



Somalia Joint Justice Programme

Project Number: 00111520

Implementing Partners: UNSOM, UNDP, IDLO, UN Women and UNICEF

Start Date: 01 August 2018

End Date:

31 December 2020

Brief Description

The Somalia Joint Justice Programme (JJP) is a 30-month programme supporting the National Development Plan 2017-2019 goal to 'Establish independent, accountable and efficient justice institutions capable of addressing the justice needs of the people of Somalia'.

The Programme operates under UN Strategic Priority 3: All Somalis benefit from Peace, Security and the Rule of Law including Justice, UN Strategic Priority 4: Effective and accountable institutions that respond to needs and rights of all Somalis and Comprehensive Approach to Security (CAS) Strand 2C.



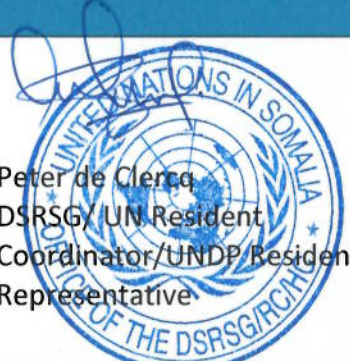
Key focus areas of the Programme are:

- Federalization of the justice sector and state building, including the constitutional review process
- Strengthening justice institutions as part of the Comprehensive Approach to Security and methods of countering violent extremism (strand 2 and 4)
- Leadership, planning and management capacity
- Nationalising training capacities and standardising training programmes
- Promoting oversight, accountability and inclusivity
- Expanding and strengthening justice services
- Adopting community orientated approaches to improving local access to justice and ensure stabilization (strand 3 CAS)
- Rule of law (RoL) institutions enabled and communities empowered through increased security and improved access to justice
- Legal and policy frameworks in place which also promote gender equality.

<p>Contributing Outcome: UN Strategic Framework</p> <ul style="list-style-type: none"> o Strategic Priority 3: All Somalis benefit from Peace, Security, Justice & the Rule of Law. o Strategic Priority 4: Effective and accountable institutions that respond to needs and rights of all Somalis. <p>Indicative Outcome: Outcome 1: Justice institutions are present across Somalia and are increasingly delivering in accordance with a federal framework and providing equitable and professional basic services to the Somali people Outcome 2: Men, women and children are safer and accessing basic justice and human rights services</p>

Total required:	resources	\$20,836,974.14
Total allocated:	resources	
	Donor:	
	Donor:	
	Government In-Kind:	
Unfunded:		

Agreed by (signatures):

Minister of Justice, FGS	UNSOM	Participating UN Organizations
 <p>Name: Hassan Hussein Haji Minister of Justice</p>	 <p>Raisedon Zenenga DSRSG</p>	 <p>Peter de Clercq DSRSG/ UN Resident Coordinator/UNDP Resident Representative</p>
Date: 14/08/2018	Date: 14/8/18	Date: 14/8/2018

List of Acronyms

CAS	Comprehensive Approach to Security
DfID	Department for International Development (UK)
EU	European Union
FGS	Federal Government of Somalia
FMS	Federal Member States
GBV	Gender Based Violence
GFP	Global Focal Point
HRDDP	Human Rights Due Diligence Policy
IC	International Community
IDPs	Internally Displaced Persons
JJCS	Joint Justice and Corrections Section
JPLG	Joint Programme on Local Governance
JROLP	Joint Rule of Law Programme
MoWHRD	Ministry of Women and Human Rights Development
NSArch	National Security Architecture
PCVE	Prevention and Counter Violent Extremism
PSC	Programme Steering Committee
PUNO	Participating UN Organisation
ROL	Rule of Law
SGBV	Sexual and Gender Based Violence
SOPs	Standard Operating Procedures
UN	United Nations
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UN Women	United Nations Women
UNSC	United Nations Security Council
UNSOM	United Nations Assistance Mission in Somalia

Situational Analysis

The current challenges the justice system is facing are outlined in detail in the Federal Government of Somalia's *National Development Plan (2017-2019)*¹ and *United Nations Strategic Framework: Somalia 2017-20*² (UNSF), as well as baseline studies³ so will not be reproduced here in details. Only the main challenges will be highlighted. The Somalia Justice system is still in a very nascent state. While Federal Member States (FMS) have started establishing their justice system, it has been done mostly in a disjointed manner without a political agreement on a federal justice architecture. The justice system particularly in the FMS lacks the minimum capacities. Courts and the AGO do not have proper procedures to receive cases and there is no system of court administration or case management. Court decisions are poorly legally justified and generally refer to sharia law without more details. This creates, *inter alia*, legal insecurity. In addition, in most of the FMS, justice personnel do not receive regular salaries or any at all, which prompts some to collect informal court fees. This coupled with weak accountability, oversight and institutional independence, the communities appear to have little confidence in state justice institutions which they perceive as corrupt and partial.

Traditional justice mechanisms provide an important alternative to the lack of formal justice institutions and remain the main providers of justice services. In some locations, courts register the decisions reached by elders under *Xeer* or through arbitration, providing a degree of state recognition of customary or traditional justice. They also rely heavily on traditional justice mechanisms knowing that, due to the lack of functioning mechanism for the enforcement of court decisions, endorsement of decisions by traditional elders is the only way to ensure implementation or enforcement. However, the traditional justice mechanisms tend to be discriminatory particularly against women, youth and minority clans. For example, women are frequently excluded from participating in customary dispute resolution, and some customary remedies are in violation of constitutional rights, such as forced marriage of a woman or girl as part of a *diya/mag* payment to the aggrieved family (*Godobtir*), and forced marriage of a sexually assaulted woman to her perpetrator to maintain the "honour" of the woman and clan (and correspondingly to ensure that a dowry (*yarad*) is paid).⁴ Additionally, traditional mechanisms often are overly focused on clan relationships and tend to overlook the protection of individual rights as they are viewed as mutually exclusive. Traditional mechanisms will continue to play a key role in providing justice services therefore, emphasis must be placed on bringing changes to improve respect for human rights, particularly the rights of women.

Some progress has been made during the last couple of years, a political agreement on the Justice and Corrections architecture has been signed by the Ministers of Justice from the Federal Government and Federal Member States (FMS) and is awaiting final endorsement by the National Security Council. The

¹ Pages 1-5.

² Pages 12-17.

³ Study on Women's Access to Justice in Somalia, January 2017 KATUNI CONSULT; Understanding Potential Development of the Justice System in Somalia and Opportunities for Promoting Rule of Law & State and Peace Building Informed by Baseline Analysis of Formal Regional Criminal Courts in Urban Somalia, COFFEY, July 2017

⁴ Input for the HLPF: Women's Access to Justice and Security in Southern Somalia, Katuni Consultancy (2016), page 6

agreement provides the basic framework within which the Justice and Corrections Model can continue to be defined. Progress has been made during the last couple of years with the organization of mobile courts, provision of legal aid and awareness, training of justice personnel and equipment and infrastructure, however, the needs remain immense, requiring long term investments in institution building. At the same time, it is urgent to step up the delivery of basic justice services to the communities to increase the legitimacy of the state as well as support stabilization and transition efforts. A focus will remain on building the foundation of a viable formal justice system and ensuring that traditional justice mechanisms are in conformity with human rights standards.

Support to the Somali Justice System

Recognising the challenges above, this programme aims to contribute to sustainable security, peace and development by strengthening RoL actors to increasingly deliver to justice system users and community justice services in a human rights compliant manner.

As part of the state building and federalization process, the programme will focus on laying out the foundations of a formal justice system that offers increasingly professional and standardized justice services as a basis for its gradual expansion. This includes a clear legal framework particularly on judicial organization, establishment key justice institutions at FMS and FG levels, definition of policies and procedures for selection, discipline and career of justice personnel as well as court administration and case management. It will also support the capacities of the justice system to gradually process criminal cases in parallel to the establishment of Criminal Investigation Department and Units across Somalia.

Finally, it will seek to increase access to justice for the most vulnerable women, youth and children as well as members of minority clans through an integrated justice system that includes courts and AGO and alternative dispute resolution mechanisms. Emphasis will be placed on bringing changes within the traditional justice system mechanisms to enable it to maintain relations among clans while also protecting individual rights.

This will contribute to a number of international and national objectives:

- **Sustainable Development Goal 16** on peace, justice and strong institutions.
- **Sustainable Development Goal 5** on gender equality and empower all women and girl.
- **Security Council Resolution 1325** on women, peace and security.
- **UN Strategic Framework**
 - **Strategic Priority 3:** All Somalis benefit from Peace, Security and the Rule of Law, including Justice.
 - **Strategic Priority 4:** Effective and accountable institutions that respond to needs and rights of all Somalis.
- **National Development Plan Rule of Law Pillar:**

‘To achieve a stable and peaceful Federal Somalia through inclusive political processes, establishing unified, capable and accountable security institutions and establishing independent, accountable and efficient justice institutions’.

 - Justice and Corrections Model
 - Justice Sector Strategic Plan 2018-2020
- **Security Pact**
 - Agreement on a federal model for the justice sector

- Well-established methods of countering violent extremism, based on education and community support and justice
- **Transition Plan and CAS Strands 2B Police, 2C Justice, 3 CRESTA/A and 4 P/CVE**
- **UN Rule of Law Framework:** This programme has been designed to respond to the needs of the justice institutions and judiciary in the Justice Sector Strategic Plan of 2018-2020. It is based on the UN Rule of Law Framework which lays out how the UN JJP ties into other programmes and projects supporting ROL and the wider efforts in the UN system.

The following principles guide the development and implementation of this programme:

- UN RoL interventions are focused on a small number of agreed priorities that are aligned with the UN Strategic Framework and Government priorities. Priorities will ensure proper balance between support to FGS and FMSs taking into account level of capacity, targeted geographical areas, consolidation of capacity building activities and thematic approach.
- The objective of UN institutional capacity building support is to strengthen Government institutions as part of the strategy to deepen federalism and to provide more effective basic service delivery in a human rights compliant manner, rather than building stronger institutions as an end-goal in itself. The focus on delivering services to citizens, particularly bearing in mind the needs of various demographics and marginalised groups, should be articulated and maintained. This is consistent with the Human Rights Up Front initiative. Increasing delivery of justice services in the communities is also part of the P/CVE strategy to reduce the need to resort to Al-Shabab courts and fall victim to Al-Shabab influence.
- The UN Human Rights Due Diligence Policy (HRDDP) provides a tool to identify and mitigate potential sources of human rights violations.
- Gender targets will be used to ensure a minimum target 15% of programme budget is met. The JJP will mainstream gender throughout its planned activities, ensuring that gender concerns are articulated in the description of activities and that gender-sensitive indicators are in place. Additionally, the programme will also include activities focusing specifically on gender and women's rights, such as including community-based initiatives to promote access to security and justice, empowering women, triggering social changes in community and enhancing social cohesion and integration of groups at higher risk of insecurity – especially women – and strengthening institutions which will be better able to address SGBV.
- The programme promotes mutual accountability and partnership amongst donors, Government and the UN, consistent with the New Partnership for Somalia adopted at the 2017 London Conference.
- The programme aims to support civil society capacities to deliver human rights related services, conduct credible advocacy on justice and security issues, and participate meaningfully in accountability mechanisms.
- Finally, this programme promotes strong linkages with security institutions to promote coherence in the justice chain. The Programme enables a robust consultation with communities and the involvement of local authorities in producing local plans that address the needs of the local population. Bringing together the formal sector that is rolling out and being slowly established with the people it is supposed to serve, will also contribute to increased social cohesion, legitimacy of the state and Programme implementation.

Joint ROL Phase 1 – Key Achievements

The JJP builds upon some of the successes of the Joint Rule of Law programme. These successes were identified by stakeholders during the final programme evaluation, and also during consultations to develop the SJC programme document:

- The importance of providing support to the establishment of new Federal member states, notwithstanding the programme, logistical and security challenges associated with this.
- The ongoing support to dialogue on the Justice and Correction Model has provided a structured process for engagement between the Federal Government and member states, leading to frameworks clarifying the roles and responsibilities of each authority.
- The UN has a recognised convening role, in its capacity to engage with Government, donors, civil society and other bilaterally funded implementers to promote coherent approaches. Notably the UN can promote engagement around national plans and strategies, rather than disjointed bilateral activities.
- The use of third party monitoring agents and structured monitoring frameworks has the potential to provide an independent basis of evidence to assess progress and challenges during implementation.
- Commendable progress has been made in strengthening various parts of the justice and security system, notably:
 - Sustained engagement in law student scholarships and internship programmes has progressively increased the technical capacity and legal competency of justice sector personnel.
 - A specific focus on training and empowering female prosecutors to prosecute cases of SGBV has begun to show benefits.
 - Mobile courts and legal aid initiatives have helped justice providers reach out to communities.
 - Significant investments have been made in the rehabilitation of critical infrastructure.
 - The ADR Centre approach provides a model for collaboration between the Government and community elders on conflict resolution, with potential benefits for the disputants, elders and Government.

Lessons Learned

The Joint Rule of Law programme supported significant developments in the justice and security sector, at a time of rapid change and ongoing insecurity. These conditions are likely to remain during the lifespan of the current programme, and it is essential to build upon the lessons which have been learned from these experiences. Notably:

- Stakeholders noted that the JROL programme was too ambitious and diverse in the areas it sought to address, which led to a lack of technical coherence and geographic synergies between activities. The programme included seven sub-outcomes and twenty-eight outputs, which made it difficult to establish and communicate a narrative for the programme.
- The initial planning for the JROL programme was based upon estimates of budget contributions which were not realised. This raised the expectations of both counterparts and PUNOs, leading to a protracted workplan revision process as fund mobilisation was lower than anticipated.
- The ability of the UN to coordinate between UN actors and make timely, high quality technical decisions was questioned by some donors and stakeholders. There was a perception that the

selection and prioritisation of some activities was driven by the mandates of PUNOs, rather than technical needs and sequencing, and the consensus orientated approach of joint UN decision making did not lead to efficient strategic decision making, leading to the risk of duplication.

- Synergies between activities could have been better explored, including coordination of legal aid support by various UN agencies, coordination of personnel funded to work within Ministries, etc.
- There was no overall impact measurement and data collection approach. Some indicators, such as the number of meetings taking place, were tangible but insufficient to demonstrate impact. UNDP engaged a third party monitoring agent to provide independent evidence on implementation, however this provided oversight of UNDP activities rather than Joint programme activities as a whole. More emphasis could have been placed on justice and security sector data collection and developing a solid evidentiary basis for future decision making.
- Significant investments have been made by the international community in funding international training courses, including cadet level training in third countries. Similarly, many training courses have been taught in English, relying on translation. It is timely to focus on the nationalisation of training capacities – that is, the ability of institutions to conduct general training courses in a standardised way, in nationally owned facilities, conducted by national trainers. There remains a place for high level international study tours and specialised training courses conducted by external experts, however introductory and mid-level training courses should be progressively embedded within national facilities.
- Although extensive investments were made in high level institutional support, many of the benefits of this investment will take time to realise. There should be a stronger focus on linking institutional capacity development activities to service delivery, and complementary ‘bottom up’ community based justice and security initiatives to ensure that benefits reach citizens.
- With the progressive strengthening of the UN MPTF National Window, greater use should be made of this mechanism for the procurement of infrastructure, with the objective of cost-saving. The designs and performance of UN supported model / pilot infrastructure projects should be evaluated, and modified as required prior to roll-out through the National Window. There may still remain a role for technical support from UN agencies (eg on site selection, quality assurance etc). While infrastructure needs remain great, infrastructure rehabilitation programmes should not exceed the capacity of the Government to maintain the facilities, nor take place in a vacuum of finalising the intended use and recipients of the facilities.
- The Government of Somalia provided significant contributions to the JROL programme, notably including allocation of staff personnel time, facilities, and in some activities, financial contributions. These contributions should be articulated more clearly for future programme activities. The success of many programme activities relies on implementation steps to be taken by the Government (for example, identifying appropriate staff for training courses, committing not to rotate specialised trained staff to unrelated positions at the end of their training period, etc). Detailed Annual Workplans and Letters of Agreement with Government Ministries should set out the sequenced steps for the activities, and the actor responsible for each step. Articulating these contributions and responsibilities can assist in providing a more objective basis for collaboration and reduce misunderstandings about causes of delays.

- While Somalia is considered to be one of the most corrupt countries globally, there is currently a window for progress with strong anti-corruption and pro-accountability commitments made by the President and senior Justice and Security leadership members. This provides an opportunity for the UN to strengthen programming in the areas of anti-corruption and accountability.

Development of the JJP

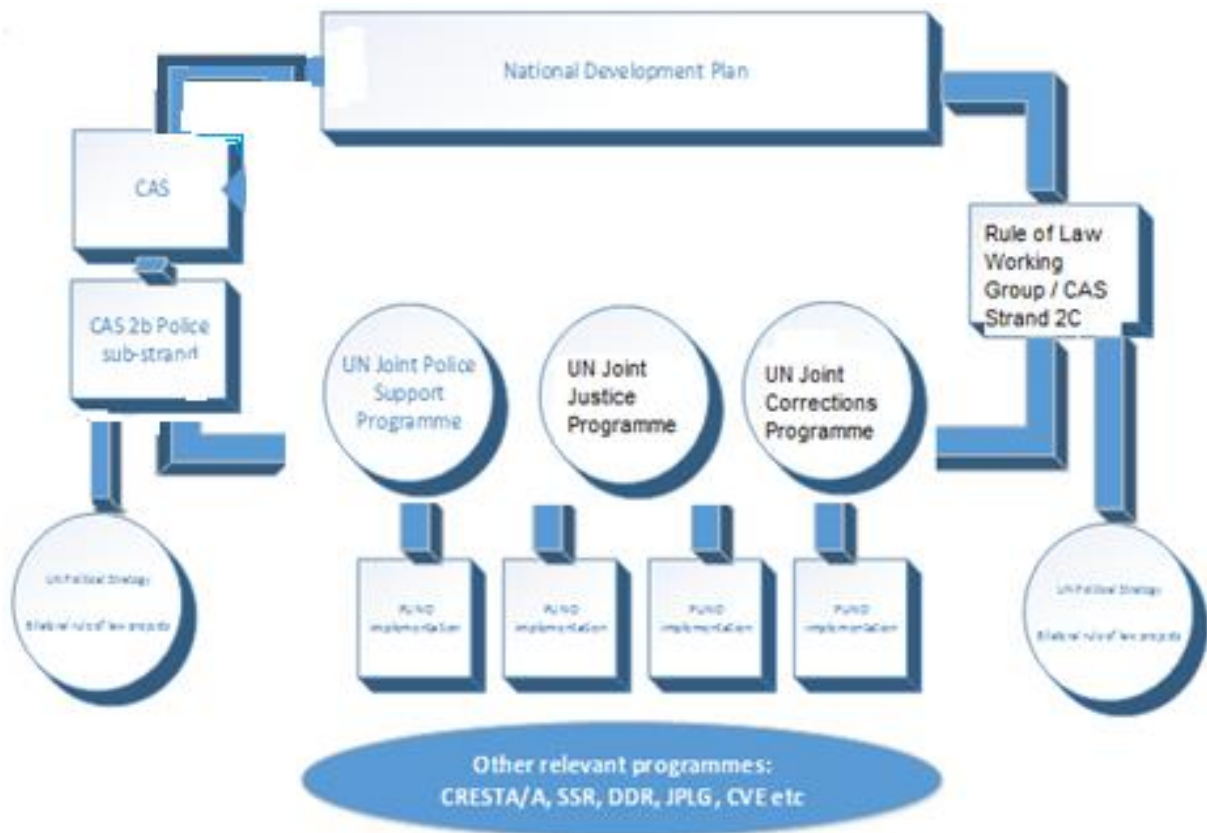
The programme has been developed based on the independent evaluation of the previous Joint Rule of Law Programme, as well as different studies⁵. A lengthy consultation process has taken place from September to June 2018 with the FG Ministry of Justice, Supreme Court, Attorney General Office and the Federal Member States as well as with donors.⁶ As a result, the new programme will focus more on courts and AGOs office as well as delivery of services at community level.

