she will also be complimenting and supporting the CTA.
- **National Project Officer (NPO):** While the NFP Secretariat has developed basic capacities, nonetheless, there is considerable work still to be done to ensure that the Secretariat has capable organizational capacities, including in relation to merit-based human resources management, financial management, internal administration and strategic support to the offices of the Presiding Officers. A national Officer will have the lead in focusing on internal Secretariat development, with a particular focus on building streamlined services for both NFP Houses.
- **National Outreach and Civic Education Officer (OCEO):** A core component of Phase II of the project is to build ownership of the NFP's and regional parliaments' work amongst broader society. To this end, a substantial budget has been provided to undertaken civic education activities, with a particular emphasis on building relationships with CSOs and engaging in specific outreach with women, young people and marginalized groups. The OCEO will be responsible for designing and implementing a programme of work with CSOs to build civic commitment to the Constitution and the new state institutions
- **National Legal Officer** – A critical result for Phase II of the project will be strengthening the NFPs capacity to effectively review legislation, including through effective committee oversight. A dedicated national officer will be focused on this work, with a priority on tracking bills to identify those of critical developmental or peacebuilding importance and to then work through the process of committee review and plenary debate with a view to strengthening internal processes and capacities (including public hearings). Within the Secretariat, this Officer will also be tasked with developing sustainable capacity within the NFP by developing the Legal and Research Unit;
- **Regional Project Officer (RPO) for Somaliland:** The Somaliland has a higher level of capacity than the emerging assemblies and requires its own dedicated national officer to manage the implementation of a specific programme of work agreed with the parliamentary leadership. This Officer will be responsible for delivery on all aspects of the relevant Activity Results, and will be supported by the Technical Specialist (Parliamentary Development) and Operations Specialist;
- **Regional Project Officer (RPO) for Puntland:** Likewise, the Puntland parliament requires its own dedicated national officer to manage the implementation of a specific programme of work agreed with the parliamentary leadership. This Officer will be responsible for delivery on all aspects of the relevant Activity Results, and will be supported by the Technical Specialist (Parliamentary Development) and Operations Specialist;
- **Regional Project Officers (4 staff)** to support other four (4) Emerging Parliaments: As the different regional assemblies start to become more active, national officers will be recruited to manage the delivery of organizational development and other basic support services. These Officers will be managed by the Technical Specialist (Parliamentary Development) who will provide them with technical guidance and oversight and Operations Specialist as they take the lead on delivering results on the ground.

Pool of Short Term Experts:

- Phase I of the Project has already successful developed a small group of quick deploy, high level parliamentary specialists, who can quickly delivery short-term injections of technical advice, training

and/or guidance upon demand by partners. This pool of experts will be developed in Phase II to grow the breadth of their expertise and their ability to deliver to more institutions. They will be put on long-term retainers to enable their rapid deployment and more efficient use of resources.

Accountability, Oversight & Operations Management (AOOM) Unit

The AOOM ensures appropriate implementation of project operations, according to standard operating procedures and compliance of operations with UNDP rules, regulations and policies, as well as implementation of corporate operational strategies in the following areas:

- ***Financial Resources Management*:** Proper planning, expenditures tracking and audit of financial resources in accordance with UNDP rules and regulations, organization and oversight of project cash management processes and timely accounting and reconciliation of all transactions. Also providing guidance and technical advisory on electoral budget and finance and capacitating the Budget and Finance departments of parliaments in sustainable management of its resources.
- ***Human Resources Management*:** Strategic human resource management focusing on Parliament's compliance with its human resources policies and strategies; improved oversight of recruitment processes and performance management systems of Parliaments.
- ***Efficient Procurement, Logistical Services and Assets Management*:** Delivery in accordance with UNDP rules and regulations focusing on procurement strategies; sourcing strategy; supplier selection and evaluation; quality management; and overall proper management of UNDP assets, facilities and logistical services; also provision of technical advice to Parliaments on improvement of its procurement capacity for procurement of goods, services and civil works and its effective management.

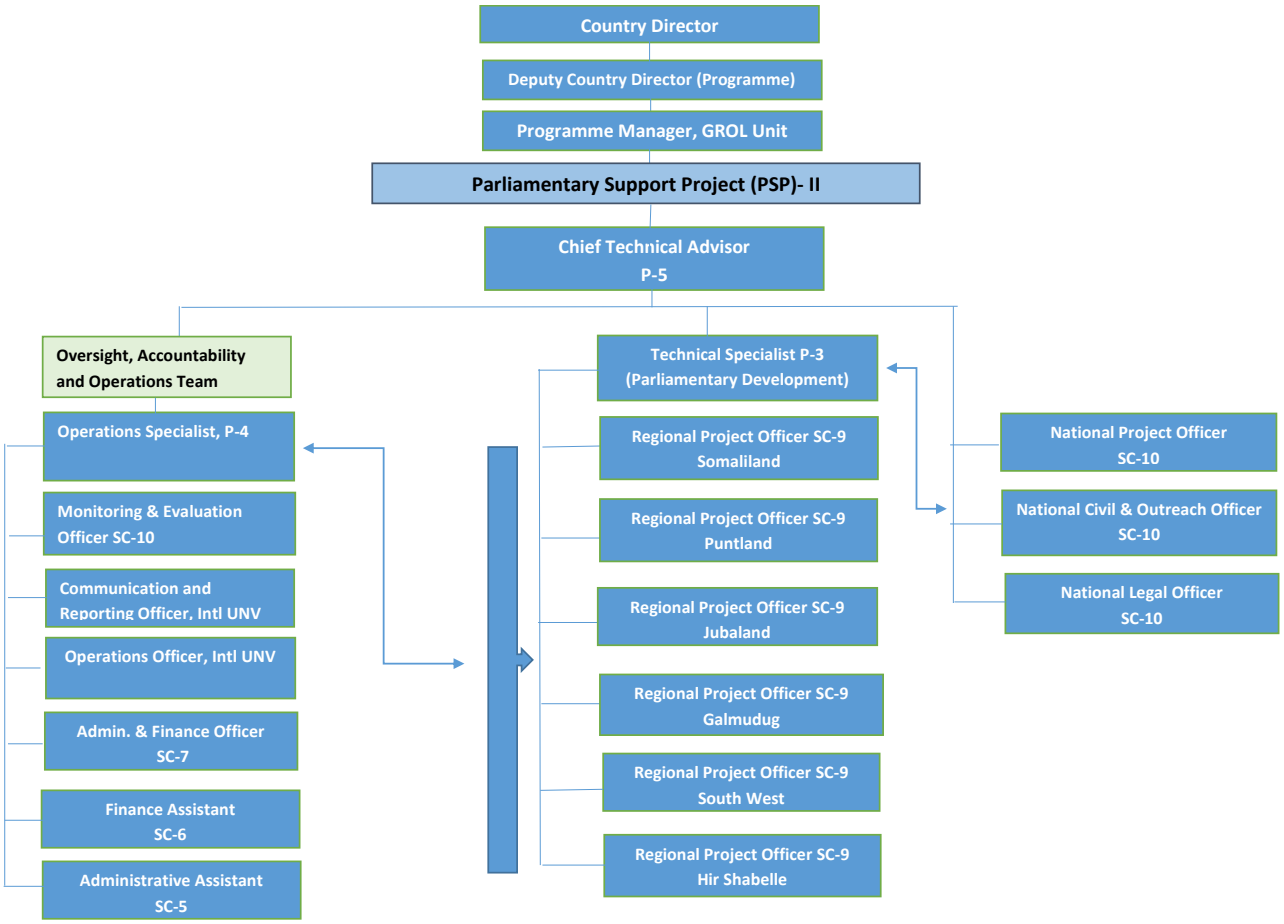
- ***Monitoring and Evaluation:*** Monitoring and evaluation will be integral part of project implementation. The management team will monitor progress by tracking outputs and activity results against indicators and benchmarks for each planned activity. Qualitative measurements and assessments will include compliance with human rights principles, aid effectiveness principles. A Monitoring Plan shall be developed annually in line with the activities and also including the monitoring and spot check missions.
- ***Communication and Reporting:*** Regular Communication and Reporting will strengthen the relationships with national Government counterparts, bilateral donor partners and other stakeholders. This includes monthly information sharing in the form of newsletters, quarterly and annual progress reporting. Quarterly project reporting will provide on-going activity updates and inform stakeholders in real time, about issues arising. Annual Progress Reports will focus on the extent to which progress has been made towards programme objectives and outcomes. Donor and stakeholder involvement in this process will be encouraged. The annual progress report will be produced during the fourth quarter of each year as a basis for assessing the performance of the programme. This review will involve all key stakeholders and focus on the extent, to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. Internal reporting within the project will help track activities and progress thereof.

Together with the UNDP Country Office's overall accountability structures, the AOOM Unit will ensure efficient and effective management of the project resources, in particular (but not limited) the proper execution of the budget, the full compliance with monitoring and evaluation plans, and a maintained unqualified audit report, as well as the implementation of the project as foreseen in the governance arrangements.

- **International Operations Specialist (P-4):** The Operations Specialist will manage the AOOM Unit and provide direct support to the CTA on planning, project management and implementation, reporting, M&E and donor relations. Project support will be managed by the Operations Specialist who will be supported by a national team and IUNVs.

- **National Monitoring and Evaluation Officer (M&E):** A dedicated national Officer will be responsible for managing M&E for the project, recognizing how important this is to ensuring the project manages its risks and is responsive to the fluid working environment. This Officer will support the Operations Specialist with project reporting, through active collection of data, activity reports, success stories and lessons learned, as well as supporting the various M&E activities regularly undertaken by the Project;
- **Communication and Reporting Officer (CRO) (IUNV):** In recognition of the immediate need to build public confidence about the parliaments and regional assemblies amongst the public, a Communications and Reporting Officer (as an International UNV) will be recruited to support the NFP to work with the media to publicize the work of the NFP and to a lesser extent can provide advice and support to regional parliaments. The CRO will work to ensure the public understand and are supported to engage with the NFP and regional parliaments.
- **Operations Officer (OO) (IUNV):** To build the capacity to the new emerging parliaments and continuity of capacity building efforts for NFP, HoR Somaliland and HoR Puntland in the areas of operations management (including finance, procurement, HR) of their secretariat (as an International UNV) will be recruited. OO will also support the other team member of AOOM unit for project management.
- **National Administration & Finance Officer (AFO):** This Officer will support the Operations Specialist to undertake various functions in relation to financial management, procurement, human resources, administration and logistics.
- **National Finance Assistant (NFA):** The NFA will support the Operations Specialist and AFO to ensure proper administration and management of all aspects of the Projects documentation.

Project Organogram:



V. RESULTS FRAMEWORK:

Intended Outcome as stated in the Country Programme Document (CPD):

Outcome 2 "Somali women and men, girls and boys benefit from more inclusive, equitable and accountable governance, improved services, human security, access to justice and human rights"

Outcome indicators as stated in the CPD:

- Output 2.1: "Mechanisms for the transition to democratic and accountable structures and systems of governance designed and implemented"
- Output 2.3: The capacities of parliamentary and civil society actors strengthened for effective and accountable Government oversight.
- Output 4.2: Women's participation in peace-building, representation, civil service and public life increased at all levels.

