



**UNITED NATIONS  
SOMALIA**



**EVALUATION OF THE SOMALIA UN  
COOPERATION FRAMEWORK**

**2021 – 2025**



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## LIST OF ACRONYMS

AMISOM	African Union Mission in Somalia
ATMIS	African Union Transition Mission in Somalia
CCA	Common Country Analysis
CPD	Country Programme Document
CPE	Country Program Evaluation
CRC	Convention on the Rights of the Child
CSO	Civil Society Organization
DCO	Development Coordination Office
FAO	Food and Agriculture Organization
FGS	Federal Government of Somalia
FGM	Female Genital Mutilation
FMS	Federal Member States
HIPC	Heavily Indebted Poor Countries Initiative
IDP	Internally Displaced Person
IFI	International Financial Institution
INGO	International NGO
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
JPLG	Joint Programme on Local Governance
MoFHRD	Ministry of Family and Human Rights Development
MPTF	Multi-Party Trust Fund
NDP-9	Ninth National Development Plan (2020-2024)
NDSS	National Durable Solutions Strategy
NGO	Non-Governmental Organization
PBF	Peacebuilding Fund
PLW	Pregnant and lactating women
RCO	Resident Coordination Office
ROLSIG	Rule of Law and Security Institutions Group of UNTMIS
SDG	Sustainable Development Goal

SJF	Somalia Joint Fund
SRSP	State-building and Reconciliation Support Programme
SSF	Somali Security Forces
ToC	Theory of Change
UNCDF	United Nations Capital Development Fund
UNCF	United Nations Cooperation Framework
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNMAS	United Nations Mine Action Service
UNODC	United Nations Office on Drugs and Crime
UNSOM	United Nations Assistance Mission in Somalia
UNTMIS	United Nations Transitional Assistance Mission in Somalia
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WASH	Water, Sanitation, and Hygiene
WFP	World Food Programme

# 1. EXECUTIVE SUMMARY

## Introduction

The primary purpose of this evaluation was to critically assess the implementation of the UN's Sustainable Cooperation Framework 2021 – 2025 in Somalia, examining its relevance and the effectiveness of its management arrangements. The evaluation aimed to derive actionable insights and lessons learned that will enhance the efficacy and impact of the UN's initiatives in the upcoming Cooperation Framework cycle and beyond.

The evaluation covered the period from 1st January 2021- 30th November 2024, examined the data gathered under the CF's Result's Framework and also looked at the integration of cross-cutting issues and normative work, such as gender equality and human rights, disability, displacement, corruption and inclusion, and environmental sustainability concern.

The Cooperation Framework has been developed in 2020, signed on 15 October 2020, articulates government expectations of the UN, represents the UN-system's collective offer of support to Somalia, and is framed around four overarching strategic priorities which mirror the pillars of Somalia's ninth National Development Plan 2020- 2024 (NDP-9), and a fifth cross-cutting pillar namely:

1. Inclusive Politics and Reconciliation;
2. Security and Rule of Law;
3. Economic Development;
4. Social Development;
5. Gender, Human Rights, and Inclusion, as well as Climate Change.

The Cooperation Framework is also a response to security and climate shocks and rising food and fuel prices which increased food insecurity and multidimensional poverty across Somalia. Armed conflict combined with underdevelopment and climatic shocks have caused vast displacements across Somalia's urban and peri-urban areas.

The context of the CF has evolved since 2021 and emerging challenges have risen, such as the (i) COVID-19 pandemic in 2021; (ii) political instability and delayed elections in 2022; and (iii) severe drought between 2020 and 2022, followed by devastating floods in 2023 and 2024, resulting in widespread displacement.

These evolving dynamics led to a re-aligning of resources and strategies to address the immediate needs of the Somali people and at the same time a delay in funding for long-term goals of stability, resilience, and sustainable development.