As a joint programme, it represents a partnership between the United Nations, the Government of Somalia and the international community. The programme takes place within an architecture under the National Development Plan, including high level coordination between donors, Government and the UN via the RoL Working Group including the CAS Strand 2C.

⁵ Study on Women's Access to Justice in Somalia, January 2017 KATUNI CONSULT; Understanding Potential Development of the Justice System in Somalia and Opportunities for Promoting Rule of Law & State and Peace Building Informed by Baseline Analysis of Formal Regional Criminal Courts in Urban Somalia, COFFEY, July 2017

⁶ An international consultant was hired to develop the first draft of the programme in July 2017 where a wide range of consultations were undertaken with UN agencies, FG Ministry of Justice, legal aid providers, South West and Puntland Ministries of Justice, Judiciary and AGO from August to September 2017. The Consultant's preliminary work was based on a detailed national consultation and priority justice strategy plan which was developed by all justice actors representatives in June 2017. Further after the first draft of the programme document was developed a workshop was undertaken in February 2018 with the FG Ministry of Justice, Supreme Court and UN agencies to develop the RRF. This was further followed up with a second round of consultations (a 3 day workshop) with all FMS Ministers of Justice and FG Supreme Court and AGO which took place in April 2018 to consult on the draft programme documents. The UN ROL GFP also consulted extensively with donors from April to June 2018.

RoL Architecture



Theory of Change



If the federal and state-level authorities implement an agreed legal framework that articulates the structure and jurisdiction of Somali judicial institutions within a federal framework, and justice institutions (formal and traditional) are strengthened and expanded with the involvement of the communities, then Somali men, women and children will have access to effective, impartial, transparent, inclusive and accountable justice institutions capable of peacefully addressing their basic justice needs. Additionally, Federal and state-level authorities will have access to judicial institutions capable of independently and peacefully resolving constitutional and electoral disputes, protecting judicial independence and facilitating security transition.

Partnership and Linkages

The Joint Rule of Law Framework (JROLF) is an umbrella structure with several flagship UN RoL programmes and projects. The framework enables coherence of UN and international support by pulling together under common objectives justice, police, corrections, relevant areas of human rights and public sector reform without compromising efficient implementation.

JROLF offers a flexible arrangement geared towards better coordination with the Somali counterparts for improved delivery with more focused, responsive and agile projects through shared annual targets and workplans. It offers an arrangement of clear focal points in each sector and geographic area to facilitate engagement with the Somali authorities to enable implementation.

The JJP will be working in an integrated manner with other joint programmes including the Joint Police Programme, Joint Corrections Services Programme, SSR Integrated Programme and Joint Programme on Human Rights as well as VCE/PVE programme. This coordination role shall be provided through a revamped and bolstered governance structure with two levels: 1) The RoL GFP Strategic Group; and 2) RoL GFP Core Group (Operational Secretariat in support).⁷

The Rule of Law secretariat will ensure that theme based discussions at the RoL Working Group Meeting (of NDP Pillar Working Group 3 and CAS Strand 2C) with the participation of representatives of the Police Sub Working Group of CAS Strand 2B, Human Rights and Gender Pillar Working Group 9 and the Preventing and Countering Violent Extremism (PCVE) - CAS Strand 4 would be essential to ensure planning and roll out in the FMs of justice and criminal justice institutions which are critical for the peacebuilding, statebuilding and overall stabilisation process in the country. At FMS level, the activation of the justice sector working group with participation of representatives from the Police and the Custodial Corp would be an important step for reaching out to the districts and to the communities⁸.

Community of Practice

The UN will also be undertaking a knowledge management with a Communities of Practice (CoP) – on rule of law and justice in Somalia. Through the CoP, members from government, judiciary and civil society and practitioners will interact through a virtual forum, discuss issues and share problems. The CoP shall be encouraging knowledge sharing by bringing together frontline workers, experts and policy makers, based on the lessons and learnings that shall come from the programme, RoL working group and other implementing partners. This shall be one of the responsibilities of the JJP Specialist to initiate the CoP. The CoP shall function on two indicators – performance of the CoP, impact based on concept replication.

Complementarity and Linkages with other Donor Programmes

Close coordination shall be undertaken with other justice programmes being currently implemented in Somalia such as the USAID programme on legal aid and access to justice and DFID's Somalia Security and Justice Programme. The DFID programme shall complement the current JJP especially since it focuses on the following areas:

⁷ Cf. ANNEXE 1: UN RoL GFP GOVERNANCE STRUCTURE

⁸ Cf. ANNEXE 2: Table on engagement of the JJP with other relevant joint programmes/projects:

1. Provision of technical advisory and personnel management;
2. Political analysis and engagement;
3. Programme design, delivery, monitoring, evaluating and learning;
4. Organisational development & capacity building;
5. Evidence generation and knowledge management; and,
6. Strategic communications and outreach.

Therefore, in the JJP document, the activities that are being suggested would complement the USAID and DFID programmes.

The Justice Coordination group of international partners will be reactivated to ensure coherence and coordination at operation level and expanded into the FMS if needed. IDLO has been working in Somalia since long. It is therefore important that complementarity is brought in to the development of common principles for implementation in ADR and capacity building in key institutions such as AGO and MoJ. Due to IDLO's potential in providing legal expertise, the organisation has been invited to join the implementation of the JJP as an implementing agency with UNDP.

International Partners Coordination Group on Justice

The Justice Coordination group of international partners lead by the **UN Justice Programme Secretariat** will be reactivated and will include all implementing partners involved in the justice sector, including the USAID programme on legal aid and access to justice, and DFID's implementation partners on Somalia Security and Justice Programmes. The technical coordination group will have the following tasks:

- Ensure sharing of information related to justice and corrections interventions in order to avoid duplications and ensure the efficient use of resources;
- Create collaboration and partnership at operation level among implementing partners in order to maximize the impact of interventions;
- Share information on projects/programmes achievements, lessons learned and best practices in order to promote an adaptive approach to partners' interventions and expand good practices
- Ensure that the political and strategic visions, particularly regarding the federal justice model on justice reform, is taken into account by all partners
- Discuss any strategic issues with a view to build consensus and make recommendations to the strategic level;

This mechanism will meet once a quarter in Mogadishu.

The Rationale for Geographical Targeting

The rationale for the geographical targeting has been informed by security, the Transition Plan, establishment of local governance councils, the Durable Solutions Programme for the IDP population after the drought in Somalia as well as the ongoing efforts in reconciliation in specific areas.

The previous Joint RoL Programme was able to successfully establish rule of law institutions across all FMS capitals and implementation was undertaken across 20 districts. In this next phase of the JJP, concerted efforts shall be made to increase the quality of justice services. Focus will be placed on

developing the capacities of justice institutions to deliver good quality services in the FMS capitals and then expand justice institutions in regional capitals with the support of from the FMS capitals. Support will branch out radially from the State capitals as the programme proceeds, subject to capacity and available funding.

The total number of 5 new districts shall be supported on the expansion of the services. Continuation of support shall be provided to the 20 districts that were taken up in 2016-2018.

This expansion will complement the expansion of the civilian administration and local governance council formation in the targeted districts

Expansion of the programme to other districts beyond 2019 shall be guided by the mid-term evaluation which is expected to take place by end of 2019. The expansion of the justice and judiciary shall be based on the Justice and Corrections Model political agreement and the roll out plan.

The expansion of these services through mobile courts to compliment the police deployment in the Transition districts would be of critical importance to have a well-balanced governance system which will ensure stabilization post Transition.

Additionally, the Programme shall also aim at least three pilot areas for community based interventions in South Central Somalia where focused interventions shall be undertaken for SGBV survivors and women clients to reach out to ADR centres, legal aid services and the judiciary and two pilot locations on land dispute committee together with UN Habitat and enforcement of court decisions. Pilot projects will be part of the mid-term evaluation and expansion will depend on the results of the evaluation and available funding.

Methodology

The following principles will be used to select the locations where the SJP will operate:

- Collaboration with other UN initiatives – including CRESTA/A and Stabilisation, Joint Programme on Local Governance, Police strategic plans and other initiatives. The purpose is to establish synergies between the different initiatives.
- Security and accessibility – the selected areas will need to be relatively secure and accessible to the UN and implementers.
- Concentration of population – the SJP will seek to have maximum impact by focusing on areas of higher population and where there are established communities or highly populated areas resulting from IDP movements and returns.
- Affordability and sustainability – consideration will be given to the capacity of the location to sustain and operate the initiatives in the future.
- Consultation with national partners – the strategic plans of some institution already highlight geographic priority areas. In particular, the Somali Police have identified four priority districts in each of the six FMS.
- Strength and stability of counterparts – in some locations, negotiations are ongoing between different stakeholders as to the appropriate location and structure of facilities (eg regional Headquarters). Care

will be taken to avoid exacerbating local conflict dynamics by prematurely locating facilities in areas which are likely to be

There are several feasible approaches to conducting participatory security and justice assessments. One approach is modelled around an adjusted Protection Pyramid Approach.⁹ This involves working with rule of law actors who provide justice and security services (known as ‘top down’ actors) and community members and representatives (known as ‘bottom up’ actors). The security and justice situation is analysed in several dimensions, contextualising service delivery and demands in both a local environment and a rights driven context. This approach seeks to ‘unpack’ local situations, to identify needs and explore opportunities for improved collaboration and service delivery. At the same time, the approach seeks to identify and build upon existing community capacities and resources, constructing community members as active participants, rather than passive recipients of justice and security services. The stages are outlined as follows:

⁹ Jansen, ‘The protection pyramid approach: A contribution to the protection of internally displaced persons by combining bottom up coping mechanisms and top down protection strategies into a partnership approach to protection’ (2017)



This approach provides a richly nuanced understanding of the rule of law context in communities, based around perceptions held by different stakeholders of the actual context, in addition to several normative lenses on how justice and security services could or should be provided. The approach is not that justice and security services are objectively important by themselves, but rather, they should be used to facilitate communities to achieve their rights, including their livelihoods and dignity.

The UN has prior experience in the use of third party monitoring services in Somalia. Given the likely challenges of access and security, and to provide objective accountability to stakeholders, it is anticipated that a third-party monitoring agent and community based stakeholder feedback would particularly be engaged on Outcome 2. The same third party monitor is expected to monitor activities conducted by other programmes, such as the JPLG related activities and the Goal 16 M&E programme to achieve cost efficiencies.

Ideally, the funding allocated between different locations will be approximately consistent, to avoid exacerbating conflict. However, given the needs and priorities of different communities and different absorptive capacities, it is possible that the level of programme funds will vary between locations.

Sustainability and exit strategy

Sustainability is a major concern at two levels:

- A) At the programme level, the results should be sustained through provision of modest national resources and also support to justice revenue generation initiatives through two types of pilot programmes, the first one on the establishment and management of official court fees and the second one on the establishment and management of fees to alternative dispute resolutions centers for the formalization of their decisions. A limited number of government staff at the Federal and FMS institutions will be supported by the JJP as an interim solution as per the Capacity Injection Mechanism (CIM) manual.
- B) At the macro level and in view of reducing donor funds in the next few years, the justice sector overall faces severe sustainability questions. To ensure the proper use of resources and funds, the programme will support the development and strengthening of justice institutions in the FMS capitals. As the Justice budget in each FMS increases and a minimum of government funds are allocated to the payment of salary for justice personnel, the programme will expand its support to other locations in the FMS.
- C) Justice and judicial institutions which shall receive support will be preparing the State plans which shall also include the details of government budget which can complement the international support to ensure that the institutional support identifies a clear path for sustainable development. This shall also prepare the ground for the leaderships of the institutions to advocate for budget for the institutions on an annual basis from the government. This level of ownership for the institutions would be critical for the overall development of the justice and judiciary sector.
- D) Strong investment will be placed on strengthening the capacities of the judicial personnel, lawyers, traditional elders and women leaders in the Federal Member States capitals so that they can in turn support the capacities in the regional capitals once the expansion of those institution takes place.

Expected results

Outcome 1: Formal Justice system and institutions framework is agreed and established to ensure presence across Somalia to provide increasingly equitable, transparent and professional basic justice services

Outcome 1 focuses on federalization, state and institution building and support to the formal justice sector. Support will continue at the national level to build a federal architecture, policy and legislation and resources will also be allocated to developing new institutions and basic service delivery in the Federal Member States.

Output 1.1 The Justice model is rolled out through political dialogue and functional management structures at both FGS and FMS levels

Strengthening the justice system at the federal and state levels is a critical element for consolidating Somalia's overall federal system, supporting the peaceful resolution of disputes and addressing criminal accountability necessary for sustaining peace. Progress on the further development and implementation of an inclusive institutional and organizational framework for Somalia's justice system, including the

judiciary and courts (alongside police and corrections) with the involvement of key stakeholders, ideally enshrined in the revised federal constitution, state constitutions and relevant legislation, will put in place a strong platform for building trust in state institutions among Somalis, thus creating some of the necessary conditions to address drivers of conflict.

A political agreement on the justice and corrections architecture has been signed in Jowhar in January 2018 by all Ministers of Justice, however, considering the complexity of the Justice sector, which involves numerous institutions (Constitutional Court, ordinary courts, Judicial Service Commission, Judicial Training Center, Attorney General's Office, Bar Associations, and Public Notary Office, Police), numerous issues will need to be addressed as the system takes shape. The roll out of the Justice and Corrections Model will require the establishment of strong management structures to facilitate dialogue and implementation between FMS and federal level authorities including FMS technical committees, joint committees including a joint AG committee, committee of Chiefs Justice and a Council of Ministers which will take political decisions along the way. Technical committees will develop a joint FMS and federal level 10-year implementation plan for the Justice and Corrections Model. The plans will include a public expenditure review of the justice sector to ensure that they are sustainable and aligned with realistic estimates for future financial resource flows for the sector. In addition, capacities of justice institutions to monitor and report progress on the implementation of the plans will be strengthened through support to data collection, monitoring and reporting.

The Rule of Law Working Group set the framework for coordination on the implementation of the National Development Plan and national security architecture as far as justice is concerns. It will provide the forum for the government, donors and implementing partners to discuss the implementation of the justice model at Federal and Federal Member States level.

Output 1.2 Justice Institutions are increasingly transparent and accountable

The Justice Sector Strategic Plan seeks to establish independent, transparent accountable justice institutions (Outcome 1). The JJP anticipates the establishment of the Federal Judicial Services Commission (JSC) to promote judicial independence, accountability and oversight as well as the the Anti-Corruption Commission.

In addition to the Federal JSC, the justice model foresees the establishment of a (JSC) in each Federal Member States. Considering the limited budget of the programme and the need to focus on delivery of services, it will not be able to provide operational support to each JSC. However, the Programme will support the Federal JSC and the development of SOP and policies regarding the judicial administration in the country, the selection criteria of judicial personnel and career and discipline, code of conducts, judicial inspections scheme and complaint mechanisms for the whole country.

As part of early sequencing, the JJP will support the establishment of information desks in the courts as well as provide support to the litigants' charter as a means to increase transparency of the courts and improve access to information for court users and combat corruption in the justice sector. Support to the

establishment of case filing and management systems will also enhance transparency in court administration.

Output 1.3 Justice Institutions have increased capacity to standardise and deliver

The objective of this component is to support RoL institutions to increase the quality of justice services they deliver and ensure better uniformity across Somalia. The training approach will shift away from short-term, ad-hoc training programmes delivered by international experts, and rather embed the capacity to design, deliver and evaluate training programmes within institutions. This is predominantly relevant for induction / recruit and mid-level training, rather than high level specialised courses which may still require different arrangements. The intention is also to standardise training programmes and course materials across different locations, which avoids the cost of developing multiple sets of materials and leads to recognised training standards and qualifications that facilitate staff transfers between locations.

The intention of this output is not to build a training infrastructure but support the establishment of the institutional framework and organizational structure of the Judicial Training including development of the legal framework, policies and procedures, setting up of the governance structure, design of the training curricula and development of training plan and evaluation system and training of a pool of national trainers. . The Institute will use available training facilities such as Universities or other training centers.

Consideration will also be given to a mentoring programme of justice personnel and justice institutions. Currently, in the new FMS, court rules and procedures are almost inexistent, there are not specific system in place on case management and court administration and court decision lacks motivation. All this contributes to make the justice system very opaque for the court users. While IDLO will support the mentoring of AGOs, UNSOM Justice GPPs based in Baidoa, Kismayo, Belwetweyne or Dhuusamarreb and Garowe will on their side mentors the courts to improve court administration, case management as well as court processes and proceedings. UNSOM Justice GPP based in Kismayo has already started to provide weekly session to the district and regional courts and this initiative will be expanded to the other Federal Members states by the other UNSOM Justice GPPs. Specialized units within the AGOs such as juvenile justice and SGBV or special benches will be supported by UNICEF and UN Women through regular visits

As key to the functioning of the justice system, the bar association will also benefit from support from the Programme through support to the establishment of bar associations, post-graduate training needs of lawyers, including for new graduates and 'continuing legal education' for experienced lawyers. One area of potential focus is the development of practical legal skills for new lawyers through the Somali Bar Association, in conjunction with a well-recognised and established academic partner or the Judicial Training Institute. In addition to legal training, focus will be placed on developing other skills including advocacy, negotiation and conflict resolution, and public outreach related skills through specialised training.