Applicable Output(s) from the UNDP Strategic Plan: Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions

Project title and Atlas Project Number: Building inclusive and accountable parliaments for a peaceful Somalia- PSP (Phase II)- Award/ Project ID: 00099031

EXPECTED OUTPUTS & OUTPUT INDICATORS	ACTIVITY RESULTS[35]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year 2016	Year 1	Year 2	Year 3	Year 4 (	
Output 1: ***House of the Peoples and Upper House capacities and structures become effective and representative institutions that promote transparency, inclusion and participation in political processes.*** *OP indicator 1.1: # of laws debated* *OP indicator 1.2: # of public hearings held.* *OP indicator 1.3: # of committees with approved work plans.*	***Activity Results 1.1: Members of House of the Peoples and Upper House legislative and oversight capacities are strengthened, including on SDGs and peacebuilding issues.*** • Orientation and Induction with SSG for all new MPs • Identification of ongoing priority training needs of MPs through annual questionnaire. • Seminars for MPs each parliamentary session tied to NDP and SDGs priorities • Technical advisory support and training to all MPs on role of UH in federal system and relations between the Houses • Targeted trainings tied to critical national issues, committee priorities and/or draft Bills	• UNDP reports, • Surveys	1.1: 0 legislations were debated by the 9th parliament. 1.2: 1 Open Day organized by the 9th parliament. 1.3: so far there are no work plans 10th parliament Committees 1.4: No data available	2016	1.1: 1 law debated. 1.2: 1 public hearing organized with participation of civil society, executive and media. 1.3: 2 committees with work plans adopted. 1.4: At least 70% of MP are satisfied with the trainings received.	*1.1: 2 laws debated* 1.2: 2 public hearing organized with participation of civil society, executive and media. 1.3: 4 committees with work plans adopted. 1.4: At least 70% of MP are satisfied with the trainings received.	1.1: 3 laws debated. 1.2: 3 public hearing organized with participation of civil society, executive and media. 1.3: 6 committees with work plans adopted. 1.4: At least 70% of MP are satisfied with the trainings received.	*Target (year 4, 2020, assumed parliamentary election year)* *1.1: 4 laws debated* 1.2: 4 public hearing organized with participation of civil society, executive and media. 1.3: 6 committees with work plans adopted. 1.4: At least 70% of MP are satisfied with	*- Annual parliamentary reports.* *- Post training data* *- Risks: Absence of adequate parliamentary record-keeping to monitor indicators*

OP indicator 1.4: % of MPs satisfied with training received.	• Enhance MPs commitment to Human Rights and Rule of Law through training (e.g. Bill of Rights, critical treaty processes, PSGs 1-3) • Enhance MP financial oversight capacity, through training on government budget, budget cycle and budget policies and publication of a Parliamentary Handbook on Financial Oversight with SSG and Max Planck. ***Activity Result 1.2: Committees are supported to perform law-making and oversight functions*** • Work planning support to guide committees to develop their agendas / priorities / outputs • Technical & issues-based capacity developed for Committee members, including training on running public hearings with SSG • Mentoring/training for committee staff to provide support services with SSG • Produce Handbook for Committees providing guidance on committee process, reporting, public hearings with SSG. • Direct technical advice provided in support of Bills review / inquiries • Support to establish sustainable mechanisms for consultations with SSG • Support committee outreach activities on selected thematic areas with SSG ***Activity Result 1.3: Strategic and institutional capacities of NFP are strengthened*** • Technical advisory support to define the mandate of the Upper House through development of Rules of Procedure, • Support to establish constructive relationship between the Upper House and the House of the People to avoid any conflict that may result in blockages or delay.							the trainings received. •	

	• Support to establish the joint constitutional review committee and define its mandate. • Ongoing Technical advisory support/training for HOR and UH Speakers and support staff with SSG • Technical advice available, including for Rules of Procedure drafting • NFP Strategic Plan 2016-2020 developed (covering both Houses) with SSG. • NFP Organizations Chart revised to account for UH support • Support Parliamentary Leadership • Staff trained on financial management re parliaments budget and on procurement • Guidelines and internal processes developed to ensure accountable and transparent expenditures • Support provided to produce annual parliamentary financial reports								
	Activity Result** 1.4: **NFP Secretariat capacities** are **strengthened • Develop Research Unit and Parliamentary Library to provide equality research to MPs and committees with SSG • Enhance the Legal & Legislative Services Department to provide legislative drafting and technical advice to MPs & engage in reviewing/drafting of the legislation with SSG • Develop budget analysis capacities within Secretariat to provide advice to MPs and critical budget/finance committees with SSG								
	Activity Result 1.5 Parliament's role in promoting inclusion and participation in the parliamentary process is enhanced • Support to the inclusion and participation in the work of parliamentary committees through enabling a formal structure to gather input from civil society, and the								

	facilitation of public hearings, including those outside the capital • Support to enabling strategies and opportunities for transversal engagement and mainstreaming of target groups (youth, women, persons with disabilities) in dialogue on parliamentary review of policy • Engage on specific activities to support enhanced engagement and awareness of women MPs in parliamentary activities • Support to providing capacity development opportunities for standing committee members and staff on legislative and oversight role, including to enabling review from a gender-sensitive perspective and facilitating access to independent expertise								
	Activity Result 1.6 The National Federal Parliament's role in the Constitution-making process is strengthened • Support to the establishment of a joint Constitutional Committee • Support the Oversight Committee Report on Chapters 1-5 and 10-14 • Support to the Consultations with Regions in the Constitutional framework • National Consultative Conference								
<u>Output 2:</u> ***The new federal network of legislatures and assemblies is strengthened*** *OP indicator 2.1: Speakers' forum institutionalized.* *OP indicator 2.2: Coordination mechanism between states and upper house established.*	***Activity Result 2.1. Network of legislatures (NFP and state legislatures) is developed to support the implementation of federalism the harmonization of federal activities and multiparty reforms.*** • 6-monthly Speakers Forum institutionalized fostering solidarity and knowledge exchange between the assemblies. • Issue-based training/seminars for MPs and staff on joint challenges and common issues to all legislatures.	*UNDP, ETC*	*Baseline (2016)* *2.1: 1 Speakers' forum organized with the participation of all regions.* *2.2: Vague mandate of the upper house.*	2016	*assumed local election year* *2.1: Regulatory framework to institutionalize a sustainable speakers forum endorsed* *2.2: Discussion on the mandate of the upper house initiated.*	*2.1: 2 speakers' forum organized* *2.2: Mandates of the upper house defined.*	*2.1: Speakers' forum regularized in the SOPs of all parliaments.* *2.2: Coordination mechanism between the states and the upper house developed.*	*assumed parliamentary election year –* *2.1: A coordinated role and competencies of the state assemblies endorsed by the speakers forum.* *2.2: Coordination mechanism between the*	*- Speakers' Forum record-keeping; project record-keeping* *- Forum capacity-building activities recorded and evaluated*

	• Support meetings of Upper House State Representatives with their State Assemblies to discuss substantive regional, constitutional issues and develop relationships.							*states and the upper house approved.*	*Risks:* *- Provincial legislatures not established;* *- Limited commitment to development of Speakers' Forum*
Output 3. Capacities and structures of the Emerging State Assemblies are strengthened in support of peacebuilding, state building, federalism and development OP indicator 3.1: Outreach strategy is implemented in # of regions. OP indicator 3.2: # of committees with approved work plans. OP indicator 3.3: # of MPs satisfied with the training received. OP indicator 3.4: Coherent legislative roles at state level regularized.	Activity Result 3.1. Structural and institutional capacities of the Emerging State Assemblies are strengthened • Provision of three consultants to each state legislature - a legal advisor, a parliamentary expert and a finance/administrative consultant -. • Provide basic infrastructure support (e.g. desks, office space, computers, stationery, internet) for up to 3 years. • Support development of Assembly Strategic Plans to guide priorities for the term. Activity Result 3.2. law-making and oversight capacities of the Emerging State Assemblies are strengthened • Build the capacity of the committees with interns from an expanded Young Graduates Programme who can fill the staffing gap in these new legislatures on a temporary basis. • Targeted trainings tied to critical issues, committee priorities and/or draft Bills • Enhance MP law-making, oversight and budget capacity Activity Result 3.3. Representation and dialogue /mediation capacities of the Emerging State Assemblies are strengthened • Provide capacity development training for MPs, with a focus on procedures, dialogue and reconciliation, federalism and the NDP/SDGs. • Support 50 MPs (minimum 30% gender) to undertake outreach and conflict resolution activities.		*Baseline (2016):* *3.1: Platforms on constituents' representation initiated.* *3.2: There are no committees in the state assemblies.* *3.3: Average 80% satisfaction in each of the 3 regions with trainings.* *3.4: There is no framework regularizing legislative roles at different levels.*	2016	*3.1:* 3 regions with outreach strategies drafted. *3.2: 6 committees (1 per region) with approved work plans.* *3.3.: At least 80% MPs satisfied with the training received.* *3.4: Discussions initiated through the Speakers' forum on coordination between state and federal parliaments.*	*3.1: 3 outreach visits conducted in three regions with reports submitted to the parliaments* *3.2: Capacity created to implement the committee workplans in each region.* *3.3.: At least 80% MPs satisfied with the training received.* *3.4: An agreed upon coordination mechanism between federal and state level.*	*3.1: continued outreach visits and joint missions with civil society conducted in 3 regions.* *3.2: Review and evaluation of the implementation of the work plans.* *3.3.: At least 80% MPs satisfied with the training received.* *3.4: A regulatory framework developed*	*assumed parliamentary election year)* 3.1: A sustainable institutionalized constituent based mission in place in all 6 regions. 3.2: Evaluation Report issued and publicly shared for all regions. *3.3.: At least 80% MPs satisfied with the training received.* 3.4: Regulatory framework is endorsed and adopted.	*- - Annual parliamentary reports.* *- Post training data* *- Risks: Absence of adequate parliamentary record-keeping to monitor indicators* *- Risks:* *Regional assemblies are not fully established or lack capacity to be operationalized*

	• Support meetings between MPs, civil society and the public to discuss policy and development issues. • Support the capacity of 50 women's MPs on at State level. • Support the capacity of 50 youth MPs.								
Output 4: Capacities and structures of Somaliland and Puntland Parliaments are strengthened in support of peacebuilding, state building, federalism and development. OP indicator 4.1: Outreach strategy is implemented in SL and PL OP indicator 4.2: # of committees with approved work plans. OP indicator 4.3: # of MPs satisfied with thee training received.	***Activity Result 4.1. Structural and institutional capacities of Somaliland and Puntland Parliaments are strengthened*** • Undertake induction for MPs (after election) on their roles and responsibilities. • Provide substantive training for MP's on gender, human rights, RoL and SDGs. • Train MPs on the duties and functions of committees, including role of an individual MP; committee proceedings and meeting management; committee powers; importance of public hearings; preparing reports; dialoguing and negotiating through disagreements. • Support to Somaliland and Puntland Parliaments Strategic Plan 2017-2021.		*Baseline (2016):* *4.1: 1 outreach strategy for PL HOR.* *4.2: 0* *4.3: Average 80% satisfaction in each of the 3 regions with trainings.* *4.4: There is no framework regularizing legislative roles at different levels.*	2016	*4.1:* PL and SL regions with outreach strategies drafted. *4.2: 2 committees (1 per region) with approved work plans.* *4.3.: At least 80% MPs satisfied with the training received.* *4.4: Discussions initiated through the Speakers' forum on coordination between PL and federal parliaments.*	*4.1: 2 outreach visits conducted in PL and SL with reports submitted to the parliaments* *4.2: Capacity created to implement the committee workplans in each region.* *4.3.: At least 80% MPs satisfied with the training received.* *4.4: An agreed upon coordination*	*4.1: continued outreach visits and joint missions with civil society conducted in both regions.* *4.2: Review and evaluation of the implementation of the work plans.* *4.3.: At least 80% MPs satisfied with the training received.* *4.4: A regulatory framework developed*	*assumed parliamentary election year)* 4.1: A sustainable institutionalized constituent based mission in place in both regions. 4.2: Evaluation Report issued and publicly shared for both regions. *4.3.: At least 80% MPs satisfied with*	*- Annual parliamentary reports.* *- Post training data* *- Risks: Absence of adequate parliamentary record-keeping to monitor indicators* *- Risks:*

OP indicator 4.4: Coherent legislative roles at state level regularized for PL.	• Review of the legislative process in the Rules of Procedure of Somaliland House of Elders (Guurti). • Support Somaliland House of Elders to Initiating a national dialogue about the legal framework of the House of Elders. • Develop a response plan for Parliament on addressing the outcomes of the House of Representatives recent public perception survey. • Equip the new library premises with proper furniture, books, e-library facilities and photocopy machine and a research Centre. ***Activity Result 4.2. law-making and oversight capacities of Somaliland and Puntland Parliaments are strengthened*** • Train committee staff on writing skills and managing record of the committee meetings. • Support the initiation of draft bill for Somaliland traditional elders, Sultans and Chiefs. • Support Somaliland parliament to prioritize 4 laws per year, and provide support of technical expertise on substantive issues • Provide technical support to the Finance Committees during the Budget Cycle with SSG • Support Committee staff to undertake budget analysis and research for MPs with SSG • Facilitate the establishment + process of pre-budget hearings/consultations in a way which engages the public with SSG • Produce Handbook for Somaliland Parliament (HoE and HoR) for committee staff with guiding templates and forms to support managing committee reporting. • Support priority committees in their ongoing committee work with SSG • Support Committees to undertake oversight missions and public hearings					*mechanism between federal and PL.*		*the training received.* 4.4: Regulatory framework is endorsed and adopted by PL.	*Lack capacity to be operationalized*