## Methodology

The evaluation was guided by the UNSDCF Evaluation guidelines and did not conduct a full evaluation of individual programs, project or activities of UNCT members, but rather looked at strategic level results.

The Evaluation Evidence Matrix (appendix A of this report) presents the evaluation criteria, the evaluations questions, the indicators, the information sources and the data gathering methods. The EEM has guided the questionnaires, facilitated the organization of the data gathered, and helped triangulation and data analysis. The evaluation team developed a meta-list of questions for the KIIs and FGDs that informed the development of the specific questionnaires for each stakeholder group.

The evaluation team followed guidelines of DCO for UNSDCF evaluations and was based on OECD evaluation criteria and related evaluation questions provided by the TOR. Part of the evaluation was a workshop to review of the Cooperation Framework's Theory of Change and related Result's Framework, linking interventions to specific outcomes and underlying assumptions.

The team mainly collected the data through key informant interviews with different groups of stakeholders, completed by analysis and synthesis of existing data from CF's monitoring system, a review of documents such as country program documents and strategies, and a validation meeting. The team did not have at its disposal evaluations of key projects and programs in the CF.

The list of respondents is presented in Appendix C.

## Country context

Somalia is emerging from a complex and protracted conflict that caused tremendous loss of human and physical capital. Over the past decades, the peacebuilding and state-building process navigated through significant obstacles, though maintaining an incrementally positive trajectory. However, Somalia has lacked overarching social and political agreement across all levels of politics and society on the main national priorities. The experience was that political consensus tended to be achieved through top down, ad-hoc, elite/clan-based settlement, leaving out some key groups of citizens from social and political dialogues.

It should be noted that Somalia has achieved some success over the past 18 months, namely (i) the graduation from the Heavily Indebted Poor Countries Initiative (HIPC) and the related significant debt relief package; (ii) joining the East Africa Community; (iii) the lifting of the UN arms embargo; (iv) the endorsement of the first four reviewed chapters of the Provisional Constitution, as part of the constitution review process;

and (v) increase of the domestic revenues. Following the lifting of arms control measures by the Security Council at the end of 2023, the December 2023 Security Conference successfully built consensus and support for coordinated investment in Somalia's security sector. The country accessed in 2024 the Security Council as a non-permanent member after three decades.

Completion of indirect elections for the Federal Parliament and the Somali President (May 2022), leading to formation of the new government in June 2022 served as a conflict management tool by being instrumental in ending the political impasse that started in 2019. The National Consultative Council, a platform gathering the most senior Somali leaders, has been meeting regularly, starting from May 2021, to discuss and reach a consensus on critical political and state-building matters. On 30 October 2024 the UN Security Council adopted Resolution 2753 guiding the 2-year transition of UNSOM to UNTMIS, specifying key transition steps and timelines.

The total number of internally displaced persons (IDPs) in Somalia stands at approximately 3.86 million as of June 2024. The large majority are women and children who face significant protection risks, heightened by pre-existing inequities. According to UNHCR, CCCM and Protection Clusters' data, most forcibly displaced people are living in over 3,700 spontaneous informal settlements across Somalia, with limited or no access to services and humanitarian assistance. Of these informal settlements, 81% are located on private land vulnerable to forced evictions. Approximately 88% of forcibly displaced people live in makeshift shelters. The majority of IDPs are moving to urban centers like Mogadishu, Baidoa, and Bosaso that lack adequate services and where very few social safety nets exist.

As of 30 September 2024, Somalia hosts 21,521 asylum-seekers and 19,038 refugees. In addition, 139,529 Somali refugees have returned to Somalia since 2014, with some 1,853 having returned in 2023 alone. Most of Somalia's populations are impoverished (74% in 2022) and at the end 2023 an estimated 6.9 million people needed humanitarian assistance, a small improvement compared with 8.3 million at the start of the year.