Finally, the scholarship and internship programme which started under the former Joint Rule of Law Programme, will continue as a priority and as a means to provide more new professionals particularly women into the justice sector.

Output 1.4 Key legislation, policies and guidelines pertaining to justice are operationalised, functioning and adopted

The intention of this output is to support initiatives to improve the quality of justice and corrections services. While many activities could conceivably fit within the scope of this output, the intention is that initially the range of activities should be reasonably constrained to ensure that the Programmes retain a clear programmatic focus and thematic coherence. This output also provides flexibility to scale-up the JJP based upon priorities, sequencing and availability of funding.

Initial consideration will be given to:

The Constitutional review process, implementation of the Justice and Corrections Model, the Justice Sector Strategic Plan all require significant legislative review and amendment. The Justice Sector Strategic Plan notes the need for drafting and reforming eleven laws relating to RoL¹⁰ in addition to the children's act and the sexual offences bill. The Federal Ministry of Justice also has a role in reviewing legislation prepared by other Ministries, which will combine to form a comprehensive legislative reform programme. To mitigate backlogs in legislative reform, capacity support will be provided to the Ministry of Justice.

Early coordination shall be ensured with the Parliament for identification of the priority laws based on the political road map of the country. This will be done with the UNDP's Parliament Support Project to ensure harmonization and streamlining of legislative drafting and development.

Outcome 2: Men, women and children are safer and accessing basic justice and human rights services

Outcome 2 focuses on 'bottom-up', community driven security and justice initiatives. This complements the work under Outcome 1, which is predominantly based on 'top-down' capacity building of State institutions to strengthen the operation of the formal justice system. This outcome is focused on the delivery of basic services to the communities to increase access to justice, particularly for women, children and IDPs, guarantee better protection of individuals' rights and those at higher risk of insecurity, and provide a credible alternative to Al-Shabab courts as part of the P/CVE strategy. It will implement a

¹⁰ Organization of the Judiciary Law, Attorney General and State Attorney (Solicitor) Office Establishment Act, Penal Code and Criminal Procedure Code, Anti-Corruption Commission Establishment Act, Legal Aid Establishment Act, Advocate Act, Public Notary Act, Custodial Corps Act, Somali Prison Law, Judiciary Training Institute Establishment Act and 'other laws and policies necessary for the implementation of the Justice and Corrections Model

number of pilot projects which will be expanded if successful. Success will be measured through a strong M&E framework.

The intention of this Outcome is to work in a community driven way; to be partnering with communities to jointly seek solutions to security and justice matters. This involves recognition of community resilience and coping strategies to identify how communities are helping and could help themselves, rather than seeking to bring solutions from external actors. This outcome also acknowledges that increasing access to justice requires a focus on transformational change within communities to create a culture of RoL and address harmful social and discriminatory practices perpetuated by traditional justice mechanisms particularly against women. Only with these societal changes will RoL institutions develop based on solid and democratic foundations

The outcome also recognizes that traditional justice mechanisms are the main provider of justice services and will continue to play a significant role in the future, particularly as enforcement of court decisions remains weak. However, they often operate outside any oversight mechanisms. The JJP will therefore support the establishment of an integrated justice system comprising of both formal rule of law institutions and traditional justice mechanisms. Traditional justice mechanisms will be formalized through the establishment of community dispute resolution centers and linked to the courts to ensure better oversight and compliance with human rights standards. E this outcome will also focus on land disputes as it represents 80% of the disputes brought to the formal justice system. The programme will work together with UN Habitat which supports Land committees in Baidoa and Kismayo as pilot project. These committees, which are meant to mediate land dispute will be integrated in the community dispute resolution centers and linked to the formal court system in two different ways: Cases will be referred to the formal court in case mediation has failed, in case of success, decisions from the land committee will be submitted to the court for formalization.

Targeted areas of intervention will also be matched with the police programme to prevent a situation whereby the police are deployed but with no justice actors and system to deal with arrests, investigations, charges.

Output 2.1: The justice chain, including policing, is strengthened through community-oriented approaches

This output recognizes that Justice Institutions do not develop in isolation from society and communities. For any institution building programme to have any impact, there is a need to support changes in the community to foster a culture of RoL. Under this output, the JJP will work with identified communities and geographic locations, based on the stabilization plans and CRESTAA principles, Transition Plan as part of the Comprehensive Approach to Security and reconciliation efforts, to undertake communication collaborative conversations using social technologies such as community conversations as a core process for effective positive system change on justice and security. Local NGOs or CSOs will be hired and trained by the programme to facilitate those conversations in liaison with security and justice district committees to develop local security and justice implementation plans. will be trained to facilitate open dialogue on

justice and security issues. The Programme will support the implementation of selected activities from the local security and justice implementation plans

The Security and Justice Community Action Plans for each location will identify potential initiatives to strengthen justice and security services. Some of these initiatives should be within the scope of the community's existing resources. Other activities may require the collaboration of RoL actors, and others may require funding from the JJP. The programme will review the plans, and in consultation with communities, RoL actors and donors, make decisions on which initiatives are appropriate for support under the JJP. Regular dialogue with the communities will take place to receive feedbacks on the implementation of the plan and quality of services and inform the authorities on recommended corrective actions¹¹.

2.2 Improved Access to Justice and human rights through a multi-track approach

The output will focus on the actual delivery of justice services to the communities. However, due to limited funding, the programme will target specific groups: children, women because of the particular situation of vulnerability they face and the commitment Somalia made to SDG 5¹², minority clans and youth as they are more prone to join Al-Shabab. Based on the local justice plans, the JJP will support the functioning of the justice chain using a multi-track and holistic approach. As recognised by the Federal Government of Somalia policy on Xeer,¹³ the use of customary / traditional alternative dispute resolution mechanisms remains widespread in Somalia and will continue to be used as formal justice institutions are not yet established throughout the country and cannot solve all disputes. However, traditional justice mechanisms have not been able to protect women's and children rights and ensure equality of treatment as the Xeer system has traditionally focused on clan relations rather than individual responsibility and individuals' rights particularly women's rights. Because these practices are deeply embedded in traditions and customs, any change in the formal justice system and traditional justice mechanisms will require a shift in society. Community dispute resolution centers comprising of a women's community center and an alternative dispute resolution house will be established in targeted locations. Establishment of the centers will be combined with activities aimed at supporting societal changes through transformational training and dialogue between elders and women to mobilize around agreed actions on SGBV. Training on women rights and sharia law will be provided to the elders and women leaders to challenge the assumptions regarding the place of women in Islam as well as training on nonviolent communication to help elders connect with women's humanity and understand their needs. Community conversations will

¹¹ See ANNEX 3- Flow chart: Moving to districts

¹² During and even post conflict-related violence, women are faced with a large-scale of impunity, and insecurity. In the absence of an effective justice systems. Re-establishing the rule of law is foundational to women's security, protection of rights, and, ultimately, an equitable peace. judicial sector reforms, national consultations and local accountability mechanisms, it lays foundations for an inclusive society based on the rule of law and accountability, and contributes to reconciliation.

¹³ Federal Government of Somalia Policy on the Xeer, Traditional Dispute Resolution Unit Ministry of Justice and Judicial Affairs

also be used to transfer this knowledge but also to explore ways on how relations among clans can be maintained while ensuring respect for women's rights. It will reinforce community capacity to generate and transfer knowledge through support of community-to-community transfer of lessons learned. This initiative has started in Kismayo and Baidoa and a strong M&E project has developed with New York University to measure societal changes

In addition to the community dispute resolution centers and as mentioned in output 1.4, the programme will strengthened capacity to prosecute serious offences and SGBV – with the support of the UN, Puntland has appointed seven female prosecutors, who have focused particularly on the prosecution of rape and SGBV cases and received targeted capacity development and training in these areas. The UN will support the expansion of this initiative to build the capacity of police, lawyers, prosecutors and judges to prosecute serious and SGBV offences. The coordination of the formal justice actors, including the police through the Joint Police programme would be important to address the specific issues of SGBV. The overall engagement on SGBV shall be documented in detailed and the lessons and learnings will be reviewed and analysed by UN Women and implementing partners to feed into the policy formulation on Sexual Offense Law and SOP's for the police and judiciary.

Formal institutions will engage closely with traditional justice mechanisms in the FMS and at district level to gain trust from the communities through mobile courts¹⁴. The whole process will be supported by legal aid and legal awareness to empower communities to claim their legal and human rights. Needs and effectiveness of mobile courts and legal awareness will be assessed by the security and justice district committees. The Programme will also focus on two pilot projects aimed at enhancing access to justice and transparency of the justice system. The first one will focus on supporting the execution of court decisions and establishing the enforcement mechanisms at community level so as to ensure effective access to justice and provide viable alternatives to Al-Shahab courts. The second will focus on court fees. The pilot project will include the determination of official court fees in consultation with the communities (including who should be exempt from paying fees and procedure for exemptions), dissemination of this information and establishment of a transparent financial management system of court fees with oversight from the community (community board). Court fees could be used to pay a daily allowance to court personnel. In exchange, court personnel will commit in front of the community to abide by rules of conduct. This pilot should enhance transparency as well as increase the generation of court revenues.

Key programme beneficiaries

Vulnerable and marginalized groups are a cross-cutting programme focus. In particular, GBV and SGBV clients especially since Third party monitoring reports from the Joint Programme Rule of Law programme and the 2016 Rule of Law Baseline Survey confirmed that Gender inequality in Somalia is one of the highest in the world, ranking fourth highest globally. Cases of SGBV are widespread, committed with impunity and underreported across the different administrations in Somalia and Puntland. SGBV lies at the “intersection” between three legal systems – statutory, Xeer and Shari’a, consequently there are contradictions and a lack of a common understanding of what SGBV means. Further, prosecution and

¹⁴ ANNEX 4: Criminal cases and civil cases

convictions for SGBV are rare as survivors often fear stigmatization and greater abuse, and therefore fear reporting incidents. It is expected that the targeting of one thematic area will have an overall spillover effect to access to justice in other thematic areas (e.g. violation of property, business rights etc.). Thus SGBV and GBV clients are the exclusive target group for prosecution, adjudication/settlement negotiation and enforcement services. The Legal Aid Policy sets out a Government obligation to provide legal aid to prisoners, detainees, women and children. Thus as per the legal aid policy and in support of the broader institutionalization of a human rights based approach, a broader coverage of vulnerable and marginalized groups is included in this programme support to legal protection, legal aid and awareness services which also include prisoners, detainees, IDP's and returnees, women and children in general. This programme will be interfacing closely with the other Joint programmes on Police, Corrections and Human Rights for the protection of the vulnerable groups and promotion of the rights of the vulnerable and marginalized people in Somalia especially in the targeted programme areas.

Addressing GBV and SGBV

Strengthened capacity to prosecute serious offences and SGBV – with the support of the UN, Puntland has appointed seven female prosecutors, who have focused particularly on the prosecution of rape and SGBV cases and received targeted capacity development and training in these areas. The UN will support the expansion of this initiative to build the capacity of police, lawyers, prosecutors and judges to prosecute serious and SGBV offences. The coordination of the formal justice actors, including the police through the Joint Police programme would be important to address the specific issues of SGBV.

Further the work with the traditional justice actors and women leaders at the community level would include establishing dialogue, create space for mutual learning, and foster new perspectives and help local communities to mobilize around agreed actions on SGBV. Efforts will be made so that there is an intense reflection and analysis on personal and collective beliefs and practices on GBV/SGBV and that communities have the capacity to make their own decisions based on identified concerns. It will reinforce community capacity to generate and transfer knowledge through support of community-to-community transfer of lessons learned.

The community based engagements shall be documented in detailed and the lessons and learnings will be reviewed and analysed by UN Women and implementing partners to feed into the policy formulation on Sexual Offense Law and SOP's for the police and judiciary. Further wide dissemination of information shall be undertaken through legal awareness programmes.

The Ministry of Women and Human Rights Development shall be one of the key partners and coordination between the Joint Programme on Human Rights and the JJP shall find complementarity to ensure a robust implementation plan for addressing the SGBV and GBV issues and cases for women clients.

Management Arrangements

The Programme will align its governance and coordination arrangements with the National Development Plan through the Pillar Working Group 3 administered under the Somalia Development and Reconstruction Facility (SDRF) which is the centrepiece for the partnership between the government and

international community, and the FGS-FMS Transition Plan through the CAS Strands. The Programme will be guided by the UNDG Guidelines on UN Joint Programming (2014).

The Programme shall be implemented through Direct Implementation Modality using UNDP DIM rules and regulations. In addition, the National Window project shall use national financial systems and procurement rules as per laws of Somalia.

The governance structure will consist of:

- Programme Steering Committee (PSC) with Programme Executive - oversight and strategic direction.
- Programme Secretariat (PS) with UN lead agencies of UNSOM and UNDP - operational and programmatic coordination.
- Administrative Agent (AA) - funds administration.
- Participating UN Organisations (PUNOs) – implementation and able to receive funds.
- Ministry of Finance appointed as government counterpart for the National Funding Stream of the MPTF

Programme Steering Committee:

This Programme will be overseen by a PSC which will be responsible for making operational policies and strategic management decisions, including approving annual work plans and budgets. The PSC brings together senior Government officials, donors and participating UN organizations and is chaired by the FG Minister of Justice. The PSC will provide strategic direction and oversight. As the decision-making authority and the highest body for strategic guidance, the PSC will be entrusted with the following specific responsibilities:

- Serve as resource allocation body and undertake management oversight and coordination;
- Facilitate collaboration between participating UN organizations, the FMS and FGS for the implementation of the Programme;
- Review and approve the annual work plans, including budget allocation decisions;
- Request funds disbursements from the AA, in line with the Annual Work Plan and the Steering Committee budget;
- Review implementation progress and address problems;
- Review and approve progress reports, evaluation reports, budget revisions, and audit reports (published in accordance with each Participating UN Organizations' (PUNOs) disclosure policy);
- Share information with the Rule of Law Working Group/CAS Strand 2C which, in turn, will update the SDRF / MPTF and the CAS Secretariat.
- The participation of the MoWHRD would be important to address the issues around SGBV and GBV.

The PSC will meet quarterly. The PSC will be supported by the Programme Secretariat.

Programme Executive:

The Programme Executive will include the co-chairs of the Minister of Justice with the UN. The role of the Programme Executive is to approve the recommendations coming from the Rule of Law Working Group to be included in programme implementation based on available funds. The Programme Executive will determine the required resource allocation against the available operating budget of the JJP. The Programme Executive shall raise questions or concerns about a specific Rule of Law Working Group/CAS Strand 2C recommendation and may refer these back to the Working Group for discussion, clarification

and/or reconsideration. Decisions will be reached by agreement (consensus) of all Members, including Government representatives, contributing donors and the UN. The Programme Executive will also invite the participation of additional participants where their input will add value to the discussion and inform decision making. The Programme Executive responsibilities will also include establishing social and environmental safeguards, and fiduciary and operational standards

Programme Secretariat:

UNSOM JJCS and UNDP will fulfill the secretariat role, with both also playing a role as implementing partners. The secretariat will be strengthened to be able to take operational decisions to ensure effective implementation of the programme. It will prepare the draft annual workplans to be submitted to the PSC. UNDP will also communicate the approved work plans to the UN MPTF Administrator which then disburses the funds to Implementing partners based on fund transaction requests. The detailed tasks of the Secretariat are the following:

In close cooperation with the Somali authorities, UNSOM JJCS and UNDP RoL Programme Manager shall serve as Programme Secretariat and will be responsible for overall coordination of delivery of the JJP on Justice to agreed specifications, including the management and administration of the Programme, such as arranging regular monitoring and evaluation and reporting to donors. Audit would be undertaken in line with the rules and procedures of recipient organisations.

As lead agency, UNSOM JJCS and UNDP will also assume a support role, including:

Support to the implementation of the Programme:

- Ensure effective coordination of all the Programme partners;
- Ensure coherent and timely implementation of all Programme activities among UN entities
- Ensure continued alignment of the Programme with the NDP and Transition Plan/CAS;
- Preparing, consolidation and reviewing *work* plans and ensuring adherence to the fund's standard operating procedures.

Monitoring and evaluation:

- Coordinate monitoring of annual targets;
- Facilitate audits and evaluations, and report back to the PSC.
- Monitor implementation progress, challenges and propose strategic corrective actions to the Programme Executive Committee for decision.

Support to the Programme Governance Structure:

- Tracking Programme Executive approvals,
- Ensure relevant approvals are given by the PSC to the Programme activities and document the decisions and share with all stakeholders;
- Coordinate and compile narrative reports received from PUNOs, and report back to for review and then Programme Executive if required (see section 6 below for details on reporting);
- Logistical arrangements required to facilitate the Programme Executive meetings, including the preparation of the agenda and minutes, managing Project Executive documentation and information, etc.
- Assisting the Programme Executive in following up on Rule of Law Working Group/CAS Strand 2C recommendations.

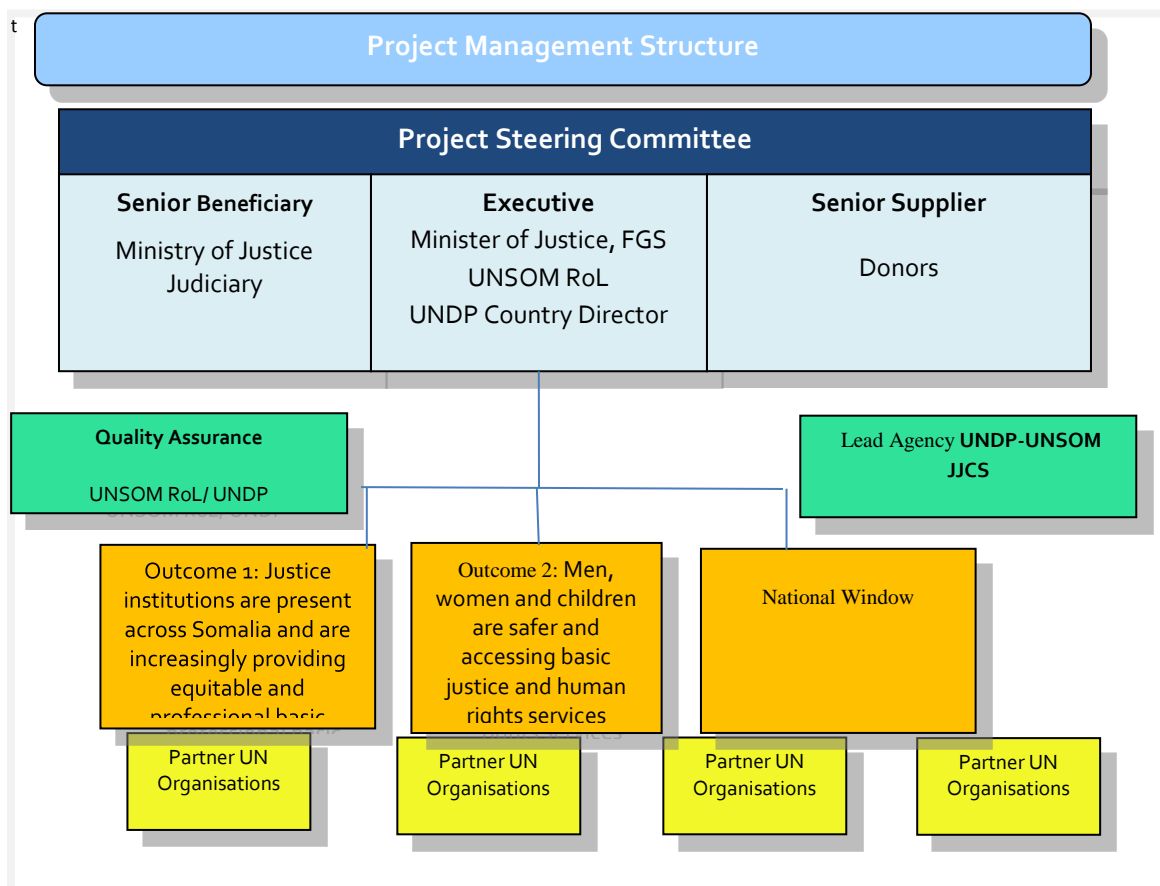
Documentation/Reporting/Finance:

- Maintain updated records and documentation including fund strategic documents and other information relevant to the fund.
- Consolidate from participating UN agencies quarterly financial statements to prepare fund projection for each quarter based on the annual workplan.
- Provide advice for disbursement decisions.
- Aggregating narrative and financial narrative reporting for submission to the Programme Executive,
- Coordinate with MPTF office to prepare fund transfer requests.