	• Support committees to undertaken human rights and gender review of legislation • Internship programme for Somaliland young graduates to scale up the outreach and committee support activities.								
	Activity Result 4.3. Representation and dialogue /mediation capacities of Somaliland and Puntland Parliaments are strengthened • Work with Somaliland Parliamentary Leadership to implement Communications and Outreach Plans, which prioritizes transparency and focuses on outreach to women, youth and marginalized groups. • Provide technical and financial support for 5 regional offices for the Somaliland Parliament (Shared between HoR and HoE). • Support MP's constituency visits. • Support development and printing of outreach material for the Parliament building and constituency offices. • Organize outreach campaigns to reach rural community (village level) to make them understand the roles and responsibilities of the MP's and the two houses. • Develop handbook and templates (in Somali) on how to do public hearing and report writing skills. • Support media outreach for MPs to reach out their elected communities. • Promote women and youth participation with parliament in support of upcoming elections.								
Output 5: ***Various assemblies engage with and respond to needs of civil society,***	***Activity Result 5.1. Representation and dialogue capacities of the various assemblies are strengthened***		*Baseline:*		*5.1: Include establishment of partnership with civil society into the*	*5.1: strategic partnership framework developed.*	*5.1: Strategic partnership frameworks adopted by*	5.1: Strategic partnership framework evaluated.	*- Annual parliamentar*

including the marginalized groups OP indicator 5.1: Strategic partnership established between civil society and parliaments. OP indicator 5.2: # of regions with youth and women's caucus. OP indicator 5.3: # of legislation with inputs from civil society (including vulnerable and marginalized groups) submitted before the parliament.	• Support to the establishment of sustainable mechanisms for engagement between Assemblies and CSOs. • Develop a civil society roster for NFP Committees to draw on for expert advice. • Develop key materials (brochures, posters, etc.) on parliament for public awareness-raising • Develop Parliamentary Civic Education Handbook to help guide CSO outreach. • Develop Parliamentary website as outreach tool (including profiles and a directory of MPs; timely uploading of draft Bills and committee reports). With SSG • Develop and implement parliamentary/civic education programmes in partnership with CSOs, Universities, etc. • Train the media on parliaments roles and how to engage • Support parliamentary reporting training for journalists together with key Communication Staff • Develop partnerships with radio and TV to run parliamentary outreach activities.		*5.1: No strategy for engagement with civil society.*		*parliamentary strategic development plans.* *5.2: Federal parliament with women and youth caucus established.* *5.3: a platform for civil society developed.*	*5.2: strategic action plan for women and youth caucus developed at NFP and 2 regions.* *5.3: Create capacity within civil society to engage in the legislative and oversight work of the parliament.*	*parliaments and selected CSOs in NF and two regional assemblies* *5.2: Network of women's and youth caucus established between at least 3 regions.* *5.3: At least Curriculum developed on engagement of the civil society in legislation*	5.2: Women's and youth caucus produced report on their work and milestones. 5.3: At least 3 legislations finalized with inputs from civil society (including vulnerable and marginalized groups).	*y and media reports.* *- Post training data* *- Risks: Absence of adequate parliamentar y record-keeping to monitor indicators*
	Activity Result 5.2. Civil society organizations' capacities are strengthened to constructively engage and participate to the parliamentary works • Train NGOs / CSOs on the legislative, oversight and budgetary processes. • Strengthen the NGOs / CSOs technical skills for engaging with assemblies' organs, including MPs, parliamentary committees and staff. • Organize quarterly MP-CSO Roundtables. • Small grant scheme to CSO to conduct joint activities with the Parliament.								
	Activity Result 5.3. Women's participation and engagement the parliamentary processes are								

	strengthened • Support parliamentary women's caucuses if/when established. • Work with women's groups to deliver training on advocacy and other skills for engaging in parliamentary lobbying. • Deliver training to all MPs on gender equality issues.								
	Activity Result 5.4. Youth's participation and engagement the parliamentary processes are strengthened • Support NFP and other parliamentary youth caucuses if/when established • Support to the institutionalization of the Parliamentary Open Day to engage secondary schools and universities. • Work with youth groups to deliver training on advocacy and other skills for engaging in parliamentary lobbying • Develop partnerships with Universities to promote youth engagement with the NFP • Develop awareness-raising campaign targeting young people to build understanding on democracy, parliament and good governance								
	Activity Result 5.5. Political parties have stronger capacities to prepare effective policy platforms • Support to political parties and formative political groups with non-partisan training on methodologies for formulation and development of policy platforms, and on electoral preparations • Support to the establishment of non-partisan policy forums enabling cross-party and quad-partite (parties/government/Parliament/civil society) dialogue on policy issues, especially those relevant to the SDG Agenda								

	• Support to the establishment of a common online tool for political parties to present, and for public to have access to, policy platforms								
Output 6: Implementation of SDG 16 enhanced in Somalia through strengthened capacities for dialogue, research and analysis. OP indicator 6.1: # of outreach and analytical reports on NDP and SDG 16 produced by the parliament. OP indicator 6.2: % of youth and women with positive perceptions on inclusivity in parliamentary processes.	***Activity Result 6.1 Somalia capacities to achieve implementation of SDG 16 are enhanced through dialogue, research and development of knowledge analysis*** • Facilitate research and analysis on SDG 16 and related issues, including: inclusion of key groups (women, youth and other groups); relevant issues of political and legislative reform; role of inclusive political processes as a counter-extremism measure. • Conduct of annual surveys and related focus groups to provide core baselines/benchmarks on public perception of political processes. • Conduct of stakeholder workshops, including high-profile annual event reviewing progress on progress towards achieving SDG 16. • Production of regular reports and research/analysis, including annual report on developments of SDG 16 implementation in Somalia. • Support a NGO in the development of an Inclusive Politics Resource and Training Center to act as a focal point and platform for developing skills in relevant areas and to encourage knowledge sharing and dialogue on inclusive democratic processes.		• Baseline • 6.1: No research department in all parliaments. • 6.2: No data available	2016	6.1: 1 research unit established 6.2: Methodology for perception survey developed. i) 4 specialist research/analysis with focus on youth participation in politics ii) 4 stakeholder workshops with 80 participants iii) 1 national forum on SDG 16 implementation iv) 1 annual report on implementation of SDG 16	6.1: Strengthen capacity within research units. 6.2: Baseline data collected	*6.1: At least 1 analytical report on NDP and SDG 16 produced.* *6.2: Survey conducted*	*assumed parliamentary election year)* 6.1: Analytical report approved and shared with the executive. 6.2: at least 10% increase in the positive perception of young people and women on inclusivity of political processes	*- Reports* *Perception survey* *- Risks: Absence of adequate parliamentary record-keeping to monitor indicators*

VI. MONITORING AND EVALUATION

Monitoring and evaluation will be integral part of project implementation. The Project Board will assess progress and risks on a twice per a year basis. The Accountability, Oversight and Operations management team will monitor progress by tracking outputs and activity results against indicators and benchmarks for each planned activity. Qualitative measurements and assessments will include compliance with human rights principles, aid effectiveness principles, and the Parliaments" Codes of Conduct as appropriate.

Monitoring and evaluation of the project will involve the following processes:

Within the annual project cycle

- Project Progress Reports shall be submitted to the Project Board through the Governance and Rule of Law Unit and Planning and Partnership Unit (PPU) of UNDP Country Office. As part of its obligation to quality assure all programming funded through UNDP, the UNDP Country Office will continually review project planning documents and undertake periodic monitoring and spot check missions in partnership with parliament and donors as appropriate. The results of these quality assurance exercises will be used to support continuous strengthening of UNDP support to parliaments and will be reflected in the project reporting.
- Monthly Newsletters shall be submitted to all stakeholders, national counterparts, implementing partners, donors and UNDP CO.
- A Monitoring Plan shall be developed annually in line with the activities and also including the monitoring and spot check missions.
- Monthly or fortnightly project reporting will provide on-going activity updates and inform stakeholders in real time, about issues arising.
- Internal reporting within the project will help track activities and progress thereof.
- An Issue Log shall be activated in Atlas and updated by the project management support unit to facilitate tracking and resolution of potential problems or requests for change.
- A Risk Log, based on the generalized risk assessment provided in this document, shall also be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- A Lessons Learnt Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons Learnt Report.
- Financial Analysis will accompany all project progress reports that will include delivery rates to ensure all UNDP and donor resources are being utilized in accordance with the project document and annual work plans/budgets. Further, the project shall be subject exclusively, to the internal and external-auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Internal Assessments

- Quarterly Assessments shall be undertaken, based on quarterly work plans, to determine progress.
- Annual Project Review shall be conducted internally during the fourth quarter of each year, or soon after, to assess the performance of the project, and appraise the Annual Work Plan for the following year. In the last year of the project, this review will be a Final Assessment. This review will be driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate CPD outcomes.

Independent Reviews and Evaluations

- A final evaluation of the project will be conducted in 2020. The structure of this evaluation will be determined by UNDP but based on the interests, concerns and inputs of stakeholders. This evaluation should inform objective, independent reports on project progress towards stated objectives, issues arising, lessons learned, and include recommendations to improve future implementation.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		None – CTA to take action as necessary
Third Party Monitoring	External third party agencies will be contracted by the Partnerships and Planning Unit to verify activities and outputs, and undertake assurance on project results.	Dependent on partner risk rating. Recommended once a month		Third party contractors	1.5% of the cost will go into third party monitoring and its management
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		None – Project Team to undertake and CTA to review and recommend action
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		None – Project Team to undertake
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		None – Project Team and Project Board to undertake
Annual Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved	Annually, and at the end of the project (final report)	To be reviewed by the Project Board (see below) and recommendations made for action. Performance data, risks, lessons and		None

	against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.		quality will be discussed by the project board and used to make course corrections.		
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Twice a year	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		$20,000 (cost of hosting, flights to different regions)

Evaluation Plan[36]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	Project donors, UNSOM	2.1		Nov-18	NFP, PL Parl, SL Parl, emerging assemblies, CSOs, donors, UNSOM	Project funding
End of Phase 2 Project Evaluation	Project donors, UNSOM	2.1		Dec-20	NFP, PL Parl, SL Parl, emerging assemblies, CSOs, donors, UNSOM	Project funding

[36] Optional, if needed

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (in USD)				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount (in USD)
Output 1 ***House of the Peoples and Upper House capacities and structures become effective and representative institutions that promote transparency, inclusion and participation in political processes.***	***Activity Results 1.1: Members of House of the Peoples and Upper House legislative and oversight capacities are strengthened, including on SDGs and peacebuilding issues.*** Facilitation of events & workshops Study visits & comparative research Facilitation of plans & reports Deployment of technical expertise on SDGs	100,000	100,000	75,000	75,000	UNDP Parliament	Donors	75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	350,000
	Activity Result 1.2: Committees are supported to perform law-making and oversight functions Facilitation of events & workshops Study visits, comparative research & development of knowledge materials Deployment of technical and legal expertise on parliamentary processes	75,000	75,000	75,000	50,000	UNDP Parliament	Donors	75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	275,000

	Activity Result 1.3: Strategic and institutional capacities of NFP are strengthened Facilitation of events & workshops Deployment of technical expertise on parliamentary processes	100,000	100,000	75,000	75,000	UNDP Parliament	Donors	75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	350,000
	Activity Result 1.4: NFP Secretariat capacities are strengthened Facilitation of events & workshops Deployment of technical expertise Study visits, comparative research & development of knowledge materials	75,000	75,000	75,000	50,000	UNDP Parliament	Donors	75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	275,000
	Activity Result 1.5 Parliament's role in promoting inclusion and participation in the parliamentary process is enhanced Facilitation of external events, workshops, meetings & focus groups Facilitation of enhanced transparency and engagement measures, including digital media, media opportunities, and production of awareness materials Deployment of technical expertise on inclusive engagement, strategy and transparency	100,000	100,000	75,000	75,000	UNDP Parliament	Donors	75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	350,000