In 2020-2023 Somalia suffered the worst drought in generations followed by the most extensive floods in decades in late 2023. Downpours during the 2023 Deyr season affected 2.5 million people and submerged over 1.5 million hectares of farmland. Concerted government and community efforts, supported by substantial donor assistance, averted the worst humanitarian outcomes.

Notwithstanding the challenges, Somalia's economy experienced a moderate recovery in 2023, due to

improved agricultural conditions, easing inflation and slight progress in domestic revenue. However, the country remains extremely vulnerable to shocks. In 2023, real GDP growth was 4.2% (against 2.7% in 2022), slightly outpacing population growth (3.05% in 2023). This continues a trend of minimal real GDP growth per capita over the last five years (between 2018 – 2022 per capita GDP averaged) of 0.8% or more per year. About two thirds of the Government's revenues are covered by international partners, hence social and economic development expenditures are very much dependent on donors.

Somalia's commitment to international standards on gender and child rights is complex. While Somalia ratified the Convention on the Rights of the Child (CRC) in 2015 and participates in the Universal Periodic Review (UPR) process, the country has not ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) or the African Charter on the Rights and Welfare of the Child (ACRWC). These omissions underscore a gap between national policies and comprehensive international standards for protecting the rights of women and children.

In 2021, the Somali Parliament adopted a landmark quota mandating that 30% of seats be reserved for women in both the Lower and Upper Houses. Despite this commitment, achieving the quota has faced substantial challenges in practice. In the 2022 parliamentary elections, women's representation fell short of the target, with women securing approximately 20% of the seats in the Lower House and 26% in the Upper House.

Somalia has shown commitment, albeit with limited capacity and resources, to adhere to international refugee and human rights conventions and protocols and develop specialized local and national institutions, laws, and policies to address humanitarian challenges.

Somalia hosts one of the most integrated United Nations presences in the world. Besides the United Nations Transitional Assistance Mission in Somalia (UNTMIS, special political mission) and the United Nations Support Office in Somalia (UNSOS, logistical support mission), there are 24 active United Nations Agencies, Funds and Programs (AFPs) in Somalia, of which 19 are physically present in the country. The United Nations Country Team (UNCT), chaired by the Resident Coordinator, leads the implementation of the Cooperation Framework and comprises leaders of the AFPs, UNTMIS and UNSOS. In addition, the World Bank Country Manager is a member of UNCT to facilitate United Nations-World Bank collaboration.

## Findings

### Relevance and adaptability

Finding #1: Across the board, government and non-government partners at Federal level are highly positive and those at Member State level are moderately positive about UN's commitment to dialogue and communication. The development of the Cooperation Framework was an appreciated participatory process in which all stakeholders participated. However, during the implementation of the Framework, participation became less intensive and regular.

The Joint CF Steering Committee only met twice, and several respondents indicated that they have missed a stakeholder platform (UN, Government, Non-Government, Development partners) to jointly foster and monitor the Cooperation Framework. Also, no funds were allocated for joint monitoring

Finding #2: The CF did facilitate strategic discussions between the UN and the Federal Government, in particular between RCO and the Ministry of Planning. On the other hand, strategic and policy discussions between line ministries and UN agencies have been rather driven by sector needs assessments and the country strategy documents of the agencies. Respondents from the Member States also indicated that they are aware of the CF but that the document did not direct engagement discussions, which have been rather determined by specific needs and context at FMS level. Somaliland does not recognize the CF and wants a specific Somaliland Cooperation Framework.

Finding #3: Whereas the CCA was reviewed and adjusted in 2022, the CF has not been reviewed since its start in 2021 and thus has not been adjusted to deal with the climate shocks in 2021 and 2022 and the change of Government in 2023.

Finding #4: The Results Framework of the CF has not been subject to a critical independent quality review (by a team of MEL experts and subject matter experts) after its design in 2021. Several outcome indicators of the CF are not SMART.