RoL GFP:

- Work with the UN RoL GFP to ensure coherence and coordination of the implementation of the Programme activities with other RoL related programmes.

The UN RoL GFP strategic group led by UNSOM RoL and UNDP Country Director will be involved in conducting progress review on a quarterly basis and shall take up issues of poor delivery, issues involving impact and identify way forward for the UNSOM and UNCT and also address performance related issues based on feedback of partners and donors.



Programme Assurance

The Programme Assurance role supports the PSC by carrying out project oversight functions.

UNDP Programme Support

The Programme Support role provides Programme administration, management and technical support as required by the needs of the individual UN Participatory Agencies. The detailed staffing table is provided in Annex 6. However, procurement of goods and services shall be taken up by the individual agencies. UNDP will coordinate with MPTF office to prepare fund transfer requests. Further consolidation from participating UN agencies quarterly financial statements to prepare fund projection for each quarter based on the annual workplan.

A monthly news update shall also be developed by the UNDP Programme Support with UNSOM JJCS for all the UN agencies.

Implementation arrangements at the Federal and FMS level

The implementation of the Programme will be supported by UNSOM's JJCS and UNDP staff complemented. Overall, UNSOM JJCS will continue to provide the day to day technical expertise for programmatic interventions. UN Agencies such as UN Women and UNICEF shall recruit technical specialists based on budget availability on an annual basis and programme requirements.

In addition to the staff located in Mogadishu, UNSOM JJCS has Judicial Affairs Officers in the FMS. UNDP also deployed national staff across all the FMS. These staff deployments will allow at least weekly visits of the UN technical staff to work closely with the national institutions at the Federal and FMS levels.

This Programme shall also inject if required, skilled technical experts and advisors. Technical expertise will be inducted into the justice and judiciary at the Federal and FMS levels covering line functions (civil servants) and advisory functions which will be based on the agreed Capacity Injection Mechanism of the National Civil Service Commission. The positions for the technical advisors and civil servants are provided in Annex 7.

Once the structure of the justice and judiciary institutions is consolidated, the civil servant positions shall be finalised through the recruitment procedures of the National Civil Service Commission within 15 months of the initiation of the JJP. The positions that are being proposed would ultimately fall within the civil services commission positions. In the long terms it would be expected to bring the advisor's positions to be integrated with the civil servant's positions to ensure sustainability of the justice institutions. It is also expected that the advisors' job profile would include a capacity development role to ensure that there is transfer of skills and expertise to the civil servants and more permanent staff at the justice and judicial institutions.

Administrative Agent (AA)

The Programme, which is part of the Somalia UN MPTF, will follow the fund management modality according to the UNDG Guidelines on UN Joint Programming. The UNDP MPTF will serve as the

Administrative Agent of the Somalia UN MPTF, as set out in the Memorandum of Understanding for the Somalia UN MPTF¹⁵.

Participating UN Organizations (PUNOs)

Upon recommendations from the evaluation of the Joint Rule of Law Programme, the JJP will have only three PUNOs: UNDP, UNICEF and UN Women. UNDP will implement a large majority of the activities. UNICEF and UN Women will only implement very specific activities within larger activities. The JJP will nevertheless fund positions for UNICEF and UN Women to ensure mainstreaming of children and women's rights. The programme secretariat, under the GFP, will ensure that activities are implemented in a coherent manner and on time. Each Participating UN Organization UNDP, UNICEF and UN Women assumes complete programmatic and financial accountability for the funds disbursed to it by the AA and shall decide on the execution process based on approved workplans by the Programme Steering Committee with its partners and counterparts following the organization's own regulations. All fund disbursements to PUNOS shall be approved by the Programme Steering Committee based on submission of narrative and financial reports every quarter.

PUNOs will establish a separate ledger account for the recipient and administration of the funds disbursed to them by the AA. PUNOs are entitled to deduct their indirect costs (up to 7%) on contributions received according to their own regulations and rules. Financial oversight and quality assurance functions will be managed and undertaken by each PUNO.

The periodic narrative progress and financial reports shall be scrutinized by the Programme Steering Committee. Special sessions can also be planned to discuss specific activities in either the Programme Steering Committee or the Rule of Law/CAS Strand 2C Working Group.

Audit: The Programme will undergo an annual audit¹⁶ by a certified auditor according to UN rules and regulations and based on the requirements of each participating UN agency.

¹⁵ Cf. ANNEX 5: FONCTIONS OF UNMPTF

¹⁶ Audits shall be undertaken by UNDP on the funds that are provided to the government/National Institutions through the National Implementation Modality Audit

Participation of non UN Entities

International Development Law Organisation (IDLO) shall be a non UN participating implementation organization due to its intergovernmental organization status and its mandate to promoting the RoL in Somalia. It is currently based in Nairobi. UNDP and IDLO shall sign a joint annual workplan which shall be reflected in the Results and Resources Framework of the Programme. IDLO shall be receiving funds directly from the UN MPTF based on a Memorandum of Understanding. All fund disbursements for IDLO shall be approved by the Programme Steering Committee based on submission of narrative and financial reports every quarter.

The Global Focal Points Arrangements in Somalia shall be responsible for coordination and follow up on progress updates from IDLO implemented activities through meetings on a monthly basis with the IDLO Country Director.

The Government of Somalia as implementing partner of the MPTF National Funding Stream: Under the National Funding Stream, the Government of Somalia will act as implementing partner of the funds allocated to be implemented through the country system in compliance with the Somalia Public Financial Management Procedures, Procurement Act and other government rules and procedures in place. According to the Memorandum of Understanding signed between the Government of Somalia and the UNDP MPTF Office in its capacity of the Fund Administrator, the Government of Somalia will be receiving funds directly from the Fund Administrator (UNDP MPTF Office) to the Government Treasury Single account. The fund allocation under this Windows shall be approved by the PSC in accordance with the Programme Document. The Government of Somalia will be accountable on a quarterly basis to the PSC on the progress made towards the activities and objectives of the funds. The Government of Somalia will also submit bi-annually progress and financial reports to the MPTF Office as part of the Programme and MPTF reporting requirements.

Links to Rule of Law Working Group

Under the SDRF and CAS, RoL Working Group/CAS Strand 2C (RoLWG) is responsible for Justice, Corrections, Security sector and programmatic coordination within the framework of the NDP and National Security Architecture (NSA). International partners shall use this RoLWG to present programmes at an early stage of development to discuss alignment with Somali priorities, coordinate with key actors and avoid duplication. The RoLWG will also be responsible for tracking and reporting on policy/political progress within the policing, justice, and corrections sectors, which will then be compiled by the Aid Coordination Unit and CAS Secretariat to inform discussions of the SDRF Steering Committee and CAS Executive Group. Coordination between other pillar working group and CAS Strands as well as the humanitarian cluster system will be important for ensuring coherence and coordination across the RoL-humanitarian-development-security nexus.

Monitoring and Evaluation

The Programme performance will be undertaken at the Federal level and across all FMS through three mechanisms:

The JJP will be monitored on a regular basis through dedicated Programme staff of UNDP and UNSOM-JJCS. The MoJ FGS will also monitor and report on implementation. The UNSOM JJCS and UNDP Programme staff together with the technical personnel at the Federal MoJ shall prepare quarterly reports (technical and financial), clearly outlining the development of the Programme. The Federal MoJ shall ensure that the data and information is collected in a timely manner for the preparation of the reports. An annual progress report will also be prepared based on the results and resources framework of the Programme.

Third Party Monitoring shall be undertaken to ensure that data and information are collected on specific activities through “spot” checks, focused group discussions and interviews of the local population, beneficiary groups and others who have participated in the Programme. The Third-Party Monitors shall work with pre-determined tools with the UNSOM JJCS, UNDP and the Federal MoJ personnel. The Third Party shall be a company which UNDP contracts to undertake a certain number of site visits on a yearly basis. The key deliverables that will be expected from the Third-Party Monitors are flash reports which can be used for the overall progress reports and could generate mid-course correction discussions at the PSC.

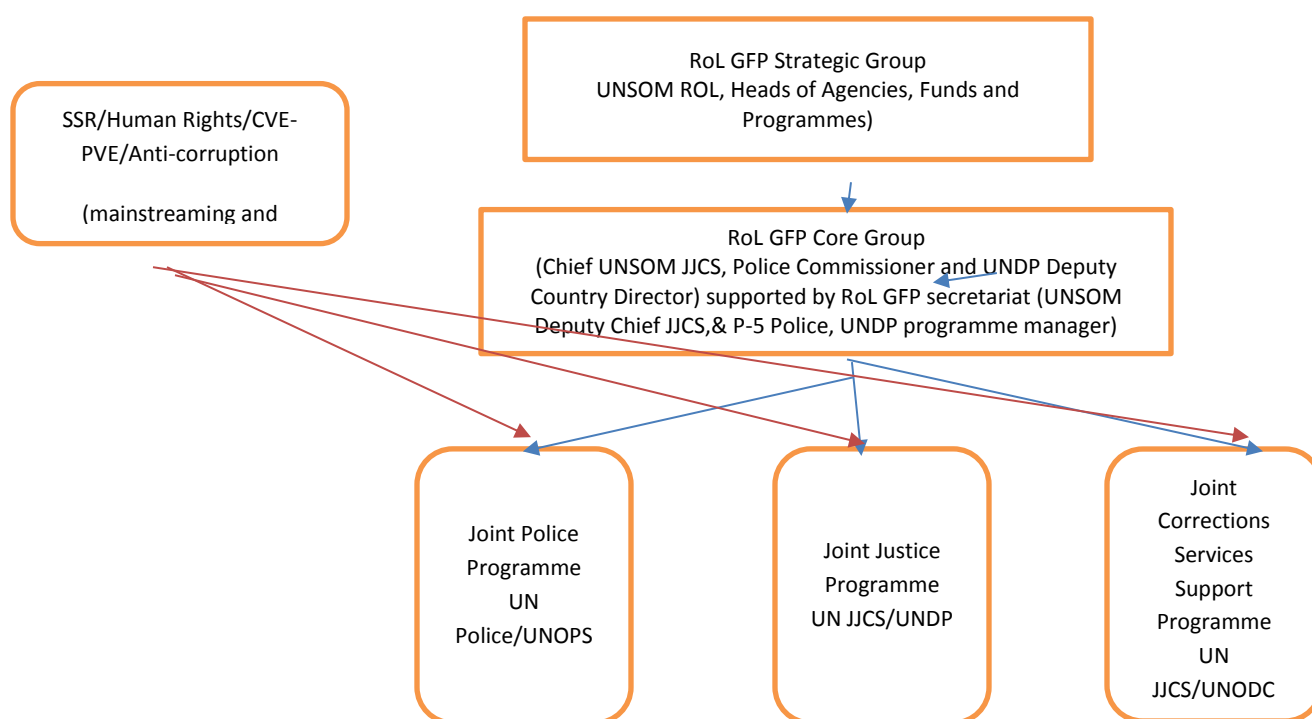
To measure the Outcomes, the UN is setting up a dedicated RoL **outcome-based M&E mechanism (ROL-M&E)** to follow the progress of the implementation of the UN’s contribution to enhancing RoL, looking specifically at SDG Goal 16 on peace, justice and strong institutions, for Somalia. The ROL-M&E shall receive funding directly from all RoL programmes and projects contributing to Goal 16. This mechanism will monitor long term progress under Goal 16 to measure the impact of UN intervention in the RoL sector on peace, security and justice.

ANNEXE 1: UN RoL GFP GOVERNANCE STRUCTURE

Based on the experience of the Joint RoL Programme and the evaluation that was conducted, the UN’s support to RoL is being realigned with a more robust role for the RoL Global Focal Point at the centre to ensure common vision and direction across the UN, better coherence and consistency in support and stronger, more efficient and effective decision making. The proposed governance structure will have two components:

1. The **RoL GFP Strategic Group** will include the UNDP Country Director and UNSOM RoL, Agencies, Funds and Programmes involved in the RoL Programme and will be in charge of defining the vision and directions for the UN RoL Intervention in Somalia. It will meet quarterly.
2. The **RoL GFP Core Group** (Core Group) will include the UNSOM Chief, Joint Justice and Corrections Section (JJCS), Police Commissioner and UNDP Deputy Country Director. The Core Group main tasks will be to ensure that all RoL programmes align with the strategic vision and directions for the UN support to RoL in Somalia, identify gaps and liaise with donors. It will meet monthly. The **Operational Secretariat (Secretariat)** includes the UNSOM Deputy Chief JJCS, UNSOM P-5 Police and UNDP RoL programme manager and will support the Core Group and ensure the day to day operational management of UN RoL support and coordination among UN entities involved in RoL, coherent implementation of activities, joint reporting and monitoring/evaluation.

GLOBAL FOCAL POINT



ANNEXE 2: LINKAGE BETWEEN THE JJP AND OTHER UN JOINT PROGRAMMES AND PROJECTS

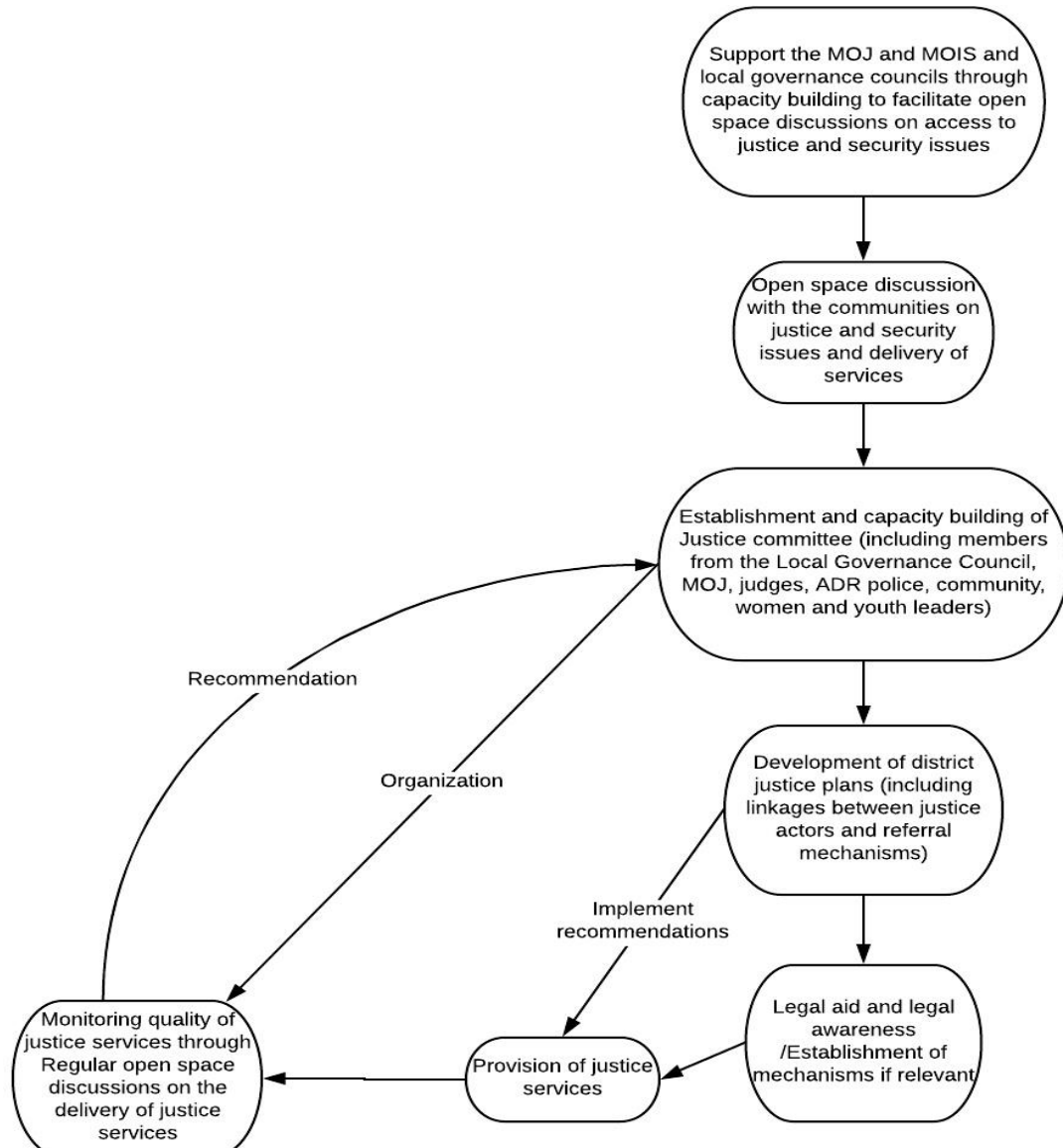
Other Joint Programmes	Areas of linkages for the Justice Joint Programme
Joint Police Programme	The Joint Police Programme focuses on increasing police presence throughout Somalia with specific emphasis on increasing safety and security in communities. The programme outputs include:

	<ol style="list-style-type: none"> 1. Policing presence and visibility increased in targeted locations 2. Contribute to improved policing services in targeted locations 3. Political agreement on the New Policing Model is translated into the legal framework 4. Developing accountability and transparency for the police in Somalia 5. Institutional coordination addresses police development and reform in Somalia <p>The JJP will be working closely with the JPP since police deployment and the establishment of the judiciary would be crucial for the expansion of the justice services in the districts and communities. It will take time for the police to take on investigative functions, therefore at a preliminary phase, focus will be placed on building trust with community elders and establishing linkages between the formal justice system and traditional justice mechanisms.</p>
Joint Corrections Services Support Programme	<p>The Corrections and the JJP are closely linked since the Justice and Corrections Model is part of an integral plan of the overall development of the criminal justice chain.</p> <p>In light of the Justice Sector Strategic Plan 2018-2020, the Joint UN Support Programme supports the Corrections programme which aims at supporting the corrections actors in Somalia. The programme has set the following outputs:</p> <ol style="list-style-type: none"> 1. Somali Custodial Corps are increasingly providing fair and human services to the Somali people 2. Community actors are participating to the improvement of prisoner welfare <p>Legal Aid shall be implemented by the JJP in close coordination with the Corrections programme to ensure prison detainees receive free legal aid and legal counsel.</p>
Integrated Security Sector Governance programme	<p>The <i>Security Sector Governance Programme</i> aims to introduce public sector reform into ministries at federal and state levels to ensure the sustainability of international assistance through greater accountability and professionalization of security institutions. This is in line with Goal 16 of the SDG that advocates for UN Member States to build peace and security through accountable institutions. The Programme supports the MoIS strengthen its public administration capacity through the provision of infrastructure, communication and operational support; reform the Somali police payroll and personnel administration; and enhance Somali Police capacity to engage</p>

	with the community. This programme has its own governance structure, and the SPDS shall ensure coordination with the overall activities and interlink the strategic direction of the programme.
Human Rights Joint Programme	<p>The key objectives of the Joint Programme on Human Rights is to strengthen the human rights protection and promotion framework through the implementation of Somalia's commitments on human rights and the NDP priorities, the Universal Periodic Review and the Action Plan on CAAC; ensuring that human rights are central to the security architecture; and working with the Parliamentary Committees for Human Rights and Security to strengthen the capacity of Somalia's Federal and State security, (FGS and Parliament) to protect, uphold human rights compliances of the security institutions. The programme would also assist in the establishment and operationalisation of the independent National Human Rights Commission for Somalia including to support its work as an independent oversight institution to ensure human rights compliance.</p> <p>The JJP follows the human rights principles in programme implementation and follows a human rights based approach. The two programmes shall be closely interlinked since the role of the National Human Rights Commission is to provide oversight on all RoL institutions. With the expansion of the RoL services, it is necessary to ensure that a robust national human rights commission and civil society organizations are able to monitor the service delivery for citizen's safety and security.</p>
PCVE	<p>Under the Comprehensive Approach to Security (CAS) in Somalia, Prevention and Counter Violent Terrorism is the fourth Strand with the mandate to operationalize the National PCVE Strategy. The Justice Joint Programme addresses certain aspects of the PCVE work especially through community based engagements for the development and implementation of justice plan at district level through open and inclusive discussions at community level. This plan would encourage formal justice stakeholders to work with the traditional leaders to ensure that the trust in state institutions is established. This. The community engagements are expected to youth to involve them in decision making and prevent recruitment in extremist groups.</p>

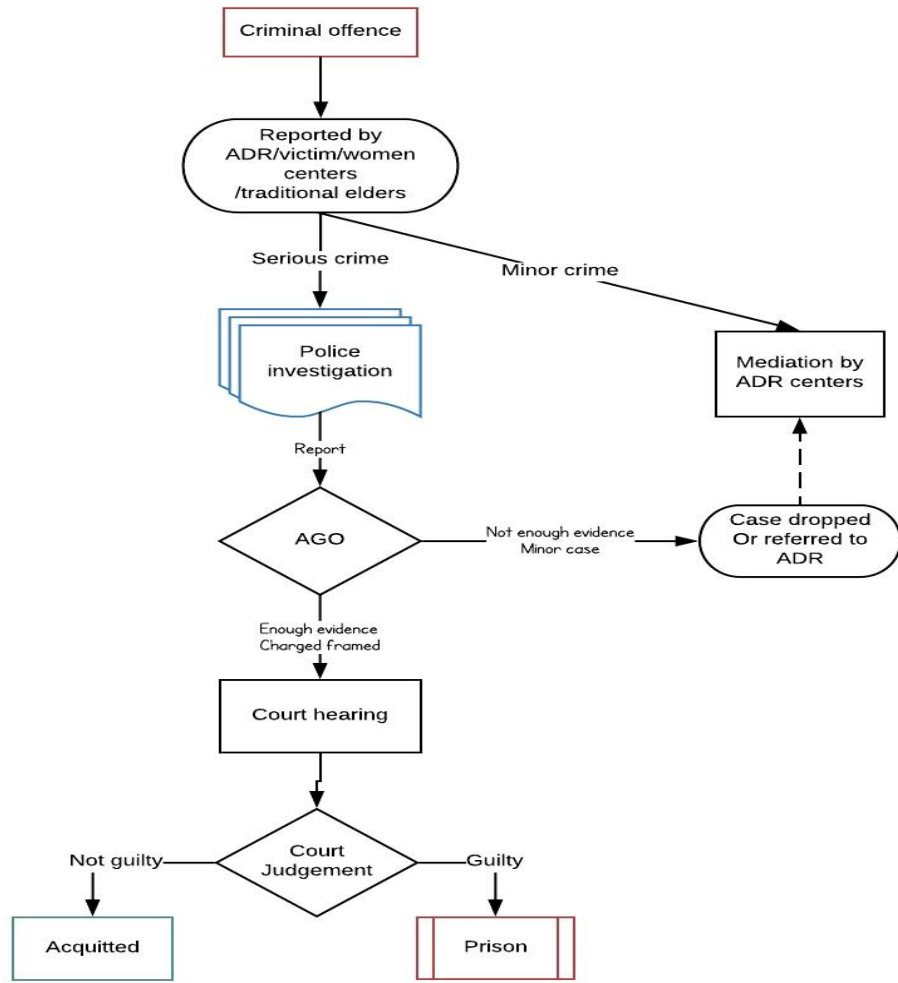
ANNEX 3: FLOW CHART

Moving to new districts

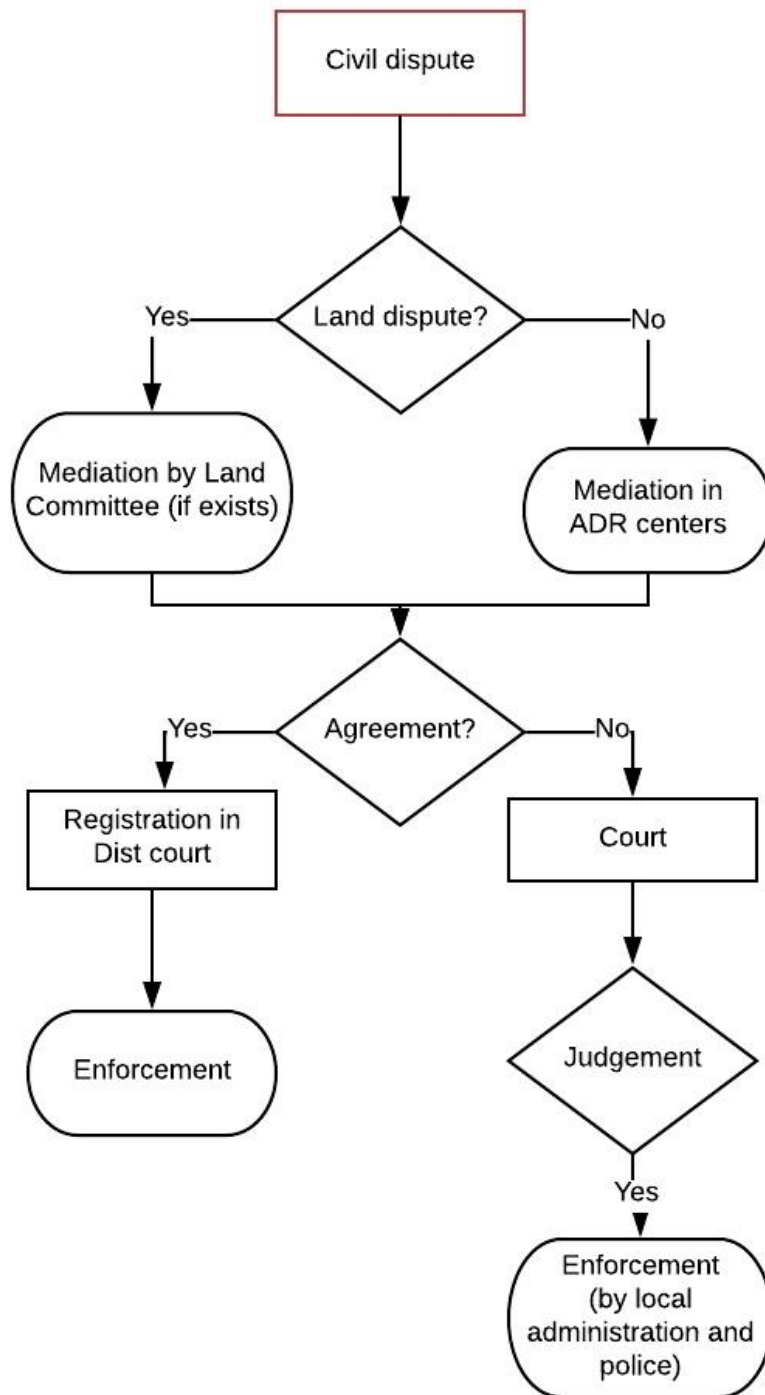


ANNEX 4: FLOW CHARTES ON CRIMINAL AND CIVIL CASES

Criminal cases



Civil case



ANNEX 5: FUNCTIONS OF UNMPTF

The UNMPTF will have the following functions:

- (a) Receive contributions from donors that wish to provide financial support to the Programme and to the Somalia UN MPTF (un-earmarked);
- (b) Administer such funds received, in accordance with this MOU;
- (c) Subject to availability of funds, disburse such funds to each of the Participating UN Organizations in accordance with instructions from the governing body (Programme Steering Committee) taking into account the budget set out in the Programme Document, as amended in writing from time to time by the Programme Steering Committee;
- (d) Disburse funds to any PUNO for any additional costs of the task that the Programme Steering Committee may decide to allocate in accordance with Programme Document;
- (e) Consolidate annual and final financial reports, based on submissions provided to the Administrative Agent by each Participating UN Organization (PUNO); and provide these to each donor that has contributed to the Programme Account, to the Programme Steering Committee, PUNOs, and the SDRF Steering Committee;
- (f) Provide annual and final certified financial statements (“Source and Use of Funds”);
- (g) AA is entitled to deduct its indirect costs (1%) on contributions received according to the Somalia UNMPTF ToR.

ANNEX 6: STAFFING STRUCTURE

UNDP Human Resource and staffing

Position	% of time contribution	Type of Contract	Org. responsible	key functions	Location
International UNDP staff					
Portfolio Manager	40%	FTA P5	UNDP	Member of the GFP Secretariat; ROL Portfolio Manager for 5 programmes including SSR, Police, Justice, Human Rights, PCVE and M&E Mechanism project;	Mogadishu
RoL - Justice Technical Specialist	100%	FTA P4	UNDP	Justice technical Support for technical level capacity development of the national counterparts and national project team; ensures quality of the knowledge products developed in the programmes; undertakes knowledge sharing within community of practice; first level of approval for processing payments based on the progress made in the programme by partners	Mogadishu
RoL - Management Specialist	40%	FTA P3	UNDP	RoL Portfolio Management Support; provides technical support for National Operations teams; ensures audit requirements are addressed in all financial transactions; provides technical support and	Mogadishu

Position	% of time contribution	Type of Contract	Org. responsible	key functions	Location
				ensures all large scale procurement is undertaken in a timely manner; provides 40% support to the programme	
Reporting and Communication	50%	IUNV	UNDP	Portfolio reporting and communication	Mogadishu
Operations and Finance IUNV	40%	IUNV	UNDP	Portfolio Operations and Finance	Mogadishu
National UNDP Staff					
Finance Associate	40%	SC8	UNDP	Technical; undertakes day to day financial transactions	Mogadishu
Justice National Technical Specialist	100%	SC11	UNDP	Technical; shall undertake coordination of the programme in Mogadishu including technical support provided to 3 federal institutions – AGO, SC, MOJ; ensures that the PSC takes place; provides support for the ROL working group	Mogadishu
Gender/Community engagement Officer	100%	SC	UNDP	Technical; provides technical support for legal aid, gender justice activities;	Mogadishu
Justice National Technical Specialist	100%	SC10	UNDP	Technical; provides support to all justice and judiciary organizations in Puntland	Garowe
4 National Project Officers	50%	SC10	UNDP	Technical; provides support to all justice and judiciary organizations	Baidoa, Kismayo, Jowhar, Adado
Admin Assistant	40%	SC6	UNDP	Admin Support	Mogadishu
Programme Associate	40%	SC8	UNDP	Admin/ Finance Support	Mogadishu

Position	% of time contribution	Type of Contract	Org. responsible	key functions	Location
Procurement Associate	40%	SC7	UNDP	Admin/ Finance Support; undertake micro canvassing for workshops etc	Mogadishu
Project Officer	50%	SC9	UNDP	Admin/ Finance Support	Garowe
YPO	100%	SB1	UNDP	Admin/Logistics Support	Mogadishu

UNSOM-JJCS Staffing table

UNSOM will contribute to the implementation of the programme at technical and political level. However, the JJCS is also contributing to the implementation of the Security Council political and security mandate therefore, support to the programme will only be a part of their activities. Furthermore, the Corrections part of the JJCS also support the rule of law programmes, particularly in the FMS (UN regional offices).

Position	Level	key functions	Location
International UNSOM Justice staff			
Chief Joint Justice and Corrections	UNSOM D-1	Strategic political Senior management	Mogadishu
Senior Rule of Law Officer	UNSOM P-5	Coordination, technical, management	Mogadishu
Rule of Law Coordinator STILL AWAITING APPROVAL	UNSOM P-4 (seconded by the Netherlands)	Coordination of Rule of Law GFP, reporting and communication	Mogadishu
2 Judicial Affairs Officers (2)	UNSOM P-4	Technical, quality control of Justice GPPs,	Mogadishu
4 Judicial Affairs Officer	GPP	Technical, Coordination at FMS level, mentoring of justice institutions	Baidoa, Kismayo, Garowe, Beletweyne
2 Judicial Affairs Officer	NPO	Support to Judicial Affairs	Mogadishu and Baidoa

IDLO Staffing structure

Position	% of time contribution	Type of Contract	Org. responsible	key functions	Location
Country Director	50%		IDLO	Programme Management	Mogadishu
Programme Manager-	50%		IDLO	Programme Management Support	Mogadishu
Project Manager	100%	Unfunded in this programme document	IDLO	Implementation of the Joint Justice programme	Mogadishu
Legal Advisor	50%		IDLO	Technical	Mogadishu
Finance Manager	40%		IDLO		Mogadishu
Finance Assistant	40%		IDLO	Admin/ Finance Support	Mogadishu

UN Women Staffing Structure

Position	% of time contribution	Type of Contract	Org. responsible	key functions	Location
Programme Specialist	100%	NOC	UNWomen	Technical, implementation of activities and mainstreaming	Mogadishu
Programme Assistant	100%	SC6	UNWomen	Technical	Mogadishu

UNICEF Staffing Structure

Position	% of time contribution	Type of Contract	Org. responsible	key functions	Location
Child Protection Specialist System Strengthening	20% (no cost)	P-4	UNICEF	Technical	Mogadishu
Child Protection Specialist- Access to Justice	100%	NOC	UNICEF	Technical, implementation of activities and mainstreaming	Mogadishu

Government Personnel to be paid from the programme

Institutions	No of positions & key functions	% of time contribution	Type of Contract	Location
Ministry of Justice FGS	1 Justice sector coordinator	100%	Contract issued by institution based on organogram	Mogadishu
	2 Senior Legal Drafters			
	4 legal drafters			
	4 Legal assistants			
	1 Legal Aid and Legal Awareness Coordinator			
	1 Technical Advisor			
	1 Admin/Finance			
	1 Information & communications officer			
Supreme Court Federal Level	1 Technical Advisor			
	1 Case Management Coordinator			
	1 Admin and Finance Consultant			
	2 Judicial Inspectors			
Attorney General Office Federal Level	1 Technical Advisor			
	1 Case Management Coordinator			
Ministry of Justice Puntland	1 Technical Advisor	100%	Contract issued by institution based on organogram	Garowe
	1 Legal Drafter			
	ADR Officer/ Team Leader			

	3 ADR Officers			
High Judicial Council Puntland	1 Technical Advisor			
	1 Admin and Finance Officer			
	2 Judicial Inspectors			
	1 Case Management Coordinator			
	2 Assistant Case Management Coordinators			
	1 Mobile Court Coordinator			
Ministry of Justice Jubaland	1 Technical Advisor	100%	Contract issued by institution based on organogram	Kismayo, Garbaharey
	1 Legal Drafter			
	2 CDRH Coordinators in Kismayo & Garbaharey			
	2 Data Clerks in Kismayo and Garbaharey			
Ministry of Justice Southwest	1 Technical Advisor	100%	Contract issued by institution based on organogram	Baidoa and Huduur
	1 Legal Drafter			
	2 CDRH Coordinators in Baidoa and Hudur			
	2 Data Clerks in Baidoa and Hudur			
Ministry of Justice Galmudug	1 Technical Advisor	100%	Contract issued by institution based on organogram	Adado, Dhusamreb, Jowar
	1 Legal Drafter			
Ministry of Justice Hirshabelle	1 Technical Advisor			
	1 Legal Drafter			
Mogadishu University	Scholarship Coordinator	100%	Contract issued by institution based on organogram	Mogadishu
Puntland State University	1 Scholarship Coordinator	100%	Contract issued by institution based on organogram	Garowe
Puntland Legal Aid Center	1 Coordinator	100%	Contract issued by institution based on organogram	Bossasso, Garowe, Eyl and Qardo
	1 Admin and Finance Officer			
	7 Lawyers			
	36 Paralegals			
	4 Interns			
	1 Coordinator	100%		

Legal Aid Providers in Mogadishu, JL, SW, GM and HS	4 Lawyers		Contract issued by institution based on organogram	Mogadishu, Baidoa, Kismayo and Adado/Dhusamreb
	8 Paralegals			
	1 Coordinator			
	4 Lawyers			
	8 Paralegals			
	1 Coordinator			
	4 Lawyers			
	8 Paralegals			