	Activity Result 1.6 The National Federal Parliament's role in the Constitution-making process is strengthened **Facilitation of external events, workshops, meetings & focus groups** **Facilitation of plans & reports** **Deployment of technical and legal expertise on constitutional processes and issues**	**500,000**	**500,000**	**50,000**	**50,000**		**Donors**	**75700- Training, Workshops and Conferences** **74200 Audio Visual and Printing Production Costs**	**1,100,000**
	MONITORING	10,000	10,000	10,000	10,000	UNDP	Donors	71600- Travel	40,000
	Deployment of technical expertise	395,022	395,022	565,045	565,045	UNDP	Donors	61300- Salary Staff 71200- International Consultants 71400- Contractual Services – Individual 71800-Contractual Services-Imp Partners	1,920,135
	Sub-Total for Output 1	**1,355,022**	**1,355,022**	**1,000,045**	**950,045**		**Donors**		**4,660,135**
	General Management Support (GMS)	108,402	108,402	80,004	76,004	UNDP	Donors	75100-Facilities and Administration	372,811
	Total for Output 1	**1,463,424**	**1,463,424**	**1,080,049**	**1,026,049**		**Donors**		**5,032,946**
Output 2 ***The new federal network of legislatures and assemblies is strengthened***	***Activity Result 2.1. Network of legislatures (NFP and state legislatures) is developed to support the implementation of federalism the harmonisation of federal activities and multiparty reforms.*** Facilitation of consultative events, meetings & workshops	100,000	100,000	75,000	75,000	UNDP NFP, State Assemblies	Donors	75700- Training, Workshops and Conferences	350,000
	MONITORING	10,000	10,000	10,000	10,000	UNDP	Donors	71600- Travel	40,000
	Deployment of technical expertise	20,630	20,630	41,259	41,259	UNDP	Donors	71200- International Consultants 71400- Contractual Services	123,777
	Sub-Total for Output 2	**130,630**	**130,630**	**126,259**	**126,259**				**513,777**
	General Management Support (GMS)	10,450	10,450	10,101	10,101	UNDP		75100-Facilities and Administration	41,102
	Total for Output 2	**141,080**	**141,080**	**136,360**	**136,360**				**554,879**

Output 3 ***Capacities and structures of the Emerging State Assemblies are strengthened in support of peacebuilding, state building, federalism and development***	***Activity Result 3.1. Structural and institutional capacities of the Emerging State Assemblies are strengthened*** Facilitation of consultative events, meetings & workshops Deployment of technical expertise	550,000	550,000	293,624	250,000	UNDP, State Assemblies		75700- Training, Workshops and Conferences	1,643,624
	Activity Result 3.2. law-making and oversight capacities of the Emerging State Assemblies are strengthened Facilitation of events & workshops Study visits, comparative research & development of knowledge materials Deployment of technical and legal expertise on parliamentary processes	250,000	250,000	150,000	150,000	UNDP, State Assemblies		75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	800,000
	Activity Result 3.3. Representation and dialogue /mediation capacities of the Emerging State Assemblies are strengthened Training, Facilitation of consultative events, meetings & workshops Development, design, publication & translation of reports & materials Conduct of study visits, surveys and development of knowledge materials	100,000	100,000	100,000	100,000	UNDP, State Assemblies		75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	400,000
	MONITORING	10,000	10,000	10,000	10,000	UNDP			40,000
	Deployment of technical expertise	263,514	263,514	447,227	447,227	UNDP		61300- Salary Staff 71200- International Consultants 71800-Contractual Services-Imp Partners	1,421,481

	Sub-Total for Output 3	**1,173,514**	**1,173,514**	**1,000,851**	**957,227**				**4,305,105**
	General Management Support (GMS)	93,881	93,881	80,068	76,578	UNDP		75100-Facilities and Administration	344,408
	Total for Output 3	**1,267,395**	**1,267,395**	**1,080,919**	**1,033,805**				**4,649,513**
Output 4 ***Capacities and structures of Somaliland and Puntland Parliaments are strengthened in support of peacebuilding, state building, federalism and development***	***Activity Result 4.1. Structural and institutional capacities of Somaliland and Puntland Parliaments are strengthened*** Facilitation of consultative events, meetings & workshops Deployment of technical expertise	200,000	200,000	85,000	85,000	**UNDP**	Donors	75700- Training, Workshops and Conferences	570,000
	Activity Result 4.2. law-making and oversight capacities of Somaliland and Puntland Parliaments are strengthened Facilitation of events & workshops Study visits, comparative research & development of knowledge materials Deployment of technical and legal expertise on parliamentary processes	200,000	107,485	85,000	85,000	**UNDP**	Donors	75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	477,485

	Activity Result 4.3. Representation and dialogue /mediation capacities of Somaliland and Puntland Parliaments are strengthened Training, Facilitation of consultative events, meetings & workshops Development, design, publication & translation of reports & materials Conduct of study visits, surveys and development of knowledge materials ***Deployment of technical expertise***	171,360	75,000	97,837	121,459	UNDP	Donors	75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	465,656
	MONITORING	10,000	10,000	10,000	10,000	UNDP	Donors	71600- Travel	40,000
	Deployment of technical expertise	82,508	82,508	108,016	108,016	UNDP	Donors	71200- International Consultants 71400- Contractual Services 71800-Contractual Services-Imp Partners	381,048
	Sub-Total for Output 4	**663,868**	**474,993**	**385,853**	**409,475**				**1,934,189**
	General Management Support (GMS)	53,109	37,999	30,868	32,758	UNDP	Donors	75100-Facilities and Administration	154,735
	Total for Output 4	**716,977**	**512,992**	**416,721**	**442,233**				**2,088,924**

Output 5 ***Various assemblies engage with and respond to needs of civil society, including the marginalized groups***	***Activity Result 5.1. Representation and dialogue capacities of the various assemblies are strengthened*** Training, Facilitation of consultative events, meetings & workshops Study visits & comparative research Facilitation of plans & reports Deployment of technical expertise	50,000	50,000	50,000	50,000	UNDP NFP, State Assemblies	Donors	75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	200,000
	Activity Result 5.2. Civil society organisations' capacities are strengthened to constructively engage and participate to the parliamentary works Training, Facilitation of consultative events, meetings & workshops Grant to local NGO	50,000	50,000	40,000	40,000	UNDP NFP, State Assemblies	Donors	75700- Training, Workshops and Conferences 72600- Grants	180,000
	Activity Result 5.3. Women's participation and engagement the parliamentary processes are strengthened Training, Facilitation of consultative events, meetings & workshops Facilitation of plans & reports Deployment of technical expertise	50,000	50,000	40,000	40,000	UNDP NFP, State Assemblies	Donors	75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	180,000

	Activity Result 5.4. Youth's participation and engagement the parliamentary processes are strengthened Training, Facilitation of consultative events, meetings & workshops Facilitation of plans & reports Deployment of technical expertise	70,000	70,000	50,000	50,000	UNDP NFP, State Assemblies	Donors	75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	240,000
	Activity Result 5.5. Political parties have stronger capacities to prepare effective policy platforms Training, Facilitation of consultative events, meetings & workshops Facilitation of plans & reports Deployment of technical expertise	30,000	30,000	25,000	25,000	UNDP NFP, State Assemblies	Donors	75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs	110,000
	MONITORING	10,000	10,000	10,000	10,000	UNDP	Donors	71600- Travel	40,000
	Deployment of technical expertise	20,630	20,623	41,259	41,259		Donors	71200- International Consultants 71300- Local Consultants 71400- Contractual Services	123,777
	Sub-Total for Output 5	**280,630**	**280,623**	**256,259**	**256,259**				**1,073,777**
	General Management Support (GMS)	22,450	22,450	20,501	20,501			75100-Facilities and Administration	85,902
	Total for Output 5	**303,080**	**303,080**	**276,760**	**276,760**				**1,159,679**

Output 6 ***Implementation of SDG 16 in Somalia enhanced through strengthened capacities for dialogue, research and analysis.***	***Activity Result 6.1 Somalia capacities to achieve implementation of SDG 16 are enhanced through dialogue, research and development of knowledge analysis*** Facilitation of consultative events, meetings & workshops Conduct of surveys & focus groups, and comparative research Development, design, publication & translation of reports & materials Deployment of technical expertise on relevant issues Grant to local NGO	250,000	250,000	250,000	250,000	UNDP	Donors	75700- Training, Workshops and Conferences 74200 Audio Visual and Printing Production Costs 72600- Grants	1,000,000
	MONITORING	10,000	10,000	10,000	10,000	UNDP	Donors		40,000
	Deployment of technical expertise	25,000	25,000	25,000	25,000	UNDP	Donors	71200- International Consultants 71300- Local Consultants 71400- Contractual Services	100,000
	Sub-Total for Output 6	**285,000**	**285,000**	**285,000**	**285,000**		**Donors**		**1,140,000**
	General Management Support (GMS)	22,800	22,800	22,800	22,800		Donors	75100-Facilities and Administration	91,200
	Total for Output 6	**307,800**	**307,800**	**307,800**	**307,800**				**1,231,200**
Output 7 ***Project effectively managed***	***Activity Result 7.1*** Project Staff Recruited Oversight through project boards Efficient project and operations support provided Staff Salary	219,711	219,711	439,421	439,421	UNDP	Donors	61300- Salary Staff 71400- Contractual Services 71500- UN Volunteers	1,318,264
	Operations Management	100,000	100,000	100,000	100,000	UNDP	Donors	71600- Travel 72200- Equipment & Furniture 72400- Communication 72500- Supplies 74500- Misc. Expenses 73100- Premises	400,000
	Evaluation		50,000		50,000	UNDP	Donors	71200- International Consultant 71600- Travel	100,000

	Direct Project Cost • *Security Support (@4%)* • *Monitoring, Evaluation and Oversight (@1%)* • *Communication Support (@1%)* • *Operations (Finance, HR, Procurement, ICT etc. (@4%)* • *Programme Oversight(@3%)*	565,772	556,022	506,622	504,022	UNDP	Donors	64300- Misc. Exp (DPC) 74500- Misc. Exp (DPC)	2,132,436
	Premises Cost	143,714	207,590	303,402	303,402			73100- Premises	958,108
	Sub-Total for Output 7	**1,029,197**	**1,133,322**	**1,349,445**	**1,396,845**				**4,908,809**
	General Management Support (GMS)	82,336	90,666	107,956	111,748	UNDP	Donors	75100-Facilities and Administration	392,705
	Total for Output 7	**1,111,533**	**1,223,988**	**1,457,401**	**1,508,593**				**5,301,513**
GRAND TOTAL		**5,311,289**	**5,219,759**	**4,756,009**	**4,731,599**				**20,018,656**

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

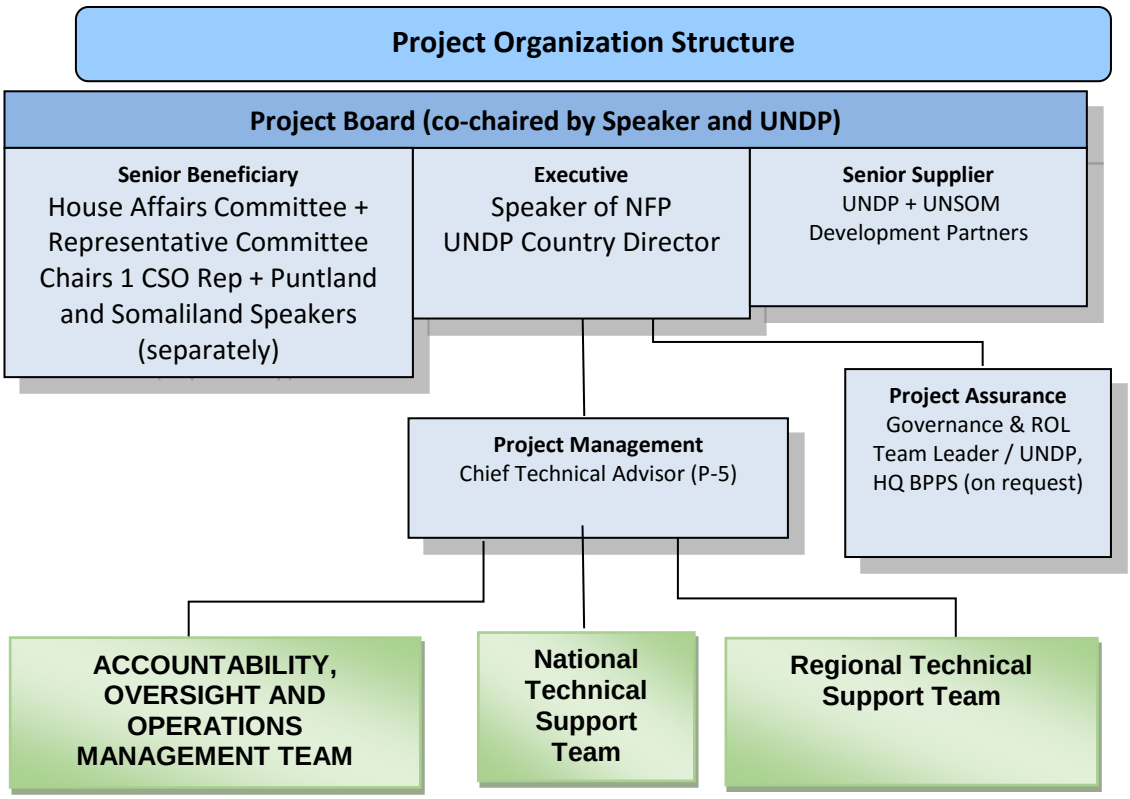
UNDP Somalia will be the Executing Agency for the project. UNDP will manage and implement the project using the UNDP standards for project management. UNDP will engage implementing partners through the UNDP procurement process and based on UNDP guidelines and procedures. In the spirit of ensuring national ownership and inclusive participation, the programme implementation will be done in close partnership with the Parliaments, as well as with other national political institutions, civil society and community organizations and actors. The programme will promote ownership and capacity development of relevant actors and institutions in order to ensure sustainability of results.