### Effectiveness

Finding #5: On content the Cooperation Framework is fully aligned with the 9th National Development Plan of the Federal Government and is structured according to the NDP pillars of Inclusive Politics and Reconciliation; Security and Rule of Law; Economic Development; Social Development. However, the UN-programs do not use country systems for funding (e.g. Treasury) and for monitoring and evaluation, which limits the leverage of the CF on reforms.

Finding #6: Respondents in general praised the inclusive nature of stakeholder engagement by the UNTMIS

and the UN Agencies, specially mentioning regular involvement of Government (Ministries of Planning and Finance and some key sector ministries) and NGO representatives in the design of the CF programs and project. However, in monitoring and evaluation of the projects and programs, stakeholder engagement was much more limited, according to the respondents. RCO established an UN - Government M&E Working Group which meets quarterly to come up with strategies and mechanisms to strengthen participatory and joint monitoring.

Finding #7: The available results data are mostly on Output level rather than on Outcome level, reason why the annual reports have principally reported on outputs rather than on outcomes and impacts. Hardly any data is available on the structural impacts of the CF. Also, the quality of the output and outcome data is not clear. Last but not least, available data at outcome level are not disaggregated, for instance for gender and for people with disabilities.

Finding #8: Most partner respondents (both Government and non-Government) appreciated UN's critical support to institutional capacity, especially through training, resources, and development of legislation.

The UN has supported the Federal Government in crafting and passing vital governance laws, including those related to political parties, national elections, and power distribution. These efforts aim to create transparent and accountable institutional structures.

Finding #9: According to the respondents, the Theory of Change assumptions in the CF, or in other words the change factors or development accelerators underlying the Outcomes (the "IF" statements) have been proven right. Yet, under most Outcomes, the outcome indicators selected are not linked to these change factors, which made it impossible to assess the impact of the CF programs on the change process.

### Efficiency

Finding #10: According to all stakeholders interviewed, the needs are higher than available funding. On the other hand, the tables with CF's financial data in Appendix F, show underspending of available funding. Little use is made of the program aid modality and no use of budget support, which are more flexible aid modalities than project support.

Finding #11: The Cooperation Framework has added to the transaction costs of aid to Somalia, by adding another layer of coordination structures. The PMT and Results groups have not been merged with for instance the Pillar Working Groups of the NDP (Government-led), Sector or Thematic Groups (either Government-led or Development Partner-led), Cluster Groups under the HRP.

Except for the Joint Steering Committee, the CF structures are principally UN internal structures without participation of partners (Government, Development Partners, Implementation Partners), who are met in other coordination and engagement structures.

**Finding #12:** The accountability of the governance structures of the Cooperation Framework – Steering Committee, UNCT, PMT, Results Groups – for its performance and results, has not been clear. These structures missed tools, such as a formal review function to assess CPDs and CPSs, and projects and programs, at the end of the approval and adoption process, in order ensure that the priorities are followed and approached are harmonized. As a result of the lack of focus and the breadth of the CF a risk exists that resources are spread thinly.

**Finding #13:** Data Management and Data Science (analysis, reporting) is a crucial task in the CF architecture, but with only 1 officer in the RCO for a major part of his work dedicated to this task, supported on a very limited part-time basis by M&E officers from UNTMIS and the AFPs. In addition, the CF has not provided a guide on the data collection, data management and data analysis methods and approaches to be used.

## Coherence and coordination

**Finding #14:** The CF is used as partnership vehicle in the coordination and engagement meetings with the Federal and the FMS Governments (in particular the planning departments) and NGO partners. On the other hand, the CF is not used as partnership vehicle in the coordination and engagement meetings with other Development Partners and with sector ministries.

According to respondents from Development Partners, the CF has not been discussed in the last years in the Somali Development Group. They are aware that the CF exists and have superficially read it, but they do not consider it as a reference document for their partnerships and engagement with the UN. The UN – WB dialogue for instance is organized around joint strategic priorities and is not based on the CF.