Annex 7: RISK LOG

Risk description	Programme Activities affected	Risk Impact & Probability		Mitigating Measures	Responsible Parties
		Likelihood	Potential Impact		
Elections	Potential of dramatic changes to the political landscape can impact the Joint Programme implementation. Depending on the preparations for 2021 elections the Joint Programme may have to realign its priorities especially the locations for the programme implementation	Medium	High	The Joint Programme may have to re-prioritize activities. Possible mitigation measures include a committed focus on technical capacity development of institutional counterparts. The programme shall be implemented with other programmatic interventions such as Transition, CRESTA, JPLG etc.	All UN partners
Tensions and conflicts in South-Central and Banadir	All activities in South-Central and Banadir might be affected if the Joint Programme is forced to suspend implementation due to increased security risks.	Medium	High	Through making extensive use of national coordination mechanisms, empowering national programme staff and continuing to build capacity with all programme counterparts, the Joint Programme will be able to continue implementation in key districts where other programmatic interventions of Transition, CRESTA and JPLG shall be undertaken.	All UN partners
Increase in internal political divisions	An increase in internal political divisions will have detrimental effect on all activities and interventions under the Joint Programme.	Medium	High	While keeping track of all political developments, the Joint Programme will continue to build strong relationships with all local and FMS partners, with a focus to support a harmonized approach to RoL development across Somalia.	All UN partners.
Difficulty in securing international expertise to come to Somalia	Delayed recruitment processes may impact on the implementation pace of the Programme	Medium	High	Experts from the roster will be recruited for short term consultancies	All UN partners
Limited commitment by RoL institutions for long-term	In the event that sustainable mechanisms and priorities are not implemented by RoL institutions, the Joint Programme may be undermined in its scope	Medium	High	Regular follow up with RoL institutions on implementation of their strategic plans/action plans	All partners

Risk description	Programme Activities affected	Risk Impact & Probability		Mitigating Measures	Responsible Parties
		Likelihood	Potential Impact		
mechanisms or priorities					
Corruption in the public sector	UN RoL activities undermined as a result of corruption	Medium	High	Strengthen oversight mechanisms and M&E	All partners
Capacity needs outlast the Programme timelines	Programme fails in the long run to ensure that sustainable mechanisms and improved capacities are in place with the Government	Medium	High	Ensure programme and activities are in accordance to the need of the government in terms of resources and timeline. Provide further support to the RoL institutions to develop a realistic capacity development strategy	All UN partners,
Insecurity at the FMS and district levels leading to inability for the Programme to deliver services and implement activities	The planned activities in the FMS and districts are delayed or interrupted	Medium	High	Develop alternative interventions jointly with other local stakeholders	All UN partners
Justice Institutions not established	The Programme intends to provide support to Justice Institutions that are not yet established by legislation.	Medium	Medium	The Programme is designed to provide support to enable the Justice Institutions to be established and will coordinate closely with justice sector stakeholders to monitor the progress.	All UN partners
Civil Service commission pay and reforms has limited impact on justice and judiciary	Civil Service commission pay and reforms process has limited impact on the justice and judiciary sector	High	Medium	Capacity Injection Manual guideline No 2 for pay and benefits management manual shall be applied uniformly across all non-line functions for experts, consultants and advisors.	All partners

Risk description	Programme Activities affected	Risk Impact & Probability		Mitigating Measures	Responsible Parties
		Likelihood	Potential Impact		
Ensure independence of the executive and the judiciary	Ensure independence of the judiciary from the executive to enable proper functioning of the justice system without compromise or influence	Medium	Low	Ensure that agreements are signed separately between the MoJ's and judiciary at all FMS.	All partners
Women's empowerment interventions	Limited interest of justice and judiciary for women's empowerment interventions	Low	Medium	Efforts will be made so that there is an intense reflection and analysis on personal and collective beliefs and practices on GBV/SGBV and that communities have the capacity to make their own decisions based on identified concerns.	All UN partners
Quality of judicial documentation and work at FMS	High quality of judicial documentation at FMS capitals needs to be ensured.	Medium	Medium	Engagement with donors and internationally supported justice programmes to ensure that technical support and mentoring is provided to the FMS judiciary in the capital cities	GFP Secretariat
Legal aid Model for Somalia	Cost effective model based on JCM required	Low	Medium	A policy on legal aid exists which needs to be revised to ensure that a cost effective and sustainable legal aid model is developed.	All partners

SOMALIA JOINT JUSTICE PROGRAMME						
SOMALIA UN MPTF PROJECT BUDGET - Joint Justice Programme USD 15,007,979.69 (based on prioritization plan)						
	CATEGORIES	MPTFO	2018	2019	2020	TOTAL USD
1	Staff and other personnel costs		691,246.80	1,382,493.60	1,382,493.60	3,456,234.00
2	Supplies, Commodities, Materials		94,000.00	188,000.00	188,000.00	470,000.00
3	Equipment, Vehicles and Furniture (including depreciation)		73,200.00	146,400.00	146,400.00	366,000.00
4	Contractual Services		106,000.00	212,000.00	212,000.00	530,000.00
5	Travel		92,000.00	184,000.00	184,000.00	460,000.00
6	Transfers and Grants Counterparts		1,401,039.80	2,802,079.60	2,802,079.60	7,005,199.00
7	General Operating and other direct costs	148,593.86	331,575.31	638,946.52	638,946.52	1,758,062.20
	Sub-Total Programme Costs	148,593.86	2,789,061.91	5,553,919.72	5,553,919.72	14,045,495.20
	Indirect Support Costs** (7%)		184,935.72	388,774.38	388,774.38	962,484.48
	Total cost	148,593.86	2,973,997.63	5,942,694.10	5,942,694.10	15,007,979.69

I. Somali Joint Justice Programme 2018-2020: Results Framework

Outcome 1:

Formal Justice Institutions framework is agreed and established to ensure presence across Somalia to provide increasingly equitable, transparent and professional justice services

Indicator: the legal framework and SOPs in place and % of satisfaction of court users

Baseline: 21 districts received justice services in 2017

Target: 25 districts receive justice services in 2019

Expected Output	Output Indicators	Data Source	Baseline		Targets (by frequency of data collection)			Data Collection Methods	Responsible Party
			Value	Year	Year 1	Year 2	Year 3		
Output 1.1 The Justice model is rolled out through political dialogue and functional management structures at both FG and FMS levels	# of coordination and technical platforms established to develop and implement and Justice framework	ToR	no such coordination and/or technical committee mechanism exists	2018	A technical committee in at least 2 FMS exists	Technical committees established in all FMS and operational in all FMS		Bi-annual reports & evaluation reports	UNDP

	Roles and responsibilities of justice institutions at FG and FMS are clearly defined	Minutes committees' meetings, Council of Ministers of Justice meetings; documentation of policy	Political agreement on JCM but not endorsed by NSC. ; jurisdictions, roles and responsibilities and relationships not discussed in details yet	2018	JCM endorsed by NSC	Court jurisdiction at Federal and FMS levels and structure of FG and FMS AGO clearly defined		Bi-annual reports & evaluation reports	UNDP
	# FMS and Federal justice state plans; # progress report on implementation of the plans	FMS and FG justice plans; implementation and progress reports	0	2018	consultation process initiated	At least 4 plans developed, and bi-annual reports from 1 state	5 state plans and FGS plan developed and bi-annual reports from 3 states	Bi-annual reports & evaluation reports	UNDP
Output 1.2 Justice institutions are increasingly transparent and accountable	# policies and SOPs to strengthen justice institutions and service delivery	Approved copies of Policies, procedures, performance standards and code of conduct, inspection report, training reports	No JSC exists	2017	Bi-annually 0	Bi-annually 1 (including Code of conduct for JSC)	Bi-annually 3 (complaint mechanisms, inspections tools, performance evaluation for judges)	Bi-annual reports & evaluation reports	UNDP

	# of information desks established	Litigants Charter adopted; established information desks	No information desk established across Somalia.		0	2	4	Bi-annual reports & evaluation reports	IDLO & UNDP
	# of courts with case filing system and case management system	Written procedures and protocols, asset registration, data produces	System set up in Banadir and Puntland	2017	1	Courts in 2 FMS capitals	Courts in 4 FMS capitals	Bi-annual reports & evaluation reports	UNDP
Output 1.3 Justice institutions and Justice actors have increased capacity to standardize and deliver 30 qualified trainers deployed to deliver standardized training courses;	Justice training institute established and functional	Policies, procedures for the institution available; Roster of trainers developed, Course material for the different modules and curriculum available	Informal trainings of 10 instructors and 10 modules developed without a formal training architecture in place	2017	Legal framework for judicial training agreed in the JCM	JTI charter developed. First round of TOTs undertaken. Training modules finalized.	JTI functional with established pool of trainers	Bi-annual reports & evaluation reports	UNDP
	# formally appointed judicial staff trained (M/F) with increase in knowledge	Training and mock trials reports on courses conducted, including signed participant attendance sheets	184 judges, prosecutors and registrars trained under ROL	2017	0	200(disaggregated by M/F) under the nascent JTI	300 (disaggregated by M/F)	Bi-annual reports & evaluation reports	UNDP

Annually 150 students continue to receive sponsorship for legal education	#special AGO units established;	SOPs, functional anti-corruption and SGBV units, activities report; juvenile justice chambers	SGBV units established in PL and Mogadishu	2017	Special SGBV and Juvenile justice AGO in Banadir with protocols established	Special SGBV and Juvenile justice AGO and Benches established in 3 FMS; 1 anti-corruption unit	Special AGO and benches established in 5 FMS	Bi-annual reports & evaluation reports	IDLO, UNICEF and UN Women
	# of SOPs developed and adopted on AGO and Police on processing of criminal cases by type of cases (SGBV, juveniles)	Minutes from meetings	None	2017	0	2 SOP's on (SGBV and juvenile justice) drafted and agreed	- No. of cases which followed SOP	Bi-annual reports & evaluation reports	UNDP
		Workshop and training reports		2018				Bi-annual reports & evaluation reports	IDLO
	# annual colloquium for judges and annual conferences for prosecutoors	Annual colloquium and conferencereport, status of the association, membership to regional and/or international associations	Annual colloquium for prosecutors in 2017	2017	1 colloquium for judiciary undertaken	1 colloquium for judges and 1 conference for prosecutors	1 colloquium for judges and 1 conference for prosecutors	Bi-annual reports & evaluation reports	IDLO
		Mentoring plans, reports on the implementation of the plan	5 interns at the AGO in Mogadishu	2017			32	Bi-annual reports & evaluation reports	IDLO
		Graduation of students in law programme	147 (W:48, M:99) benefit from the scholarship programme	2017	50 law graduates	75 law graduates	100 law graduates	Bi-annual reports & evaluation reports	UNDP

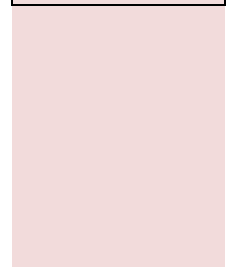
	# of high risk case load processed by civilian courts	Reports from meetings, workshops, training reports, study in victim and witness protection	Mechanism to record does not exist	2017		10 cases	30 cases	Bi-annual reports & evaluation reports	IDLO
	# of bar association established and functional and # lawyers trained with increase in knowledge	Law, bylaws, report from workshops, training reports,	Draft advocates act developed - however, only one Bar Association currently exists in Puntland	2017		2 bar associations established ; 30 lawyers trained	4 bar associations established; 90 lawyers trained	Bi-annual reports & evaluation reports	IDLO, UNDP & UN Women
	# of legal aid boards established and functional	Policy on legal aid published, documents establishing legal aid boards	Zero	2017	Legal aid draft law developed	one legal aid board established	3 legal aid boards established	Bi-annual reports & evaluation reports	IDLO
Output 1.4: Key legislation, policies and guidelines pertaining to justice are operationalized, functioning and adopted.	# of laws drafted/updated to implement and corrections model and the political roadmap and protection vulnerable people by the justice system	Draft laws, published laws	21 laws, 3 policies and 2 concept notes produced by PLDU in the last ROL document period (2014-2017).	2017	3 laws on improved access to justice developed and presented in Cabinet	8 5 laws on improved access to justice developed and presented in Cabinet	5 laws, policies on improved access to justice developed and presented in Cabinet	Bi-annual reports & evaluation reports	UNICEF, UN Women, UNDP

Baseline: 21 laws, 3 policies and 2 concept notes Target: One published resource directory, Centers and laws available to the public on laws of Somalia	# of published resources available to the public on laws of Somalia;	Asset management - receipts of delivery; Documented implementation plan developed and agreed for the establishment and operation of a public law library	Zero	2017	Online resource designed and documentation identified	At least 15 laws available online in Somalia	At least 25 laws available online in Somalia for public	Bi-annual reports & evaluation reports	IDLO & UNDP
Outcome 2: Men, women and children are safer and accessing basic justice and human rights services									
Indicator: % of satisfaction in police and formal and traditional justice services									
Baseline: 75% had knowledge of the justice system in Somalia including South Central FMS Capitals (Public Perception survey 2016)									
Target: Increased percentage of women / men / youth access security and justice services									
Expected Output	Output Indicators	Data Source	Baseline		Targets (by frequency of data collection)			Data Collection Methods	Responsible Party
			Value	Year	Year 1	Year 1	Year 1		
Output 2.1 The justice chain, including policing, is strengthened through	# of CSOs members trained on communication conversation with increase in knowledge ; # local justice and	# localized plans including justice and security issues, SOP on referral of cases to justice institutions;	Zero	2017	3 plans, 1 SOP on referral of cases	8 justice and security plans developed and case referral at two districts initiated	14 justice and security plans developed and case referral at 4 districts initiated	Bi-annual reports & evaluation reports	UNDP

community oriented approaches	security plans developed; SOP								
Baseline: 0 plans created									
Target: 25 communities across 5+1 FMS by 2019 where justice and security services are provided 15 additional mobile courts	# of justice and police stakeholder's coordination meetings, # of public fora on justice and security	Minutes of community working group meetings dealing with security and justice issues, reports from public forum discussions	Zero	2017	1 coordination meeting in 3 district each and 1 public forum a in three district each	1 monthly coordination meeting and 1 quarterly public fora in 8 districts	1 monthly coordination meeting and 1 quarterly public fora in 25 districts	Bi-annual reports & evaluation reports	UNDP
	# people reached # legal messages developed for distribution	Reports from mobile courts	Total 26,411 (W: 19,515; M: 6,896) people reached through various means including through MC	2017	10,000(50% women and 50% IDPs)	20,000 (50% women and 50% IDPs)	30,000 (50% women and 50% IDPs)	Bi-annual reports & evaluation reports	UNDP
	# people receiving legal aid services (M/F/IDP status) # number of legal aid centres	Reports by service providers on the implementation of activities	24,633 (W: 17,953, M: 6,680) people received legal aid; 6 legal aid centers; 19 paralegals (W: 15, M: 4)	2017	5,000	Bi-annually 14000 (50% women, and 50% IDPs)	20000 (50% women, and 50% IDPs)	Bi-annual reports & evaluation reports	
Output 2.2 Improved Access to Justice	# cases handled (M/F);	Reports from CDR centers, training reports,	2,427 (W: 1,812, M:615) supported by CDR centers in Puntland	2017	1000 received services (50% women, and 50% IDPs)	2000 received services	3000 received services	Bi-annual reports & evaluation reports	UNDP, IDLO and UN Women

<p>and human rights through a multi-track approach</p> <p>Baseline: # of Legal Aid Providers recruited, SOP developed and qualified staff deployed to provide legal aid awareness.</p> <p>Target: # of legal aid provider across 5 FMS where basic legal aid service are provided.</p>	<p># victims treated and # cases referred to formal justice system</p>	<p>Verification reports on a sample of activities completed by UN staff and / or third-party monitors.</p>	<p>22,391 legal aid in 2017</p>		<p>1000 people received legal aid services of which 50% are women</p>	<p>5000 people received legal aid services of which 50% are women</p>	<p>Bi-annually 15,000 people received legal aid services of which 50% are women</p>	<p>Bi-annual reports & evaluation reports</p>	<p>UNDP</p>
	<p># mobile courts active # districts that have mobile courts # cases addressed by mobile courts</p>	<p>Reports and registered cases. Judiciary through case management is able to report on mobile court activities. Paralegal monitoring.</p>	<p>277 (Criminal: 107; Civil: 170) cases addressed by MC</p>	<p>2017</p>	<p>200 cases addressed</p>	<p>500 cases addressed</p>	<p>1000 cases addressed</p>	<p>Bi-annual reports & evaluation reports</p>	
	<p>amount of court fees collected /month per location as recorded by court fees management board</p>	<p>Policy on court fees developed, ToR of court fees management board, minutes of meetings</p>	<p>None</p>	<p>2017</p>	<p>Court fees management board established in 2 courts in two locations</p>	<p>Court fees management board established in 2 additional courts in two locations</p>		<p>Bi-annual reports & evaluation reports</p>	<p>UNDP</p>
<p>Output 3: Monitoring and Evaluation</p>	<p># of evaluations conducted</p>	<p>2 evaluations reports</p>	<p>One end term evaluation report</p>	<p>2017</p>	<p>0</p>	<p>One mid term evaluation undertaken</p>	<p>1 end term evaluation undertaken</p>	<p>Evaluations reports</p>	<p>UNDP</p>
	<p># of project monitoring visits per quarter</p>	<p>Bi-annual reports</p>	<p>16 key evaluation findings with recommendations</p>	<p>2017</p>	<p>at least 2 per quarter</p>	<p>At least 2 per quarter</p>	<p>at least 2 per quarter</p>	<p>Bi-annual reports</p>	<p>UNDP</p>
	<p>10# of PSC's held during programme implementation</p>	<p>Reports and minutes from the PSCs</p>	<p>2 PSCs</p>	<p>2017</p>	<p>2</p>	<p>4</p>	<p>4</p>	<p>Reports and minutes from the PSCs</p>	<p>UNDP</p>

	# of Annual GFP's Retreat	Retreat report			0	1	1	Retreat report	UNDP & UNSOM
		Quarterly report			Bi-annually	Bi-annually	Bi-annually	Quarterly report	IDLO



Monitoring And Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost In USD
Track results progress	Mid- term evaluation of progress Justice Sector Strategic plan during programme period	4 times in the programme period	Assess the progress in achieving the Somali Strategic Plan		350,0000
Monitor and Manage Risk	Support organizing and holding ROLWG meetings to coordinate the programme delivery and monitor and manager risks.	12 times during the programme period	Manage and monitor risks	MoJ FL, GFP	
Learn	GFP's Retreat	2 times in the programme period	Address implementation issues and challenges	MoJ FL, GFP	
Annual Project Quality Assurance	Joint review undertaken in all federal member states	Bi-annually	Ensure stakeholder inputs are gathered at the field and taken into consideration	MoJ FL, GFP	
Review and Make Course Corrections	Evaluations undertaken to provide mid-term course correction	2 times in the programme period	Produce recommendations to inform decision-making	MoJ FL, GFP	