Project Board

The Project Board is the group responsible for making by consensus, management decisions for a programme when guidance is required by the Programme Manager and CTA, including recommendations for UNDP approval of project plans and revisions. The main role of the Project Board is to oversee that the project remains on track vis-à-vis the goals, objectives, results defined in the project document, approve the project annual work plans and budgets and to provide strategic guidance to the implementation of the project. UNDP has ultimate accountability for progressing the Project and accounting for donor funding, and Project Board decisions should thus be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP.

The Project Board plays a critical role in UNDP commissioned evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the duration of the Project or as necessary when raised by the CTA. The Board is consulted by the CTA for decisions when his or her tolerances (normally in terms of time and budget) have been exceeded. Based on the approved annual work plan (AWP), the Project Board may also review and approve quarterly plans when required and authorize any major deviation from these agreed quarterly plans. The objective is to create a mechanism for effective programme management. The Board contains three roles:

- **Executive:** The Speaker of Parliament (or his nominee), in cooperation with the UNDP Country Director (or his/her nominee) are the individuals representing the project ownership and will chair the group;
- **Supplier:** This group includes UNDP as the core provider of technical services to the Project, as well as UN MISSION and the donors providing funding to the Project. The Board can decide to include additional technical providers as appropriate during the period of implementation;
- **Beneficiary Representative**: This groups represents the interests of those who will ultimately benefit from the programme, and needs to include a representative group of MPs (including a women and a youth representative) and representatives from civil society and the media.



The Project Board will be responsible for the following:

- Provide general, high-level, strategic oversight to the project activities including financial oversight;
- Provide project and policy implementation oversight;
- Provide overall guidance and direction to the project, ensuring it remains within specified constraints;
- Approve annual work plans and budgets; and based on the approved annual work plans (AWP) authorize any major deviation from the approved work plans and budgets;
- Conduct meetings at least twice a year to review Project Progress Reports and provide direction and recommendations to ensure agreed deliverables are produced satisfactorily according to plans;
- Approve changes and amendments to the existing project document;
- Consider recommendations from the Technical Working Group (if any);
- Monitor progressive achievement of project objectives and provide guidance on long term sustainability of the project's achievements;
- Provide high-level quality assurance for project results and input and advice to on-going risk analysis;

- Undertake mobilization of funding for the project and consider funding for emerging issues;
- Review and approve the Final Project Review Report, including lessons learned;
- Commission project evaluation when required;
- Invite representatives of other project beneficiaries to inform on their specific activities and needs.

The Project Board will convene at least once every six months. Should there be an urgent requirement for a Board decision, it may be convened as and when necessary on an ad hoc basis including virtually. The Co-chairs of the Project Board may establish sub-committees to deal with specific tasks or needs. The Project Board will make decisions on the basis of consensus and in case of any disagreements only then issues will be put to the Board members for a decision, which will be governed by majority vote. All board members will strive for representation in board meetings at a level appropriate for political guidance and decision-making. Membership of the Project Board includes:

Voting Members:

1. Co-chairs Speaker of the National Federal Parliament and the UNDP Country Director
2. Representatives from 2 donors at Ambassador or Head of Aid levels

Non-Voting Members:

1. Parliament Secretary General
2. UNDP Programme Manager Governance and Rule of Law
3. UNDP CTA for the Project

Observers: The Project Board may decide to invite key stakeholders to participate in the meetings as observers.

The NFP Secretariat, with support from UNDP CTA and Operations Specialist, will provide secretariat services for the Project board by coordinating meetings, producing documentation and meeting minutes, managing correspondence, information management / dissemination and related tasks. Documents will be made available to Project Board members at least five working days before the meeting. Minutes of the meetings will be circulated by Parliament Secretariat with support from UNDP CTA.

Board meetings for Somaliland, Puntland and State Assemblies

Separate *board meetings* will be conducted at least once every six months for the parliaments in Somaliland, Puntland and other emerging parliaments. These board meetings will approve AWP and provide high-level policy guidance related to the support provided to these parliaments.

Parliamentary Support Technical Working Group

The Technical Working Group will meet at least once every six months to discuss high level, strategic project issues, but experience has shown that it is also useful to hold more regular coordination meetings at an operational level. To this end, the Project if needed will help facilitate the organization of a quarterly Technical Working Group meeting, which will bring together the leadership of the Parliament, with the UNDP Project team, UNSOM and other parliamentary service providers (e.g., SSG, Max Plank). The meetings will be chaired by the Secretary General of the Parliament or by the Speaker if meetings are called at a high level.

Programme Assurance

Project Assurance is the responsibility of each Project Board member; however the role can be delegated to UNDP Governance unit. The UNDP Governance and Rule of Law Unit will support the Programme Board by carrying out objective and independent programme oversight and monitoring functions. This role ensures appropriate programme management milestones are managed and completed. Programme assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. The UNDP Country Office Partnerships and Planning Unit supports the quality of oversight provided by project and programme teams, and in addition supports internal reporting and compliance. It will also lead the third party monitoring of all activities under the project. The UNDP Regional Hub for Amman and the headquarters Bureau for Policy and Programme Support will also support the UNDP Somalia Country Office to ensure project assurance, upon request.

Audit Arrangements

The audit of the programme will be organized as a part of the UNDP office audit. An external audit firm will be employed if more frequent audit (annual audit) is required.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

RISK MANAGEMENT: UNDP (DIM)

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).

UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds][37] [UNDP funds received pursuant to the Project Document][38] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure

[37] To be used where UNDP is the Implementing Partner
[38] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][39] [UNDP funds received pursuant to the Project Document][40] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
        i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined

by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document

XI. ANNEXES

ANNEX 1: PROJECT QUALITY ASSURANCE REPORT (PROJECT DESIGN STAGE)

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ◎◎◎◎◎	**HIGHLY SATISFACTORY (4)** ◎◎◎◎○	**SATISFACTORY (3)** ◎◎◎○○	**NEEDS IMPROVEMENT (2)** ◎◎○○○	**INADEQUATE (1)** ◎○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
• **APPROVE** – the project is of sufficient quality to continue as planned**.** Any management actions must be addressed in a timely manner. • **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.				
RATING CRITERIA				
STRATEGIC				
1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):			3	2 1

• **3:** The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • **2:** The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • **1:** The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. *Note: Management Action or strong management justification must be given for a score of 1 The Theory of Change states that: "Effective, open and accountable parliamentary institutions, at all levels, will foster inclusive politics. Inclusive politics contributes to national peacebuilding, state-building and development." The strengthening of accountability and representative through inclusive and participatory democratic assemblies can positively impact social cohesion, peaceful transition, and sustainable political settlement. The 2030 Agenda offers a defined, relevant and integrated framework for building such inclusive and participatory processes, and enabling open institutions to function more effectively. In particular, SDG 16 resolves to: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels." As such, the project aligns with SDGs and aims for higher level change.	**Evidence** Pages 14 and 15
2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): • **3:** The project responds to one of the three areas of development work[41] as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas[42]; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. *(all must be true to select this option)* • **2:** The project responds to one of the three areas of development work[1] as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true to select this option)* • **1:** While the project may respond to one of the three areas of development work[1] as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. The project aligns with one of the three priority areas at the global level for the 2014-2017 Strategic Plan: strengthening inclusive and effective democratic governance. This has resulted in an integrated global, regional, and country-level approach to policy development and programme implementation for inclusive political processes that reflects UNDP's substantial experience and capacity in providing support to parliaments, the electoral cycle, civic engagement, constitutional reform, local governance, and	3 | 2 1 **Evidence** Page 14

[41] 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

[42] sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

social inclusion in political decision-making. The Fostering Inclusive Politics in Somalia Project is also in line with the New Deal Compact for Somalia (2012-16), the new Somalia National Development Plan (2017-20), UNDP Country Programme Document (CPD) and the UN SCR calling for supporting peace and reconciliation process and to support establishing federal structure.

RELEVANT

3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):

- **3:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) *(all must be true to select this option)*
- **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. *(both must be true to select this option)*
- **1:** The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

*Note: Management Action must be taken for a score of 1

3 | 2 | 1

Select (all) targeted groups: (drop-down)
Evidence

Pages 7 and 18

The project aims to improve inclusion, and focuses strongly on women and youth. Youth in Somalia face high levels of unemployment, disenfranchisement and disaffection with governance processes that excludes them. That said, their engagement in the nation's development is critical to building a peaceful, inclusive and prosperous Somalia. The NDP specifically expresses a commitment to addressing the needs and grievances of young people, and all development support would do well to integrate this aspiration.

Somali women have long been marginalized from political and public life, due to cultural, religious and clan-related traditions that designate the public sphere as a male territory. Women continue to be significantly under-represented in decision-making bodies at all levels. Although a 30% quota for women in parliament was proposed during the 2011/12 constitutional process, it was not included in the draft submitted for final endorsement. The 2012-16 House of the People only had 14% women representation.

The Project will prioritize work to dialogue with citizens and CSOs and to communicate, including through partnerships with the media and CSOs. Effort will be made to echo the voices of the citizens especially the most marginalized, including women, youth, rural and vulnerable groups.