**Finding #15:** The Cooperation Framework has fostered coordination within the UN, and both the framework itself and the Common Country Analysis are used as reference documents, particularly at UNCT and PMT levels. Only few of the country program documents and strategies of the UN agencies and funds have been formulated after the adoption of the current CF and are fully based on the Cooperation Framework (e.g. SJF, UNIDO, UNWOMEN, WFP).

**Finding #16:** The Cooperation Framework has fostered the design of large and joint “Flagship” programs, building on the comparative advantage of the different UN actors (UNTMIS and AFPs). However, this is a voluntary process, and no mechanism exists that can enforce the actors to go for joint programs.

The Somali Joint Fund, an important instrument of the CF, has prioritized joint programs and has fostered coherence in program implementation. However, also the SJF has not used country systems for its programs and the Fund has used an architecture and a results framework slightly different from the CF. The donors of the SJF considered the CF too broad and too packed. Someone said: “The UN is struggling with the dilemma of prioritization versus leaving no one behind”.

**Finding #17:** The CF has not been used to engage with donors concerning long-term funding. Also, the CF has not been reviewed to incorporate new funding mechanisms such as climate financing.

## Sustainability and impact orientation

**Finding #18:** A general observation from all interviewees was that the CF lacked prioritization and did not focus on the key development accelerators identified by the CCA and the TOC. Some called it a “Christmas tree”; others a “big tent”.

**Finding #19, 20:** Government and non-government partners of the UN underlined the need to adapt the CF to the new priorities under the NTP and to shift focus from emergency responses to resilience-building efforts.

## Cross-cutting issues

**Finding #21:** The available data gathered for the JWP Progress reports are not disaggregated for gender or disability, with very few exceptions. Most of the indicators are qualitative indicators, not easy to disaggregate.

**Finding #22:** According to the Government and non-Government partners, and confirmed by project documents, the CF has enabled systematic integration of cross-cutting key principles such as gender equality, human rights, environmental and social safeguards, and the fight against corruption, in its programs. Respondents highlighted a strong alignment between the UN and Somali Government in embedding these principles at every stage of project preparation, planning, implementation and monitoring.

## Strategic recommendations

R1: The CF should be more forcefully promoted by the UN-system (UNTMIS and all agencies) as a partnership vehicle. The Joint Government – UN Steering Committee should meet at least once a year, and an annual CF Partnership Forum could be established to jointly review the results of the framework.

The Resident Coordinator, who participates in the Somalia Development Group, should propose this donor group to use the CF as one of the crucial reference documents for its policy and strategy discussions. The Cooperation Framework should be the point of departure for UNTMIS and AFPs in their country assistance, programming and donor engagement discussions.

To strengthen the relevance of the Cooperation Framework and its leverage on reforms, and to deal with contextual changes, it should be reviewed and adjusted on an annual basis, and, where possible, use country systems and joint and participatory monitoring to implement its programs, in particular the flagship programs, including the SJF. A threshold could be defined above which the CF's projects should use the Treasury system for expenditures and the country's monitoring and statistical systems.

Alliances of UNTMIS and/or AFPs, and their partners, should develop at least one or two Flagship Programs for each strategic area of the Cooperation Framework that can function as centres of gravity for stakeholders and other development partners.

As an effective partnership vehicle with flagship programs, the CF could also become a better tool for resource mobilization, finding and negotiating new financing opportunities. Climate financing should be looked at.

R2: The new Cooperation Framework should focus on the key issues identified by the CCA and the key underlying factors and actors (and their motivations) laid out by the Theory of Change and prioritize work on the development accelerators. During the preparation of the new framework, a broad stakeholder workshop could be organized to identify the successful stream of works that contributed to the outcomes and that could be reinforced in the new framework.