Project Report	Regular reports to share progress in the achievement of results, discuss challenges and share information with the project stakeholders.	Quarterly	Preparation and dissemination of quality reports	MoJ FL, GFP	
Project Review (PSC)	Programme Steering Committee (PSC) meetings undertaken to review the project and take key decisions	Quarterly	Review the project and take key decisions	MoJ FL, GFP	

Somali Joint Justice Programme 2018-2020: Multi-year Work Plan

(USD 20,836,974.14)

Outcome 1:

Formal Justice Institutions framework is agreed and established to ensure presence across Somalia to provide increasingly equitable, transparent and professional justice services

Indicator: the legal framework and SOPs in place and % of satisfaction of court users

Baseline: 21 districts received justice services in 2017

Target: 25 districts receive justice services in 2019

Expected Output	Planned activities	Activities in Each Quarter												Planned Budget by Each Year			Responsible Party	Planned Budget		
		Year 1-2018		Year 2-2019				Year 3-2020				Year 1-2018	Year 2-2019	Year 3-2020	Funding Source	Budget Description		Amount in USD		
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4									
Output 1.1 The Justice model is rolled out through political dialogue and functional management structures at both FG and FMS levels Baseline: Justice Institutions developed Strategic and Action Plans 2018-2020; Target: Reports regularly prepared (annually) and publicly available	1.1.2. Provide support for the establishment of the JM management structure at political and technical level (Council of Ministers of Justice, FMS technical committees, Joint committee)	x	x	x	x	x	x						67,000	133,000	0	UNDP; MoJ FL, Judiciary, MoJs FMS	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel	200,000	
	1.1.3. Support political and technical dialogue between the FGS and FMS on the rolling out of the JCM with TOR's for roles and responsibilities of specific institutions	x	x	x	x	x	x						67,000	133,000	0	UNDP; MoJ FL, Judiciary, MoJs FMS	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel	200,000	

Gender Marker: State Justice plans shall have specific activities for women's empowerment and plans for women's access to justice services	1.1.4. Support the development of FMS and FG justice plans in line with the FMS and FG financial resources and support to quarterly and annual progress reports on plan implementation	x	x	x	x	x	x	x	x	x	x	40,000	80,000	80,000	UNDP; MoJ FL, Judiciary, MoJs FMS	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel	200,000
	1.1.5. Support the MOJ FL in organizing and holding 12 ROLWG meetings to coordinate justice sector actors including the donors	x	x	x	x	x	x	x	x	x	x	50,000	100,000	100,000	UNDP; MoJ FL, Judiciary, MoJs FMS, MOIS FL, MOS FMS	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel	250,000
Subtotal												224,000	446,000	180,000				850,000
Output 1.2 Justice institutions are increasingly transparent and accountable Baseline: Justice Institutions developed Strategic and Action Plans 2018-2020; Target: Basic inspection	1.2.1 development of policies and procedures, code of conduct, and training of staff			x	x	x	x	x	x	x	x	0	75,000	75,000	UNDP; JSC/HJCs	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 71800-Contractual Services-	150,000

Schemes established in PL & FL; Annual report produced and publicized by HJC/JSC; Gender marker: Inspection schemes to address cases where women clients' cases are not addressed or delayed action is taken																		Imp Partners	
	1.2.2. Increase transparency of justice system through Adoption of Litigants Charter in South-Central Somalia and establishment of information desks at the courts.			x	x	x	x					0	60,000	0	IDLO & UNDP, AGO, courts (Banadir+ pilot in two FMS)	INL, EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 72200 Equipment and Furniture 72500-Office Supplies	60,000	

	1.2.3. Standardization and systemization of case file structures and procedures, and development of case information sharing protocols with all justice actors, in preparation for future electronic case management systems in all FMS; Basic case management system established in all FMS courts and Benadir Districts Courts		x	x	x	x	x					60,000	120,000	0	UNDP; JSC/HJCs	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 72200 Equipment and Furniture 72500 Office Supplies	180,000
	1.2.4 development of policies and procedures for Constitutional Court, and training of staff			x	x	x	x					0	50,000	0	UNDP; JSC/MoJFGS, MOJMS	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 71300 Local Consultants	50,000
Subtotal												60,000	305,000	75,000				440,000

<p>Output 1.3 Justice institutions and Justice actors have increased capacity to standardize and deliver</p> <p>Baseline: 10 modules finalized by Supreme Court in 2017 for judicial training</p> <p>Target: 15 curricula developed and authorized by justice institutions; 30 qualified trainers deployed to deliver standardized training courses; Annually 150 students continue to receive sponsorship for legal education</p> <p>Gender Marker: Handling specific cases on women's</p>	1.3.1 Support the establishment of the Judicial training institute, development of training curricula and establishment of pool of trainers		x	x	x	x	x					100,000	200,000	0	UNDP; JSC/HJC	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 71300 Local Consultants	300,000
	1.3.2. Basic Training extended to personnel in the justice sector		x	x	x	x	x	x	x	x		100,000	200,000	200,000	UNDP; JSC/HJC	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 71300 Local Consultants	500,000

inheritance rights, divorce, GBV & SGBV, human trafficking specific training curricula is developed and implemented; 20% of the training curriculum must address the specific needs of women clients to the formal justice system	Interns trained to join programmes for expansion of justice and judicial services in new districts	x	x	x	x	x	x	x	x	x	x	190,000	380,000	380,000	UNDP; MOJs- FL and FMS	EU, Sweden and Netherlands	71800-Contractual Services-Imp Partners 75709 Learning - training of counter	950,000
	1.3.4. strengthen capacities of AGOs and courts to handle specific cases (corruption, terrorism, juveniles and SGBV) with development of SOP, establishment and support to special AGO units/court benches on anti-corruptions, Juvenile justice and capacity building	x	x	x	x	x	x					326,000	654,000	0	IDLO, UNICEF and UN Women; AGO/UNPOL/Courts	INL, EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 72200 Equipment and Furniture 72500-Office Supplies	980,000
	1.3.5. Support police - prosecutor coordination & mentoring at the AGO and prosecutor's offices at FMS in coordination with UNPOL.		x	x	x	x	x					20,000	40,000	0	UNDP; AGO/UNPOL	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711	60,000

																	TrnWrksh p&Conf - Stipends	
	1.3.6. Introduce procedures on disposal of forfeited and confiscated property.	x	x	x	x							20,000	20,000	0	IDLO; AGO	INL, EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71300 Local Consultants	40,000
	1.3.7. Support for annual colloquium of judges and annual conference of prosecutors		x				x				x	40,000	40,000	40,000	SC/UNDP/UNSOM/IDLO	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrksh p&Conf - Stipends	120,000
	1.3.8. Establish mentors at AGO along with the development of mentoring plans for prosecutors.	x	x	x	x	x	x					50,000	100,000	0	IDLO; AGO	INL, EU, Sweden and Netherlands	71800-Contractual Services-Imp Partners 75709	150,000

																		Learning - training of counter	
	1.3.9. Scholarship programme for Law graduates for FMS to ensure increase in qualified legal professionals	x	x	x	x	x	x	x	x	x	x	318,746	637,497	637,497	UNDP; MOJ, Law faculties, UNDP	EU, Sweden and Netherlands	72100 Contractual Services-Companies	1,593,740	
	1. 3.10. Specialized training for judges, prosecutors and lawyers, advocacy for transfer of cases to civilian courts and moratorium on death penalty and victim and witness protection including mock trial	x	x	x	x	x	x					100,000	200,000	0	IDLO; Courts, AGO, MOJ, Bar association	INL, EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 72200 Equipment and Furniture 72500- Office Supplies	300,000	

	1.3.11. Development of advocates act, bar association charter, oversight mechanisms and training of administrative and executive personnel and directorship of bar associations; development and implementation of training programme for future lawyers; support to women lawyers association	x	x	x	x	x	x	x	x	x	x	201,000	402,000	402,000	IDLO, UNDP & UN Women; Bar associations, Parliament, MOJ	INL, EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 72200 Equipment and Furniture 72500- Office Supplies	1,005,000
	1.2.11 Nationwide policy of legal aid and support for its implementation	x	x	x	x							25,000	25,000	0	IDLO; Bar Association, MOJ FGS, FMS	INL, EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends	50,000
Sub-total												1,490,746	2,898,497	1,659,497				6,048,740

<p>Output 1.4: Key legislation, policies and guidelines pertaining to justice are operationalized, functioning and adopted.</p> <p>Baseline: 21 laws, 3 policies and 2 concept notes</p> <p>Target: One published resource directory, Centers and laws available to the public on laws of Somalia</p> <p>Gender marker: New laws have specific provision for addressing women's rights.</p>	1.4.1 Support to preparation, drafting and stakeholder consultations for the development of key pieces of legislation, including legislation for the implementation of the JCM, revision of the penal code and drafting and advocacy on the children act and sexual offence bill	x	x	x	x	x	x	x	x	x	x	150,000	300,000	300,000	UNDP, UNICEF and UN Women; MOJ FGS	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 71800-Contractual Services-Imp Partners	750,000
	1.4.2 Support for access to legislation through Documentation of all relevant Somalia laws in electronic form available to the public (led by PLDU) and law libraries, s and dissemination of laws, in conjunction with the Judicial Training Institute or public university, through technical assistance, supply of basic furniture and equipment, and provision of legal reference materials.		x	x	x	x	x	x	x	x	x	130,000	260,000	260,000	IDLO & UNDP; MOJ FGS	EU, Sweden and Netherlands	71800-Contractual Services-Imp Partners 75700 Training, workshop & conference costs 72200 Equipment and Furniture 72500-Office Supplies	650,000

Sub total		280,000	560,000	560,000		1,400,000													
Subtotal Outcome 1		2,054,746	4,209,497	2,474,497		8,738,740													
Outcome 2:																			
Men, women and children are safer and accessing basic justice and human rights services																			
Indicator: % of satisfaction in police and formal and traditional justice services																			
Baseline: 75% had knowledge of the justice system in Somalia including South Central FMS Capitals (Public Perception survey 2016)[5]																			
Target: Increased percentage of women / men / youth access security and justice services if required																			
Output 2.1 The justice chain, including policing, is strengthened through community oriented approaches Baseline: 0 plans created Target: 25 communities across 5+1 FMS by 2019 where justice and security services are provided 15 additional mobile courts	2.1.2. Support capacities of NGOs and CVOs to conduct conversations on justice and security issues and support for the development and implementation of justice plan at district level. The plan includes referral mechanisms and linkage between justice actors to deliver justice in an effective way at community level in accordance with the JCM.		x	x	x	x	x						150,000	500,000	0	UNDP; Governanc e Councils, MOJ MOI, Bar Associatio n, NGOs, communit y leaders at FMS	EU, Swede n and Nether land	71800-Contractu al Services-Imp Partners 75709 Learning - training of counter 75700 Training, workshop & conferenc e costs 71600 Travel 75711 TrnWrksh p&Conf - Stipends	650,000

Gender Marker: Women's groups respond to justice and security plans at districts.	2.1.3. Support coordination among justice actors and monitoring of the implementation of the plan through support to the establishment and functioning of community working group at district level and open space and inclusive discussions on justice in the communities					x	x	x	x	x	x	0	100,000	200,000	UNDP; MOJ, MOI, Bar Association, NGOs, community leaders at FMS, local governance council	EU, Sweden and Netherlands	71800-Contractual Services-Imp Partners 75709 Learning - training of counter 75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends	300,000
Subtotal												150,000	600,000	200,000				950,000
Output 2.2 Improved Access to Justice and human rights through a multi-track approach Baseline: # of Legal Aid Providers recruited, SOP developed and qualified staff deployed to provide legal aid	2.2.1. Legal awareness conducted in targeted districts using a combination of mobile courts, legal aid clinics, paralegals, ADR and the Bar Association, Land committees		x	x	x	x	x	x	x	x	x	50,000	75,000	75,000	UNDP; NGOs, Bar Association, ADR centers	EU, Sweden and Netherlands	71300 Local Consultants 74200 Audio Visual and Printing Production Costs 71800-Contractual Services-	200,000

awareness.																			
Target: # of legal aid provider across 5 FMS where basic legal aid services are provided.																			
Gender Marker: Handling specific cases on women's rights, inheritance, divorce, GBV & SGBV, human trafficking specific awareness raising campaign is developed and implemented; %40 of the awareness raising must address the specific needs of women clients to the formal and informal justice system																			

	2.2.3. Establishment Community Dispute resolution centers (include women community center and alternative dispute resolution centers) + programme for certification of traditional leaders, training of traditional elders, women leaders; social transformation through collaborative dialogue/communit y conversation to address discriminatory practices; diversion mechanisms for juvenile,	x	x	x	x	x	x	x	x	x	x	375,200	750,400	750,400	UNDP, IDLO and UN Women; MOJ, communit y leaders at FMS, women leaders & local governanc e council	EU, Swede n and Nether land	75700 Training, workshop & conferenc e costs 71600 Travel 75711 TrnWrksh p&Conf - Stipends 71800- Contractu al Services- Imp Partners 75709 Learning - training of counter	1,876,000
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	2.2.4. Support to SGBV one stop center in Puntland and Mogadishu, coordination among actors and capacity building		x	x	x	x	x					40,000	60,000	0	UNDP; Hospitals, NGOs, Women Leaders	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 72200 Equipment and Furniture 72500- Office Supplies 71800- Contractual Services- Imp Partners 75709 Learning - training of counter	100,000
	2.2. 5. Mobile courts are extended to 15 additional Districts	x	x	x	x	x	x	x	x	x	x	157,119	314,241	314,240	UNDP & Judiciary- FL & FMS	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 72200 Equipment and Furniture 72500- Office Supplies 71800- Contractu	785,600

																		al Services- Imp Partners 75709 Learning - training of counter	
	1.5.2. Establishment of a transparent and accountable court fees management system	x	x	x	x								30,000	30,000	0	UNDP; FMS MOJ and Ministry of Finances, Judiciary	EU, Swede n and Nether land	75700 Training, workshop & conferenc e costs 71800- Contractu al Services- Imp Partners 75709 Learning - training of counter 71300 Local Consultan ts	60,000

	2.2.6. Research action on the enforcement of court decisions+ pilot project on execution of court decision in Benadir region	x	x	x	x								50,000	100,000	0	UNDP; Police, Local Governanc e council, MOJ, Judiciary	EU, Swede n and Nether land	71300 Local Consultan ts	150,000
Subtotal													1,068,319	2,063,301	1,873,300				5,004,920
Output 3: Monitoring and Evaluation	2 Evaluations undertaken						x				x		0	50,000	50,000	MoJ FL, GFP	EU, Swede n and Nether land	71200 Internatio nal Consultan ts 71400 Contractu al Services - Indiv id	100,000
Baseline: One evaluation undertaken for UNJROL programme in 2017																			
Target: One mid-term evaluation and one end term evaluation undertaken.	Joint review undertaken bi-annually in all FMS		x				x		x		x		10,000	20,000	20,000	MoJ FL, GFP	EU, Swede n and Nether land	75700 Training, workshop & conferenc e costs 71600 Travel 75711 TrnWrksh p&Conf - Stipends	50,000
Gender Marker: Evaluation report will provide detailed analysis on women's access to																			

justice in 20 districts	10 PSC's undertaken during programme implementation	x	x	x	x	x	x	x	x	x	x	5,000	7,500	7,500	MoJ FL, GFP	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends	20,000
	Annual GFP's Retreat		x				x				x	10,000	25,000	25,000	MoJ FL, GFP	EU, Sweden and Netherlands	75700 Training, workshop & conference costs	60,000
	4 Mid-term evaluation of progress Justice Sector Strategic plan during programme period			x			x		x		x	20,000	50,000	50,000	MoJ FL, GFP	EU, Sweden and Netherlands	71200 International Consultants 71400 Contractual Services - Individ	120,000
	Preparation of quarterly reports by IDLO	x	x	x	x	x	x	x	x	x	x	406,046	812,092	812,091	IDLO	INL, EU, Sweden and Netherlands		2,030,229
Subtotal													451,046	964,592	964,591			2,380,229

Subtotal Outcome 2													1,669,365	3,627,893	3,037,891					8,335,149
Total programmable amount (Outcome 1&2)													2018: 3,724,111	2019: 7,837,390	2020: 5,512,388					17,073,889
DPC:																				2,219,605.57
Security: 4%																				
Communications: 1%																				
M&E :1%																				
Prog Oversight:3%																				
Operations:4%																				
Total DPC:13%																				
GMS 7%+1%																				1,543,479.57
Total																				20,836,974.14

Somali Justice Programme 2018-2020																			
Prioritization Plan (developed after advice received at 5 th July 2018 ROL working group) based on available budget																			
Outcome 1:																			
Formal Justice Institutions framework is agreed and established to ensure presence across Somalia to provide increasingly equitable, transparent and professional justice services																			
Indicator: the legal framework and SOPs in place and % of satisfaction of court users																			
Baseline: 21 districts received justice services in 2017																			
Target: 25 districts receive justice services in 2019																			
Expected Output	Planned activities	Activities in Each Quarter										Planned Budget by Each Year			Responsible Party	Planned Budget			
		YR 1-2018		YR2-2019		YR 3-2020						Year 1-2018	Year 2-2019	Year 3-2020		Funding Source	Budget Description	Amount in USD	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4								
Output 1.1 The Justice model is rolled out through political dialogue and functional management structures at	1.1.2. Provide support for the establishment of the JM management structure at political and technical level (Council of Ministers of Justice, FMS technical committees, Joint committee)	x	x	x	x	x	x						67,000	133,000	0	UNDP; MoJ FL, Judiciary, Mojs FMS	EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71600 Travel	200,000

both FG and FMS levels <u>Baseline:</u> Justice Institutions developed Strategic and Action Plans 2018-2020; <u>Target:</u> Reports regularly prepared (annually) and publicly available	1.1.3. Support political and technical dialogue between the FGS and FMS on the rolling out of the JCM with TOR's for roles and responsibilities of specific institutions	x	x	x	x	x	x						67,000	133,000	0	UNDP; MoJ FL, Judiciary, MoJs FMS	EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71600 Travel	200,000
	1.1.4. Support the development of FMS and FG justice plans in line with the FMS and FG financial resources and support to quarterly and annual progress reports on plan implementation	x	x	x	x	x	x	x	x	x	x		40,000	80,000	80,000	UNDP; MoJ FL, Judiciary, MoJs FMS	EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71600 Travel	200,000
	1.1.5. Support the MOJ FL in organizing and holding 12 ROLWG meetings to coordinate justice sector actors	x	x	x	x	x	x	x	x	x	x		50,000	100,000	100,000	UNDP; MoJ FL, Judiciary, MoJs FMS, MOIS FL, MOS FMS	EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71600 Travel	250,000

	including the donors																		
Subtotal																			
Output 1.2	1.2.1 development of policies and procedures, code of conduct, and training of staff			x	x	x	x	x	x	x	x	x	0	0	0	UNDP; JSC/HJCs	EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 71800- Contractual Services-Imp Partners	0
Baseline:																			
Justice Institutions developed Strategic and Action Plans 2018-2020; Target: Basic inspecti	1.2.2. Increase transparency of justice system through Adoption of Litigants Charter in South-Central Somalia and establishment of information desks at the courts.			x	x	x	x						0	60,000	0	IDLO & UNDP, AGO, courts (Banadir+ pilot in two FMS)	INL, EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 72200 Equipment and Furniture 72500- Office Supplies	60,000

on Scheme s establis hed in PL & FL; Annual report produce d and publiciz ed by HJC/JSC;	1.2.3. Standardizati on and systemization of case file structures and procedures, and development of case information sharing protocols with all justice actors, in preparation for future electronic case management systems in all FMS; Basic case management system established in all FMS courts and Benadir Districts Courts		x	x	x	x	x				0	0	0	UNDP; JSC/HJCs	EU, Sweden and Netherlan d	75700 Training, workshop& conference costs 72200 Equipment and Furniture 72500 Office Supplies	0
	1.2.4 development of policies and procedures for Constitutional Court, and training of staff			x	x	x	x				0	50,000	0	UNDP; JSC/MojFG S,MOJMS	EU, Sweden and Netherlan d	75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&C onf - Stipends	50,000