3 | 2 | 1

4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project): • **3:** Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • **1:** There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. *Note: Management Action or strong management justification must be given for a score of 1 The project is based on the experiences and lessons learned on the support of the Somalia Parliaments between 2012 and 2016. In this regard, the project will utilize positive opportunities provided by the election of the new National Federal Parliament, as important and relevant milestone for measuring inclusion, participation and public confidence in achieving reform of political processes in Somalia. The project is informed by lessons learned, and is structured to continue to document lessons learned in implementation. UNDP has developed experience and knowledge in its programmes in support of institutional and capacity development in the Somali Federal Republic and its member states and Somaliland. UNDP has also considered lessons learned from its global work on governance and peacebuilding in conflict-affected countries. UNDP has also strategically chosen partners because of their expertise and lessons learned. AWEPA, for instance, has worked on its Somalia Parliamentary Programme since 2016, which will better inform the work of this UNDP initiative. Further, as part of monitoring and evaluation, there will be a Lessons Learnt Log to ensure there is continuous learning and adaptation when appropriate.	**Evidence** Pages 16, 31 and 32
5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project): • **3:** A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)* • **2:** A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)*	3 | 2 1 **Evidence** Pages 7, 20, 22 and 29

• **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. *Note: Management Action or strong management justification must be given for a score of 1 The project includes activities focused on gender empowerment and mainstreaming. There will be ongoing capacity development for all MPs with seminars on peacebuilding and development issues, with a focus on critical topics including gender mainstreaming in law-making. There will also be specialized training for female MPs that is receptive to their needs and the unique challenges they face. The project will also ensure that parliament is more inclusive in nature and in process; it will offer support for mainstreaming and engagement of target groups—including women—and to better engage women MPs in specific activities. It will also support capacity development for review with a gender-sensitive perspective. The project will also identify women's groups for engagement, which will be supported in advocacy training to better lobby parliaments and to facilitate dialogue between the groups and MPs in settings like public hearings. The project will also support caucuses when they are established. The project will not take the lead on building these caucuses, as the South-West State Assembly already intends to do so.	
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project): • **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true to select this option)* • **2:** Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. *Note: Management Action or strong management justification must be given for a score of 1 UNDP comes with expertise developed under UNDP Somalia. It also is the leading multilateral organization in the field of parliamentary strengthening and development, as it provides support to 70 parliaments around the world. UNDP will also work with other UN agencies in Somalia to deliver on policy reform and to further harness expertise to benefit Somalia's parliaments.	3 | 2 1 **Evidence** **Pages 31 and 32**

UNDP has already worked with UNODC in Phase 1, and plans to work with UNSOM/UNDP Rule of Law Programme to support the development of legislative drafting units in the Ministries of Justice. UNDP has also created strategic partnerships with AWEPA during Phase 1 with plans to continue these partnerships in Phase 2 to better ensure its work does not duplicate existing efforts and builds on the partners' expertise. Further, UNDP plans to work with other UN agencies to utilize their expertise to better develop and strengthen parliament.	
SOCIAL & ENVIRONMENTAL STANDARDS	
7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project): • **3:** Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true to select this option)* • **2:** Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • **1:** No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. *Note: Management action or strong management justification must be given for a score of 1 As part of capacity development, there will be seminars on critical peacebuilding and development issues such as federalism, the NDP, the SDGs, Multi-party system, human rights treaty obligations, gender mainstreaming in law-making, the budget process, and anti-corruption mechanisms. There will also be trainings for MPs on human rights, and the Project will provide support to committee to undertake human rights and gender reviews of legislation. Further, under monitoring and evaluation the Accountability, Oversight and Operations management team will monitor progress by tracking outputs and activity results against indicators and benchmarks for each planned activity. This will ensure compliance with human rights principles, aid effectiveness principles, and the Parliaments' Codes of Conduct as appropriate.	3 | 2 1 **Evidence** **Pages 53 and 64**
8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project): • **3:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true to select this option)*.	3 | 2 1 **Evidence** Pages 28 and 68

• **2:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. *Note: Management action or strong management justification must be given for a score of 1 UNDP Somalia has a range of projects that cover key development topics, including environmental protection. Coordinating with UNDP Somalia will help to ensure environmental sustainability is protected. Further, the communications materials that will be produced to improve the communicative capacities of the assemblies will be printed and created with consideration to sustainability. Communications efforts focus beyond printed materials and include radio spots. The purchase of materials will be considerate of potential environmental impacts. The focus of the project should also limit any adverse impacts, as capacity developments and trainings will strongly utilize human resources.	
9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.] Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).	Yes | No SESP Not Required
MANAGEMENT & MONITORING	
10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project): • **3:** The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. *(all must be true to select this option)* • **2:** The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. *(all must be true to select this option)* • **1:** The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART,	3 | 2 1 **Evidence** Pages 43-57

results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *Note: Management Action or strong management justification must be given for a score of 1 The project has a strong results framework.		
11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project? The Project has developed a very detailed and comprehensive M&E plan that lists the methods to support evidence based management, monitoring and evaluation and monitoring has been costed as part of the project activities.	Yes (3)	No (1)
12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project): • **3:** The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToRs of the project board has been attached to the project document. *(all must be true to select this option)*. • **2:** The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The ProDoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true to select this option)* • **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. *Note: Management Action or strong management justification must be given for a score of 1 The project's governance mechanism (the Project Board) will hold regular project reviews at least once every six months (it can convene as and when necessary on an ad hoc basis including virtually as urgent need arises) to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. The Board will ensure the project remains on track with its goals and work plans. The Project Board will be responsible for the following: • Provide general, high-level, strategic oversight to the project activities including financial oversight; • Provide project and policy implementation oversight; • Provide overall guidance and direction to the project, ensuring it remains within specified constraints;	3 / 1	2
	Evidence Pages 65-67	

- Approve annual work plans and budgets; and based on the approved annual work plans (AWP) authorize any major deviation from the approved work plans and budgets;
- Conduct meetings at least twice a year to review Project Progress Reports and provide direction and recommendations to ensure agreed deliverables are produced satisfactorily according to plans;
- Approve changes and amendments to the existing project document;
- Consider recommendations from the Technical Working Group (if any);
- Monitor progressive achievement of project objectives and provide guidance on long term sustainability of the project's achievements;
- Provide high-level quality assurance for project results and input and advice to on-going risk analysis;
- Undertake mobilization of funding for the project and consider funding for emerging issues;
- Review and approve the Final Project Review Report, including lessons learned;
- Commission project evaluation when required;
- Invite representatives of other project beneficiaries to inform on their specific activities and needs.

The Co-chairs of the Project Board may establish sub-committees to deal with specific tasks or needs. The Project Board will make decisions on the basis of consensus and in case of any disagreements only then issues will be put to the Board members for a decision, which will be governed by majority vote. All board members will strive for representation in board meetings at a level appropriate for political guidance and decision-making. The Board will have the following membership:

Voting Members:

3. Co-chairs Speaker of the National Federal Parliament and the UNDP Country Director
4. Representatives from 2 donors at Ambassador or Head of Aid levels

Non-Voting Members:

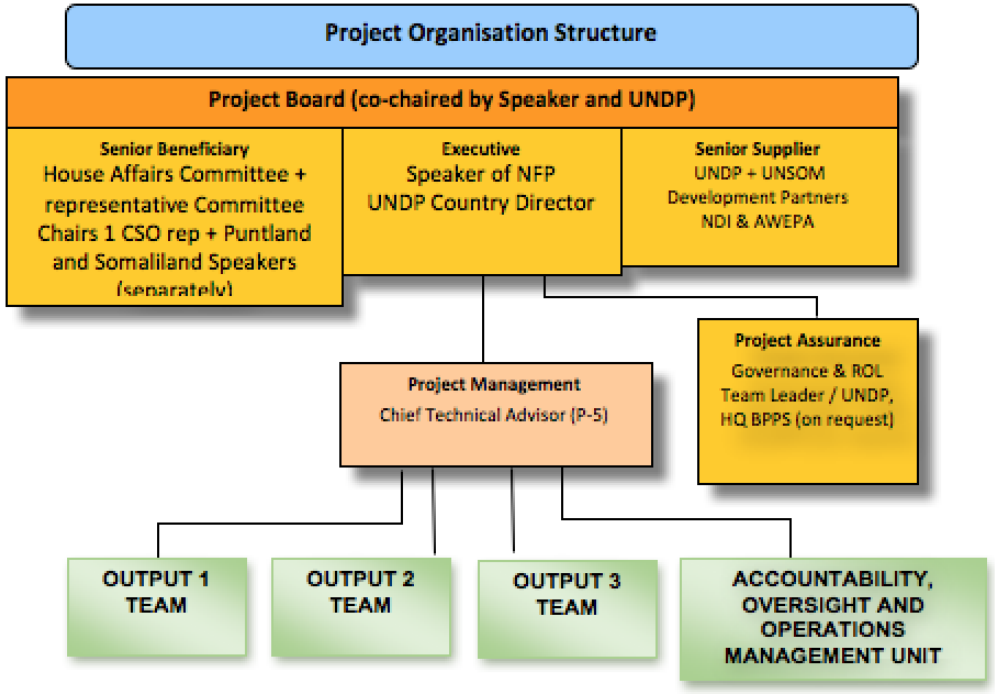
4. Parliament Secretary General
5. UNDP Programme Manager Governance and Rule of Law
6. UNDP CTA for the Project

Observers: The Project Board may decide to invite key stakeholders to participate in the meetings as observers.

The Project Board plays a critical role in UNDP commissioned evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the duration of the Project or as necessary when raised by the CTA. The Board is consulted by the CTA for decisions when his or her tolerances (normally in terms of time and budget) have been exceeded. Based on the approved annual work plan (AWP), the Project Board may also review and approve quarterly plans when required and authorise

any major deviation from these agreed quarterly plans. The objective is to create a mechanism for effective programme management. The Board contains three roles:

- Executive: The Speaker of Parliament (or his nominee) and the UNDP Country Director (or his/her nominee) will chair the group;
- Supplier: UNDP as the core provider of technical services to the Project, UN MISSION, and the donors can decide to include additional technical providers as appropriate during the period of implementation;
- Beneficiary Representative: This group needs to include a representative group of MPs (including a women and a youth representative) and representatives from civil society and the media.



13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):	3 | 2 | 1

• **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. *(both must be true to select this option)* • **2:** Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. • **1:** Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. *Note: Management Action must be taken for a score of 1 The project has been designed with all reasonable efforts to manage risks. Further, a risk log will be entered in and updated in Atlas. The project recognizes critical assumptions about the overall political and security context, as well as the operational basis for implementation. The Project will work very closely with UNSOM and other development partners to track these issues and mitigate risks, specifically: Overarching political and security context ➢ The 2016 indirect electoral process and subsequent election of the President will take place as a peaceful transition of power, generally following constitutional timelines; ➢ There will be no significant challenge (legal or political) made to the indirect electoral process of the NFP, including in relation to the creation of the new Upper House; ➢ Somalia's institutions will continue to work towards developing a federal legal framework and supporting institutions, including in cooperation with the NFP and state assemblies; ➢ The security context will not substantially deteriorate in Mogadishu and the state capitals; ➢ The parliamentary elections in Somaliland will be postponed and the term of the current MPs will be extended thereby reducing the accountability of the MPs to the electorate. Operating context ➢ The newly elected Presiding Officers of the HOP and Upper House will be willing to work with each other; ➢ The NFP HOP and UH will discuss and clarify their mandates and develop processes for working together, recognizing that the constitutional review process may eventually affect their powers; ➢ During the next term of the NFP, clarity will need to be found regarding parliaments core law-making processes and its additional role in managing the ongoing constitutional review process; ➢ A substantial number of MPs within the NFP and other legislatures will have a genuine political commitment to democratic principles and to performing their constitutional mandates of law-making, oversight and representation as well as addressing priorities such as peacebuilding, statebuilding and gender equality; ➢ The new NFP leadership will be willing to work with UNDP as a parliamentary support partner;	**Evidence** Pages 33-34

➢ The Somaliland and Puntland parliaments and emerging state assemblies' leadership will be willing to work with UNDP as a parliamentary support partner; ➢ Donors and implementing partners will work together to support the legislatures to respect the Constitution, uphold the rule of law and will coordinate so that efforts reinforce critical political priorities. Intersecting with the assumptions above, there remain considerable risks to the overall ability of the parliaments of Somalia to operate effectively in support of national development, peacebuilding and statebuilding. While many of these risks are beyond the scope of the Project to mitigate, nonetheless it is important to recognize them when assessing the realistic ability of the Project to achieve meaningful and sustainable transformation of parliamentary institutions. A fuller set of risks is included at Annex X and will be continually updated through the life of the Project. Critical high-level risks include: ➢ Vertical and horizontal political conflict could still destabilize the operations of the NFP, Somaliland and Puntland parliaments and the emerging state assemblies; ➢ The constitutional review process could stall leading to conflict between different levels of government including the legislative branches. ➢ Violent conflict could undermine the ability of MPs to do their jobs, either through direct threats to MPs and/or by making it impossible for them to hold sessions; ➢ Clan conflicts outside of Parliament could undermine the work of MPs and their willingness to work together inside Parliament. ➢ Insufficient funds to support new institutions such as the emerging regions state assemblies could undermine the role these assemblies have in building peaceful state institutions; ➢ Lack of trust of citizens and communities in the legislative institutions will impact the effectiveness of the Parliament as platform for inclusiveness, social cohesion and reconciliation. MPs will resist actively engaging women and young people in the work of parliaments		
EFFICIENT		
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners. One of the guiding principles of project implementation will be to maximize scarce resources in a restricted operating environment by focusing on developing effective partnerships, based on comparative advantages and close coordination of activities in a coherent and complementary way. Already, during Phase 1 partnerships were developed with AWEPA.	Yes (3)	No (1)