The political, security, and climate landscape in Somalia continues to change, as reflected in reports and evaluations. New challenges, such as increased climate risks and shifting political dynamics, require adaptive strategies. Certain outcomes from the current CF, such as in the areas of state building and reconciliation and environmental resilience, may need

adjustments based on lessons learned from ongoing programs like the State-building and Reconciliation Support Program (SRSP).

The Human Rights, Gender, Disability, and Climate and Resilience windows are becoming increasingly significant. Integrating these cross-cutting issues, as specific strategic areas into the new CF could make the framework more comprehensive and relevant.

To avoid packing of the social development strategic area, the next CF should have a specific strategic area for nexus activities such as the structural and multi-annual humanitarian work with IDPs, refugees and other vulnerable populations (e.g. SafetyNet, WASH, Nutrition and food security). Short-term humanitarian responses to climate and security shocks (“saving lives”) should be kept out of the CF and remain in a separate Humanitarian Response Plan. The focus in the new CF should not be on short-term emergency aid but rather on long-term resilience-building aid.

R3: Keep the Results Framework of the CF at impact and outcome level, introduce impact indicators and forego the output and sub-output indicators. Make sure as well that the results frameworks of the country assistance strategies of UNTMIS and AFPs and of the flagship programs do align with the impact and outcome indicators of the CFs Results Framework.

## Operational recommendations

R4: Strengthen the Country Framework's accountability structure by giving the PMT a formal responsibility to review the country assistance strategies of UNTMIS and AFPs and concept notes of large programs and projects.

AFPs could decide to delegate their internal quality review process to the PMT/MEL Working Group. In the case of Joint Projects, it should be a condition sine qua non that the PMT reviews the quality before final approval of the project.

An independent quality review of the Country Framework should be facilitated by the PMT before the UNCT signs it, and a budget should be made available to do critical analytic work, such as an updated CCA, as part of the annual review process.

Joint work should be the principle, fostered by the UNCT, such as joint projects, joint monitoring, joint analytic work. The PMT could also work on common and jointly agreed standards for participatory project preparation, integrating of cross-cutting principles, implementation, monitoring and reporting to reduce transaction costs. Criteria for a project or program “entering the tent” should be developed.

R5: Avoid “Christmas trees”, heavy loading of the outcomes of the new CF and limit the number of indicators to measure to about 20 impact indicators.

The indicators should be SMART and more closely linked to the TOC and thus focusing on the key impacts the UN-system wants to pursue in Somalia and on the key drivers of change.

Make sure that the indicators provide for disaggregated data according to criteria as vulnerability, gender equality, disability and human rights.

It would also be efficient to harmonize the CF-indicators with key performance indicators of the Government.

R6: Establish a dedicated Data Management team at the RCO, including 1 or 2 full-time officers at RCO and a few part-time MEL officers from UNTMIS and a few large AFPs who have this task in their contracts.

This team is responsible for the collection, quality review, management, analysis and reporting on the data concerning the impact and outcome indicators of the CF and will ensure effective data disaggregation to capture for instance gender differences.

With a dedicated team, and a small operational budget, the data could be collected twice a year. As long as UN-Info does not produce a real-time country-based dashboard to show progress on these data, the dedicated team could develop a Somalia Development Dashboard to track progress, using Power-Bi for instance.