																		71300 Local Consultants		
Subtotal													0	110,000	0					110,000
Output 1.3 Justice institutions and Justice actors have increased capacity to standardize and deliver Baseline: 10 modules finalized by Supreme Court in 2017	1.3.1 Support the establishment of the Judicial training institute, development of training curricula and establishment of pool of trainers		x	x	x	x	x						0	0	0	UNDP; JSC/HJC	EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 71300 Local Consultants	0	
	1.3.2. Basic Training extended to personnel in the justice sector		x	x	x	x	x	x	x	x			100,000	100,000	100,000	UNDP; JSC/HJC	EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 71300 Local Consultants	300,000	

for judicial training Target: 15 curricula developed and authorized by justice institutions; 30 qualified trainers deployed to deliver standardized training courses; Annually 150 students continue to receive sponsorship for legal education	Interns trained to join programmes for expansion of justice and judicial services in new districts	x	x	x	x	x	x	x	x	x	x	x	190,000	280,000	280,000	UNDP; MOJs- FL and FMS	EU, Sweden and Netherlands	71800- Contractual Services-Imp Partners 75709 Learning - training of counter	750,000
	1.3.4. strengthen capacities of AGOs and courts to handle specific cases (corruption, terrorism, juveniles and SGBV) with development of SOP, establishment and support to special AGO units/court benches on anti-corruption, SGBV, Juvenile justice and capacity building	x	x	x	x	x	x						326,000	354,000	0	IDLO, UNICEF and UN Women; AGO/UNPOL/ Courts	INL, EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 72200 Equipment and Furniture 72500- Office Supplies	680,000

	1.3.5. Support police - prosecutor coordination & mentoring at the AGO and prosecutor's offices at FMS in coordination with UNPOL.		x	x	x	x	x					20,000	40,000	0	UNDP; AGO/UNPOL	EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends	60,000
	1.3.6. Introduce procedures on disposal of forfeited and confiscated property.	x	x	x	x							20,000	20,000	0	IDLO; AGO	INL, EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71300 Local Consultants	40,000
	1.3.7. Support for annual colloquium of judges and annual conference of prosecutors		x				x				x	40,000	40,000	40,000	SC/UNDP/UNSOM/IDLO	EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends	120,000
	1.3.8. Establish mentors at AGO along with the development of mentoring plans for prosecutors.	x	x	x	x	x	x					50,000	100,000	0	IDLO; AGO	INL, EU, Sweden and Netherlands	71800- Contractual Services-Imp Partners 75709 Learning - training of counter	150,000

	1.3.9. Scholarship programme for Law graduates for FMS to ensure increase in qualified legal professionals	x	x	x	x	x	x	x	x	x	x	x	318,746	637,497	637,497	UNDP; MOJ, Law faculties, UNDP	EU, Sweden and Netherland	72100 Contractual Services-Companies	1,593,740
	1. 3.10. Specialized training for judges, prosecutors and lawyers, advocacy for transfer of cases to civilian courts and moratorium on death penalty and victim and witness protection including mock trial	x	x	x	x	x	x						100,000	200,000	0	IDLO; Courts, AGO, MOJ, Bar association	INL, EU, Sweden and Netherland	75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 72200 Equipment and Furniture 72500- Office Supplies	300,000

	1.3.11. Development of advocates act, bar association charter, oversight mechanisms and training of administrativ e and executive personnel and directorship of bar associations; development and implementati on of training programme for future lawyers; support to women lawyers association	x	x	x	x	x	x	x	x	x	x	x	0	0	0	IDLO, UNDP & UN Women; Bar association s, Parliament , MOJ	INL, EU, Sweden and Netherlan d	75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&C onf - Stipends 72200 Equipment and Furniture 72500- Office Supplies	0
	1.2.11 Nationwide policy of legal aid and support for its implementati on	x	x	x	x								25,000	25,000	0	IDLO; Bar Associatio n, MOJ FGS, FMS	INL, EU, Sweden and Netherlan d	75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&C onf - Stipends	50,000
Sub- total													1,189,7 46	1,796,4 97	1,057,4 97				4,043,740

Output 1.4: Key legislation, policies and guidelines pertaining to justice are operationalized, functioning and adopted. Baseline: 21 laws, 3 policies and 2 concept notes Target: One published resource directory, Centres and laws available to the public on laws	1.4.1 Support to preparation, drafting and stakeholder consultations for the development of key pieces of legislation, including legislation for the implementation of the JCM, revision of the penal code and drafting and advocacy on the children act and sexual offence bill	x	x	x	x	x	x	x	x	x	x	150,000	200,000	200,000	UNICEF and UN Women; MOJ FGS	EU, Sweden and Netherlands	75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 71800- Contractual Services-Imp Partners	550,000
	1.4.2 Support for access to legislation through Documentation of all relevant Somalia laws in electronic form available to the public (led by PLDU) and law libraries, and dissemination of laws, in		x	x	x	x	x	x	x	x	x	130,000	160,000	160,000	IDLO & UNDP; MOJ FGS	EU, Sweden and Netherlands	71800- Contractual Services-Imp Partners 75700 Training, workshop& conference costs 72200 Equipment and Furniture 72500- Office Supplies	450,000

through community oriented approaches Baseline: 0 plans created Target: 25 communities across 5+1 FMS by 2019 where justice and security services are provided 15 additional mobile courts	support for the development and implementation of justice plan at district level. The plan includes referral mechanisms and linkage between justice actors to deliver justice in an effective way at community level in accordance with the JCM.																workshop& conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends	
	2.1.3. Support coordination among justice actors and monitoring of the implementation of the plan through support to the establishment and functioning of community working group at district level and open space and					x	x	x	x	x	x	0	100,000	200,000	UNDP; MOJ, MOI, Bar Association, NGOs, community leaders at FMS, local governance council	EU, Sweden and Netherlands	71800- Contractual Services-Imp Partners 75709 Learning - training of counter 75700 Training, workshop& conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends	300,000

	inclusive discussions on justice in the communities																		
Subtotal 1													150,000	400,000	200,000				750,000
Output 2.2 Improve d Access to Justice and human rights through a multi-track approach Baselin	2.2.1. Legal awareness conducted in targeted districts using a combination of mobile courts, legal aid clinics, paralegals, ADR and the Bar Association, Land committees		x	x	x	x	x	x	x	x	x	x	50,000	75,000	75,000	UNDP; NGOs, Bar Association, ADR centers	EU, Sweden and Netherlands	71300 Local Consultants 74200 Audio Visual and Printing Production Costs 71800-Contractual Services-Imp Partners	200,000

e: # of Legal Aid Providers recruited, SOP developed and qualified staff deployed to provide legal aid awareness.	2.2.2. Legal aid and paralegal services are supported logistically and with capacity building		x	x	x	x	x	x	x	x	x	x	366,000	533,660	533,660	UNDP; NGOs, Bar Association, ADR centers	EU, Sweden and Netherlands	71300 Local Consultants 74200 Audio Visual and Printing Production Costs 71800-Contractual Services-Imp Partners 75709 Learning - training of counter	1,433,320
Target: # of legal aid providers across 5 FMS where basic legal aid service are provided.	2.2.3. Establishments Community Dispute resolution centers (include women community center and alternative dispute resolution centers) + programme for certification of traditional leaders, training of traditional elders, women leaders; social transformation through	x	x	x	x	x	x	x	x	x	x	x	375,200	550,400	550,400	UNDP, IDLO and UN Women; MOJ, community leaders at FMS, women leaders & local governance council	EU, Sweden and Netherlands	75700 Training, workshop & conference costs 71600 Travel 75711 TrnWrkshp&Conf - Stipends 71800-Contractual Services-Imp Partners 75709 Learning - training of counter	1,476,000

	collaborative dialogue/community conversation to address discriminatory practices; diversion mechanisms for juvenile,																	
	2.2.4. Support to SGBV one stop center in Puntland and Mogadishu, coordination among actors and capacity building		x	x	x	x	x					40,000	60,000	0	UNDP; Hospitals, NGOs, Women Leaders	EU, Sweden and Netherlands	75700 Training, workshop& conference costs 72200 Equipment and Furniture 72500- Office Supplies 71800- Contractual Services-Imp Partners 75709 Learning - training of counter	100,000

	2.2.5.. Mobile courts are extended to 15 additional Districts	x	x	x	x	x	x	x	x	x	x	x	50,000	100,000	0	UNDP & Judiciary-FL & FMS	EU, Sweden and Netherland	75700 Training, workshop& conference costs 72200 Equipment and Furniture 72500- Office Supplies 71800- Contractual Services-Imp Partners 75709 Learning - training of counter	150,000
	1.5.2. Establishment of a transparent and accountable court fees management system	x	x	x	x								30,000	30,000	0	UNDP; FMS MOJ and Ministry of Finances, Judiciary	EU, Sweden and Netherland	75700 Training, workshop& conference costs 71800- Contractual Services-Imp Partners 75709 Learning - training of counter 71300 Local Consultants	60,000
	2.2.6. Research action on the enforcement of court decisions+ pilot project on execution	x	x	x	x								50,000	100,000	0	UNDP; Police, Local Governanc e council, MOJ, Judiciary	EU, Sweden and Netherland	71300 Local Consultants	150,000

	4 Mid- term evaluation of progress Justice Sector Strategic plan during programme period			x			x		x		x		20,000	50,000	50,000	MoJ GFP	FL, EU, Sweden and Netherlan d	71200 International Consultants 71400 Contractual Services - Individ	120,000
	Preparation of quarterly reports by IDLO	x	x	x	x	x	x	x	x	x	x	x	406,046	512,092	812,091	IDLO	INL, EU, Sweden and Netherlan d		1,730,229
Subtotal 1													451,046	664,592	964,591				2,080,229
Subtotal 1 Outcome 2													1,562,246	2,513,652	2,323,651				6,399,549
Total programmable amount (Outcome 1&2)																			12,297,591.00
DPC 13%:																			159,868.70
GMS 7%+1%																			111,702.00
Total																			15,007,979.69



Somalia Joint Justice Programme Resource Mobilisation Strategy

This Resource Mobilization Strategy (RMS) is an operational tool that speaks directly to the unfunded portion of the Somalia Joint Justice Programme, as well as to possible emerging priorities for joint UN justice initiatives support for the period August 2018 to December 2020.

In the current aid environment, emerging partnerships are increasingly diverse and complex. Whether it is with additional Rule of Law non-traditional partners within the framework of South-South cooperation, or the private sector on scaled-up public-private partnerships, new aid modalities show a strong trend towards earmarked funding, and reinforcement of Government's leadership role.

There are certainly new opportunities for the UN Joint Justice Programme to mobilize resources to cover the funding gap in the current aid environment. There are also important challenges: building up the internal knowledge based on how bilateral funding modalities work, defining what the UN's comparative advantage/added value would be in these new kinds of partnership models, and agreeing on how to best leverage the latter to secure further donor support.

The RMS is therefore as much about partnerships, as about resource mobilization. This strategy was formulated through a collaborative effort by the UN RoL Global Focal Point in Somalia and represents a first attempt to define the boundaries and rules of engagement on joint resource mobilization efforts. It remains subject to validation and further refinement following inputs from the government stakeholders and the donor representatives.

In addition to increased complexity, new aid modalities have robust and demanding standards regarding performances. To respond to these requirements, the Programme Steering Committee of the Joint Justice Programme shall on a quarterly basis review the progress made in resource mobilisation along with the implementation of the programme.

Background

Recent analysis of the aid flow undertaken by the Ministry of Planning, Investment and Economic Development¹⁷ reflects that the Rule of Law sector received 13.9% of the entire aid between 2016-2018. Analysis of this sector indicates that 67% of the funds were received through the UN, 7% through NGO's and 26% by others. Therefore the funds received indicate that the UN has had a comparative advantage in this sector for disbursement of resources across the Federal Member States and Federal Government of Somalia Rule of Law Institutions.

This Joint Resource Mobilization Strategy addresses the unfunded portion of the Joint Justice Programme for 30 months. The purpose of a RMS is to provide direction on what can realistically be mobilized jointly, given the current aid/growth context in the Somalia justice sector, and government as well as donor

¹⁷ Report from March 2018

perceptions of the UN's comparative advantage. The RMS is not intended to replace, but rather to complement agency-specific resource mobilization efforts.

The guiding principles are therefore included to provide suggestions on how the 'joint' part of resource mobilization could be handled. As a way to reinvigorate "Delivering as One," the RMS suggests thematic areas where the UN and IDLO can work jointly and could scale-up impact and results. These suggested areas are aligned to outcomes identified in the current programme document and informed by key messages emanating from the recently conducted meetings with the donors and partners. Recommended Action Plan concludes the document.

Funding situation for the Somalia Joint Justice Programme

The programme document on pages 59-78 provides a multi-year work plan covering 30 months and the exact activities which shall be undertaken during the implementation period. based on discussions at the Rule of Law working group which was held on 5th July 2018, the Rule of Law donors have confirmed approximately USD 15 Million which shall be allocated to the Joint Justice programme. There is a resources gap of USD 5,836,974.

It is expected that the detailed break-down of the budget which includes the programmatic fund (+ GMS & DPC) over 30 months requirements are as follows:

- 2018 = \$ 3,724,111;
- 2019 = \$ 7,837,390
- 2020 = \$ 5,512,388;

	Estimates for fund commitment IN USD					
	Budget for new programmes	EU new (pledge)	Sweden (MPTF agreement)	Netherlands (soft pledge)	Soft & hard pledges	%
Justice	\$20,836,974.00	8,134,001	1,959,369	4000000	14093370	67%

The Strategy

During the implementation period the UN entities and IDLO will be undertaking resource mobilization.

The key principles that will used during implementation of the programme will include:

- Fewer priorities - Scaling up with greater impact and results
- Bottom-up approach - Flexibility with operationalization
- Joint resource mobilization will be undertaken primarily, but not exclusively by the Global Focal Points Secretariat.

- Each implementing partner shall undertake resource mobilization based on the results and resources framework and will inform the other agencies and the Programme Steering Committee on progresses made in resource mobilization. Therefore, there will be joint actions around shared results.
- Funding mobilized should ideally be unearmarked, and deposited in the MPTF.
- Bilateral donor funds shall be mobilized based on the results and resources framework of the programme.
- Funds shall be distributed based on proportionality in the results and resources framework in the programme document.
- Joint resource mobilization will only yield results for the benefit of the common objectives that are being undertaken by the Global Focal Points in Somalia to commit to realistically managing expectations with respect to the Global Focal Points chapeau without undermining the benefits, in bilateral discussions with donors who have shown interest or are committed to support justice sector and rule of law development.
- Promotion of the UN agency and IDLO's commitment to establish gender equality shall be an integral part of all programming efforts, and what results are being achieved with this approach can be linked to how the joint programme scales up impact on gender justice by combining the strengths and comparative advantages of a number of UN agencies to simultaneously address on a number of fronts, women's access to justice services.

Action Plan

The implementation of this strategy shall commence immediately and reviewed every quarter with the Programme Steering Committee:

1. Every year a Justice donors conference will be undertaken to share the progresses made based on the M&E Mechanism and Goal 16 objectives that are achieved.
1. Discussions shall be undertaken with the Bureau of Intl Narcotics & Law Enforcement (**INL**) to develop partnership with the Joint Justice programme framework and identify specific fund contributions in the areas of support to the Judicial Service Commission, Judicial Training Institute, mobile courts and the support to the policy development and training of advocates.
2. Further discussions shall be undertaken with UNOPS on the Somalia Security and Justice Programme (SSJP) - an initiative funded by the UK Department for International Development (DFID) primarily focused on strengthening stabilization efforts in southern and central Somalia in urban areas recovered from Al Shabaab and establishing political and financial foundations to sustainably develop state and justice institutions. Some of the areas which can be identified for joint cooperation are, organisational development and capacity building as well as evidence generation and knowledge management.
3. Every year, an annual workplans shall be developed based on fund availability. These AWP's are important fiduciary compacts between the donors, government and the UN.
4. Private sector engagement shall be identified by UNSOM and UNDP by profiling corporate bodies and their PPP policies in Somalia. Further the GFP's heads of agencies shall institute a bi annual breakfast meeting with the private sector in Somalia to update them on the need for citizen's engagement in improving the justice, judiciary and rule of law in Somalia.

Joint Communication: speaking with One Voice

Effective joint communication is a key complement to joint resource mobilization efforts, providing positive, to-the-point messages about the Joint Justice Programmes contribution to Somali's development of the Rule of law sector and turning the spotlight on key partnerships and the accomplishments in this area. Various communication products developed for public dissemination shall be tailored to meet the communication needs associated with donor and partner meetings, round-table events, and international conferences where Somalia is explicitly highlighted as a country case study in the Global Focal Points and Rule of law and justice sector.

CONCLUSION

The success of this RMS strategy plan depends on the commitment of the national stakeholders, UN entities in this programme and IDLO. It requires a client oriented approach to development service delivery and donor relations, based on the comparative advantage of the UN in this sector.