Further, the project itself is designed around long-term sustainability. The focus on strengthening of governance and capacities of parliaments will help provide the foundation and the tools for the development plans and strategies set out in the NDP. The strategy of this project follows the general approach of the Government to peace, security, development, that is based upon the understanding that human security, state security and development as well as, conversely, insecurity and underdevelopment are mutually reinforcing. Therefore, the democratic agenda of Somalia is key to the overall development of Somalia, is ambitious, and aims to introduce multiparty democracy by 2020. The theory of change states that effective, open and accountable parliamentary institutions, at all levels, will foster Inclusive Politics, which in turn contributes to national peacebuilding, state-building and development. The key strategy for the project is to ensure that activities in support of political reforms are integrated, inclusive and complementary. This will help to ensure the project's sustainability and effective use of resources.		
15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?) UNDP has ensured that it has an advantage in the design of the project. In designing the project, UNDP considered other experts and organizations working in the field to ensure it did not duplicate efforts. For instance, the project will not work to establish a women's caucus as the South-West State Assembly has taken the lead on this initiative (although UNDP will support the caucus if/when it is formed). Further, since AWEPA will no longer support the NFP's women's caucus, UNDP will work with this group of MPs. SSG will take the lead in e-parliament, so UNDP will not invest in this either. Rather, UNDP has positioned itself as an expert and will work with partners in more constructive ways and to make better use of scarce resources. UNDP developed partnerships with Chemonics, AWEPA, in Phase 1 and aims to continue these partnerships in Phase 2 with Max Plank and SSG.	Yes (3)	No (1)
16. Is the budget justified and supported with valid estimates? • **3:** The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • **2:** The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. • **1:** The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. The Project has been designed with value for money as a key priority, recognising the multitude of needs in Somalia and the limited funding envelope of Somali governments at all levels and of donors. That said, a fundamental underpinning of	3 1 **Evidence** Pages 64-65	2

parliamentary development is skills transfer based on the use of high-quality technical specialists capable of working with local partners to provide highly reliable, complex technical advice as needed, as well as more systematic longer-term capacity development. As such, the Project has been designed to enable UNDP to deploy both long-term Somali capacity development staff, complemented by international advisors and consultants with capacities to provide specialist technical inputs upon demand. Experience during Phase 1 of the PSP demonstrated the importance of both approaches – accompaniment based on relationships of trust build over time between Somalis will be crucial, but it is also necessary for UNDP to be able to offer Somali Parliaments technical advice on complex parliamentary procedure issues as well as constitutional and subject-matter issues. UNDP as the Implementing Agency will carry out some administrative-related work including procurement of goods and services. Where appropriate, the project will prepare Letters of Agreements (LoAs) with national counterparts in order to rely on national implementation capacities. With reference to recent capacity assessments conducted for all parliaments, the project will implement adequate capacity development, mitigation and monitoring measures in order to safeguard the proper use of funds. The LOA methodology responds to the difficult operating environment that makes it more challenging to deliver responsive, flexible support within the fluid Somali political environment by enabling the quick disbursement of funds for the delivery of basic activities. At the same time, UNDP uses the LOA approach as a means for building financial management and procurement capacity within counterparts, as well as to ensure stronger local ownership. In particular, by using LOAs to support supplementary staffing, UNDP is able to negotiate locally-based salary rates and increase partner commitment to eventually moving such positions into the permanent parliamentary staff. As noted above, the 2016 PSP Evaluation found that these LOAs were a relatively efficient and effective mechanisms for implementation, as they enable timely delivery in a highly insecure environment, while their oversight by external third parties has strengthening accountability and reduced the risk of mismanagement. That said, the CTA and head of the Accountability, Oversight & Operations Management (AOOM) Unit will be responsible for close monitoring of these LOAs and ensuring that LOAs and the work plans that underpin them operate to progress real results and impacts.	
17. Is the Country Office fully recovering the costs involved with project implementation? • **3:** The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • **2:** The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • **1:** The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. *Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	3 | 2 1 **Evidence** Pages 64-65

For the programme, UNDP is required to recover the cost for providing Implementation Support Services (ISS) on the basis of actual costs or transaction fee. These costs are an integral part of programme delivery, and hence should be charged to the same budget line as the programme input itself. In determining costs the approach is to use actual costs for clearly identifiable transactions and when this is not possible, UNDP will use the Universal Price List for services (transaction fee), as reference. Fundamentally, the percentage fee for GMS is not intended to recover the cost of ISS, which instead are recovered based on a transaction fee, as described above.	
EFFECTIVE	
18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project): • **3:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. *(both must be true to select this option)* • **2:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • **1:** The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. *Note: Management Action or strong management justification must be given for a score of 1 UNDP will use direct implementation given the nature and goals of the project. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).	3 2 1 **Evidence** Page 68
19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination? • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. The project aims to improve inclusion, and focuses strongly on women and youth. The Project will prioritize work to dialogue with citizens and CSOs and to communicate, including through partnerships with the media and CSOs. Effort will be made to echo the voices of the citizens especially the most marginalized, including women, youth, rural and vulnerable groups.	3 2 1 **Evidence** Page 18

The Project will also select target locations according to the needs assessment, with consideration to conflict analysis and community consultations to ensure it can be more inclusive in its process.		
20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation? Monitoring and evaluation of the project will involve the following processes: <u>*Within the annual project cycle*</u> • Project Progress Reports shall be submitted to the Project Board through the Governance and Rule of Law Unit and Planning and Partnership Unit (PPU) of UNDP Country Office. As part of its obligation to quality assure all programming funded through UNDP, the UNDP Country Office will continually review project planning documents and undertake periodic monitoring and spot check missions in partnership with parliament and donors as appropriate. The results of these quality assurance exercises will be used to support continuous strengthening of UNDP support to parliaments and will be reflected in the project reporting. • Monthly Newsletters shall be submitted to all stakeholders, national counterparts, implementing partners, donors and UNDP CO. • A Monitoring Plan shall be developed annually in line with the activities and also including the monitoring and spot check missions. • Monthly or fortnightly project reporting will provide on-going activity updates and inform stakeholders in real time, about issues arising. • Internal reporting within the project will help track activities and progress thereof. • An Issue Log shall be activated in Atlas and updated by the project management support unit to facilitate tracking and resolution of potential problems or requests for change. • A Risk Log, based on the generalised risk assessment provided in this document, shall also be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. • A Lessons Learnt Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of the Lessons Learnt Report. • Financial Analysis will accompany all project progress reports that will include delivery rates to ensure all UNDP and donor resources are being utilised in accordance with the project document and annual work plans/budgets. Further, the project	Yes (3)	No (1)

shall be subject exclusively, to the internal and external-auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Internal Assessments

- Quarterly Assessments shall be undertaken, based on quarterly work plans, to determine progress.
- Annual Project Review shall be conducted internally during the fourth quarter of each year, or soon after, to assess the performance of the project, and appraise the Annual Work Plan for the following year. In the last year of the project, this review will be a Final Assessment. This review will be driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate CPD outcomes.

Independent Reviews and Evaluations

- A final evaluation of the project will be conducted in 2020. The structure of this evaluation will be determined by UNDP but based on the interests, concerns and inputs of stakeholders. This evaluation should inform objective, independent reports on project progress towards stated objectives, issues arising, lessons learned, and include recommendations to improve future implementation.

21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

*Note: Management Action or strong management justification must be given for a score of "no"

Yes (3)	No (1)
Evidence	

22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):

- **3:** The project has a realistic work plan & budget covering the duration of the project *at the activity* level to ensure outputs are delivered on time and within the allotted resources.
- **2:** The project has a work plan & budget covering the duration of the project at the output level.
- **1:** The project does not yet have a work plan & budget covering the duration of the project.

3	2
1	
Evidence	
Pages 56-60	

The project has a four-year timeline. Already, the NFP is being included in the Arab region programme on parliaments and SDGs, and this partnership will be strengthened over the coming four years. The specific activities and budgets are outlined in the project document for the duration of the project.

SUSTAINABILITY & NATIONAL OWNERSHIP

23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):

3	2
1	

• **3:** National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • **2:** The project has been developed by UNDP in close consultation with national partners. • **1:** The project has been developed by UNDP with limited or no engagement with national partners. UNDP will utilize local consultations and perceptions studies to determine what public needs, views and priorities are with regard to policing and justice to ensure the programme reflects local needs and expectations. Another important aspect of this phase of the project is to build ownership of the NFP's and regional parliaments' work amongst broader society. To this end, a substantial budget has been provided to undertaken civic education activities, with a particular emphasis on building relationships with CSOs and engaging in specific outreach with women, young people and marginalised groups.	**Evidence** Pages 19 and 62	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): • **3:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • **2.5:** A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • **1.5:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • **1:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. Needs assessments will be utilized to ensure: 1) that the programme's work is for the benefit of people in need, not the interests of any one conflict actors; 2) that target locations are selected strategically and consider conflict analysis and community consultations to identify potential 'dividers' and 'connectors'; 3) that beneficiaries and partners are selected to avoid creating or fuelling divisions within target communities and with neighbours. Further, the project considers what is critical to success. It will work with selected key actors and institutions to ensure that the effectiveness and accountability of parliaments is strengthened.	3 / 2.5 2 / 1.5 1 **Evidence** **Pages 17, 71 and 72**	
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3)	No (1)

UNDP as the Implementing Agency will carry out some administrative-related work including procurement of goods and services. Where appropriate, the project will prepare Letters of Agreement (LoA) with national counterparts in order to rely on national implementation capacities. UNDP uses the LOA approach as a means for building financial management and procurement capacity within counterparts, as well as to ensure stronger local ownership. In particular, by using LOAs to support supplementary staffing, UNDP is able to negotiate locally-based salary rates and increase partner commitment to eventually moving such positions into the permanent parliamentary staff. As noted above, the 2016 PSP Evaluation found that these LOAs were a relatively efficient and effective mechanisms for implementation, as they enable timely delivery in a highly insecure environment, while their oversight by external third parties has strengthening accountability and reduced the risk of mismanagement. That said, the CTA and head of the AOP Unit will be responsible for close monitoring of these LOAs and ensuring that LOAs and the workplans that underpin them operate to progress real results and impacts.		
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)? This current phase of the Project will prioritise active development of partnerships with civil society groups and Somalia's legislatures. Whereas in Phase 1 there was a strong focus on building the institution of the legislatures, Phase 2 will include a heavy emphasis on facilitating partnerships and networks across and between civil society and parliaments, in order to support the overarching aims of federalism, peacebuilding and national unity. In the perspective of the multiparty system and the direct elections in 2020, the development of strong and active political parties is crucial to fostering the participation and inclusion of Somalian citizens in decision-making processes, especially as the first NDP policy priority is to "***make significant strides towards a society with an open and inclusive political system, including one person – one vote elections in 2020***". UNDP's entire approach through Phase 2 is to consolidate initial skills development gains with a view to strengthening the sustainability of gains in human and institutional capacity. While MPs skills development will be critical, these efforts will be balanced by capacity development of the Secretariat staff in recognition of the fact that it is these permanent staff who will be responsible for providing services over the longer-term to MPs who will come and go due to elections. This is recognised as global good practice in the area of parliamentary development, where building a cadre of well-capacitated staff who have the resources to provide parliamentary services to MPs is recognised as critical to sustainability.	Yes (3)	No (1)

These efforts will ensure the sustainability of the project and the development of stronger capacity that can outlive the project timeframe.		

ANNEX 2. SOCIAL AND ENVIRONMENTAL SCREENING

Project Information

Project Information	
1. Project Title	**Building inclusive and accountable parliaments for a peaceful Somalia (PSP-II)**
2. Award/Project Number	**00099031**
3. Location	**Somalia- Mogadishu (Federal level), Somaliland, Puntland, Galmudug, Jubaland, South West State and Hir Shabelle**

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
The project will be implemented through participatory approach with consultation and inclusion of minority groups, such as women, young people and other marginalized groups in the activities of the parliament. The project will be mainstreamed with active engagement of communities through civic outreach in order to strengthen women political participation, women's rights and to promote the empowerment of marginalized groups. The project will closely work with its stakeholders to bring together Federal Parliament and CSOs to promote protection of human rights. The project will support capacity building training activities for female MPs in the areas of gender analysis of legislation, gender budgeting and collection of sex-disaggregated data.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
The project will promote gender equality through capacity development activities in gender elements, with trainings for MPs on gender specifically and gender mainstreamed into all other activities. The project will provide resources in support for the establishment of the Women's Caucus. The project will work with women's caucuses in the parliaments and develop links with women's groups to engage in parliamentary processes to promote gender equality. The project will also work with women MPs in other legislatures and assemblies with substantial numbers of women MPs to establish women's caucuses and to provide specialized training to women MPs based on their unique challenges they are facing.. As part of the work to develop CSO partnerships with the NFP and other legislatures, the project will also pay special attention to identifying women's groups for engagement. These groups can be supported with advocacy training to enable them to more effectively lobby parliaments, and the project can also facilitate

connecting up these women's groups with MPs and relevant parliamentary committees, especially during public hearings. The project will also work with the NFP and other legislatures to reach out to specific marginalised groups, most notably, women and youth.
Briefly describe in the space below how the Project mainstreams environmental sustainability
N/A

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
Risk 1: Duty-bearers do not have the capacity to meet their obligations in the Project	I=1 P=2	Moderate	The project will enhance and strengthen operational and technical capacity of the duty bearers.	The project will provide capacity development activities to all duty bearers as they are the core of the project activities and goals.
Risk 2: Rights-holders do not have the capacity to claim their rights	I=2 P=1	Low	This will be done through capacity building of the right holders on key principles, strategies, mechanisms and to claim their rights.	The project will include capacity building activities in promoting the right holders to have the skills and knowledge to advocate for their rights and carry out awareness campaigns, MPs outreach to their constituents support and claim their rights.

Risk 3: The proposed Project would have adverse impacts on gender equality and/or the situation of women and girls	I=2 P=1	Low	The project will mainstream gender into all activities.	Project will ensure that gender is mainstreamed across all of its activities. Special considerations will be given to female MPs.
[add additional rows as needed]				

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)		**Comments**
	Low Risk	X	
	Moderate Risk	☐	
	High Risk	☐	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		**Comments**
	Principle 1: Human Rights	X	The project will closely work with its stakeholders to bring together Federal Parliament and CSOs to promote protection of human rights. The project will support capacity building training activities for female MPs in the areas of gender analysis of legislation, gender budgeting and collection of sex-disaggregated data.
	Principle 2: Gender Equality and Women's Empowerment	X	The project will pay special attention to identifying women's groups for engagement. These groups can be supported with advocacy training to enable them to more effectively lobby parliaments, and the project can also facilitate connecting up these women's groups with MPs and relevant parliamentary committees, especially during public hearings.
	1. Biodiversity Conservation and Natural Resource Management	☐	
	2. Climate Change Mitigation and Adaptation	☐	
	3. Community Health, Safety and Working Conditions	☐	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☐	

	7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

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

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		**Answer (Yes/No)**
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [43]	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	Yes
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No

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

1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[44] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		

[44] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[45]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No

[45] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

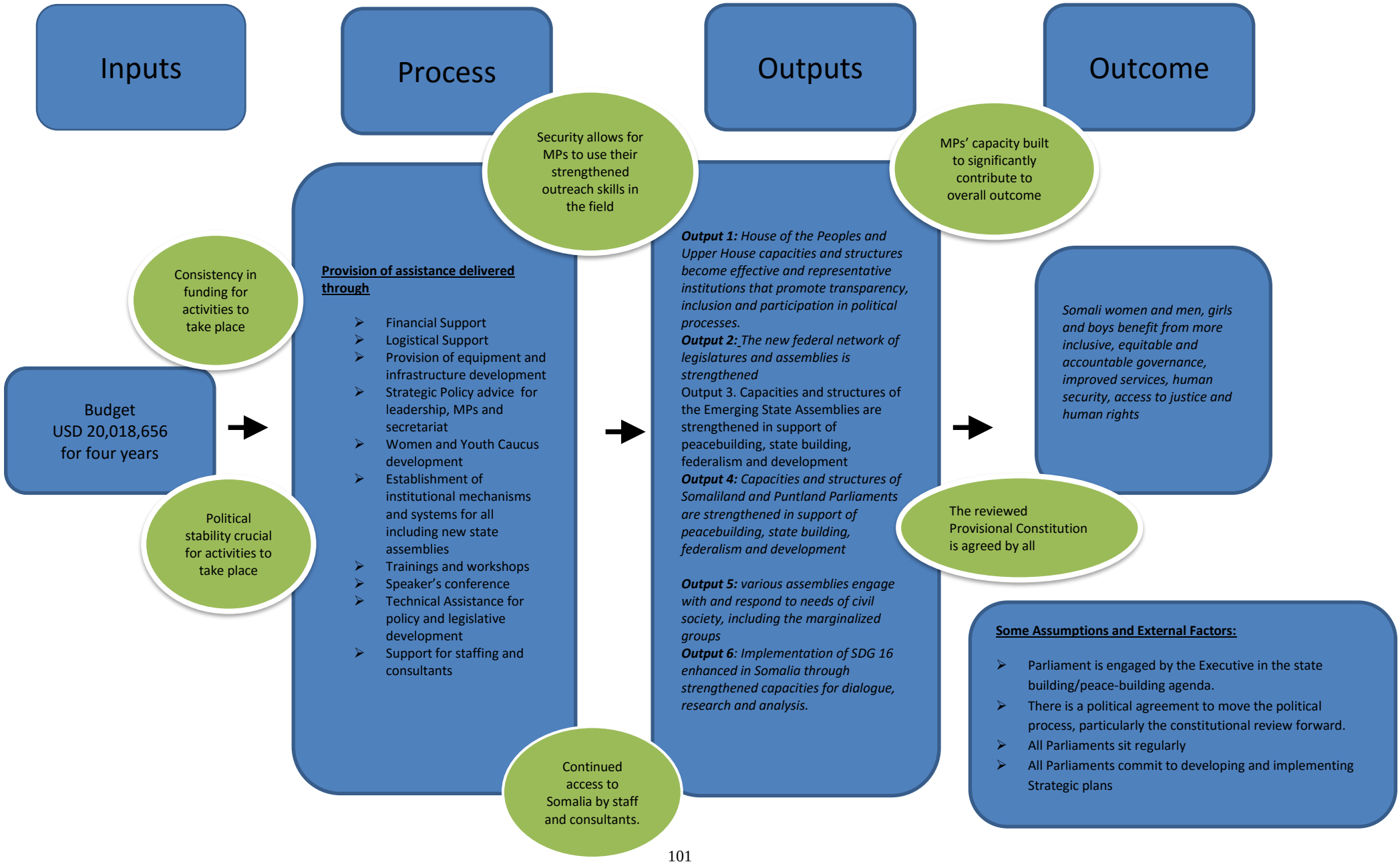
ANNEX 3: RISK ANALYSIS: RISK LOG

Project Title: Building inclusive and accountable parliaments for a peaceful Somalia-(PSP-II)	**Award/ Project ID: 00099031**	**Date:** Jul 2017 – Jun 2021

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Absence of adequate parliamentary record-keeping to monitor indicators.		Operational	P = 2 I = 3	The project focuses on building capacities for national actors to fulfil oversight duties. If capacities are weak, UNDP brings its own expertise and previous experiences and will remain flexible to adapt to existing capacities.	CTA	Project Developer		
2	Provincial legislatures not established.		Organizational	P = 2 I = 3	To mitigate this risk, there are regular support meetings and monthly Speakers' Forums to foster solidarity and knowledge exchange. The project will also remain flexible and adapt to challenges to mitigate this risk.	CTA	Project Developer		
3	Regional assemblies are not fully established or lack capacity to be operationalized.		Organizational	P = 4 I = 3	If this risk is fulfilled, the capacities of the emerging assemblies will not be adequately built. Regional assemblies are understaffed and rely largely on volunteers, so UNDP will consider these limited capacities in their programming. There will be targeted trainings and monitoring of progress.	CTA	Project Developer		
4	The Somaliland and Puntland Parliaments lack the capacity to be operationalized.		Organizational	P = I =	The project will be flexible and responsible to the emerging needs of the country and the parliamentary institution given the country context and capacity of institutions.	CTA	Project Developer		
5	Project funds are not entirely mobilized.		Financial	P = I =	If this risk occurs, it would decrease the number of activities envisioned in the project. The UNDP CO and	CTA	Project Developer		

					the Project Team will pursue funding opportunities.				
6	Limited commitment to development of Speakers' Forum.		Strategic	P = I =	If this risk occurs, it would the likelihood of developing the Speakers' Forum. This output has activities that include support meetings to develop relationships that should inspire further commitment.	CTA	Project Developer		
7	Providing slow or inaccurate advice.		Organizational	P = I =	To mitigate the risk of slow or inaccurate advice and support, the Project has dedicated resources for adequate staffing. There will be two international specialists heading the national team of officers with capacities to support institutional change. There will also be a Quick Deployment Unit of a team of parliamentary experts on retainer.	CTA	Project Developer		
8	Vertical and horizontal political conflict could still destabilize the operations of the NFP, Somaliland and Puntland parliaments and the emerging state assemblies.		Political	P = I =	The project will be flexible and responsible to the emerging needs of the country and the parliamentary institution given the country context.	CTA	Project Developer		
9	The constitutional review process could stall leading to conflict between different levels of government including the legislative branches.		Political	P = I =	The project will be flexible and responsible to the emerging needs of the country and the parliamentary institution given the country context and capacity of institutions. To mitigate this risk, the Provisional Constitution and Implementation Oversight Committee was established and will be supported by the Independent Provisional Constitution Review and Implementation Commission, which can provide advice and reviews.	CTA	Project Developer		

10	Violent conflict could undermine the ability of MPs to do their jobs, either through direct threats to MPs and/or by making it impossible for them to hold sessions.		Environmental	P = I =	The project will be flexible and responsible to the emerging needs of the country and the parliamentary institution given the country context.	CTA	Project Developer		
11	Clan conflicts outside of Parliament could undermine the work of MPs and their willingness to work together inside Parliament.		Strategic	P = I =	The project will be flexible and responsible to the emerging needs of the country and the parliamentary institution given the country context. To mitigate the risk, the project will work within and across clan lines and send MPs as representatives in dispute resolution efforts.	CTA	Project Developer		
12	Lack of trust of citizens and communities in the legislative institutions will impact the effectiveness of the Parliament as platform for inclusiveness, social cohesion and reconciliation.		Political	P = I =	The project acknowledges that a lack of trust can limit any success of the work, and so focuses on having parliamentarians use their representational mandates to build trust in the country's new institutions; demonstrating a commitment to transparency, accountability and the rule of law will be important in this respect.	CTA	Project Developer		

Environmental	Financial	Organizational	Political	Operational	Regulatory	Strategic	Other
Natural Disasters: storms, flooding, earthquakes	EXTERNAL economic factors: interest rates, exchange rate fluctuation, inflation	Institutional Arrangements	Corruption	Complex Design (size: larger/multi-country project; technical complexity; innovativeness, multiple funding sources)	New unexpected regulations, policies	Partnerships failing to deliver	Other risks that do not fit in an of the other categories
Pollution incidents	INTERNAL:	Institutional/ Execution Capacity	Government Commitment	Project Management	Critical policies or legislation fails to pass or progress in the legislative process	Strategic Vision, Planning and Communication	Might refer to socioeconomic factors such as: population pressures; encroachment – illegal invasions; poaching/illegal hunting or fishing
Social and Cultural	Co-financing difficulties	Implementation arrangements	Political Will	Human Error/Incompetence		Leadership and Management	
Security/Safety	Use of financing mechanisms	Country Office Capacity (specific elements limiting CO capacity)	Political Instability	Infrastructure Failure		Programme Alignment	
Economic	Funding (Financial Resources)	Governance	Change in Government	Safety being compromised		Competition	
	Reserve Adequacy	Culture, Code of Conduct and Ethics	Armed Conflict and Instability	Poor monitoring and evaluation		Stakeholder Relations	
	Currency	Accountability and Compensation	Adverse Public opinion/media intervention	Delivery		Reputation	
	Receivables	Succession Planning and Talent Management		Programme Management		UN Coordination	
	Accounting/Financial Reporting	Human resources Processes and Procedures		Process Efficiency		UN Reform	
	Budget Allocation and Management			Internal Controls			
	Cash Management/Reconciliation			Internal and External Fraud			
	Pricing/Cost Recovery			Compliance and Legal			
				Procurement			
				Technology			
				Physical Assets			

ANNEX 4: THEORY OF CHANGE DIAGRAM