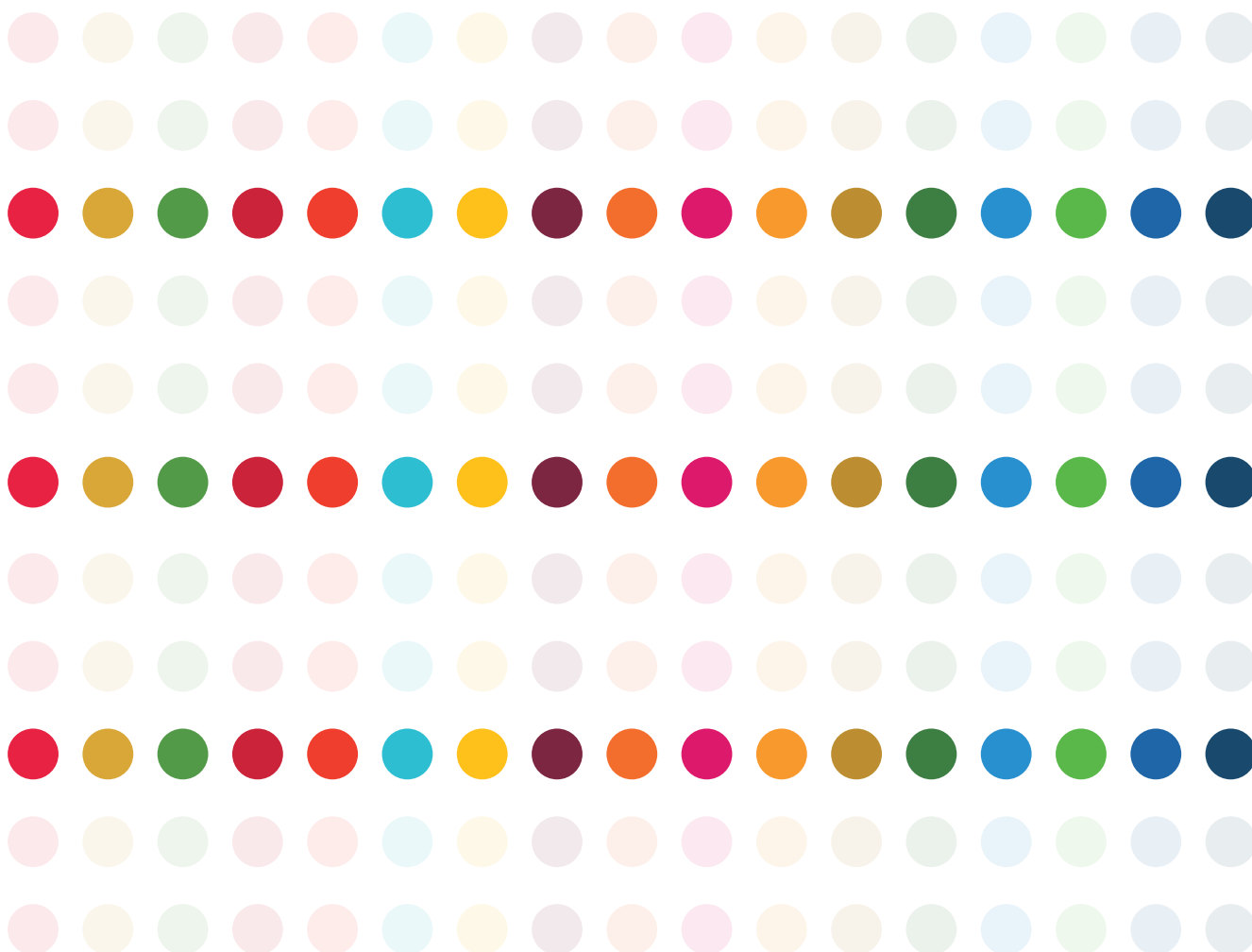
R7: Reduce the transaction costs of the Cooperation Framework.

The PMT should look into the possibility to reduce these costs by merging or streamlining certain coordination meetings wherever possible, such as Cluster meetings and CF coordination meetings.

Develop a standard reporting template to be used by all Implementation Partners of UNTMIS and AFP.

Other measures proposed such as limiting the number of indicators, the use of joint monitoring missions and joint analytic work and the standardization of reporting requirements, also contribute to the reduction of transaction costs.

Taking the example of the Joint Humanitarian Risk Register, developed by the HCT, the UNCT could set up a joint risk register as part of the framework.



## 2 ACKNOWLEDGEMENTS

The evaluation report was administered and managed by UNICEF, with coordination provided by the United Nations Resident Coordinator Office in Somalia.

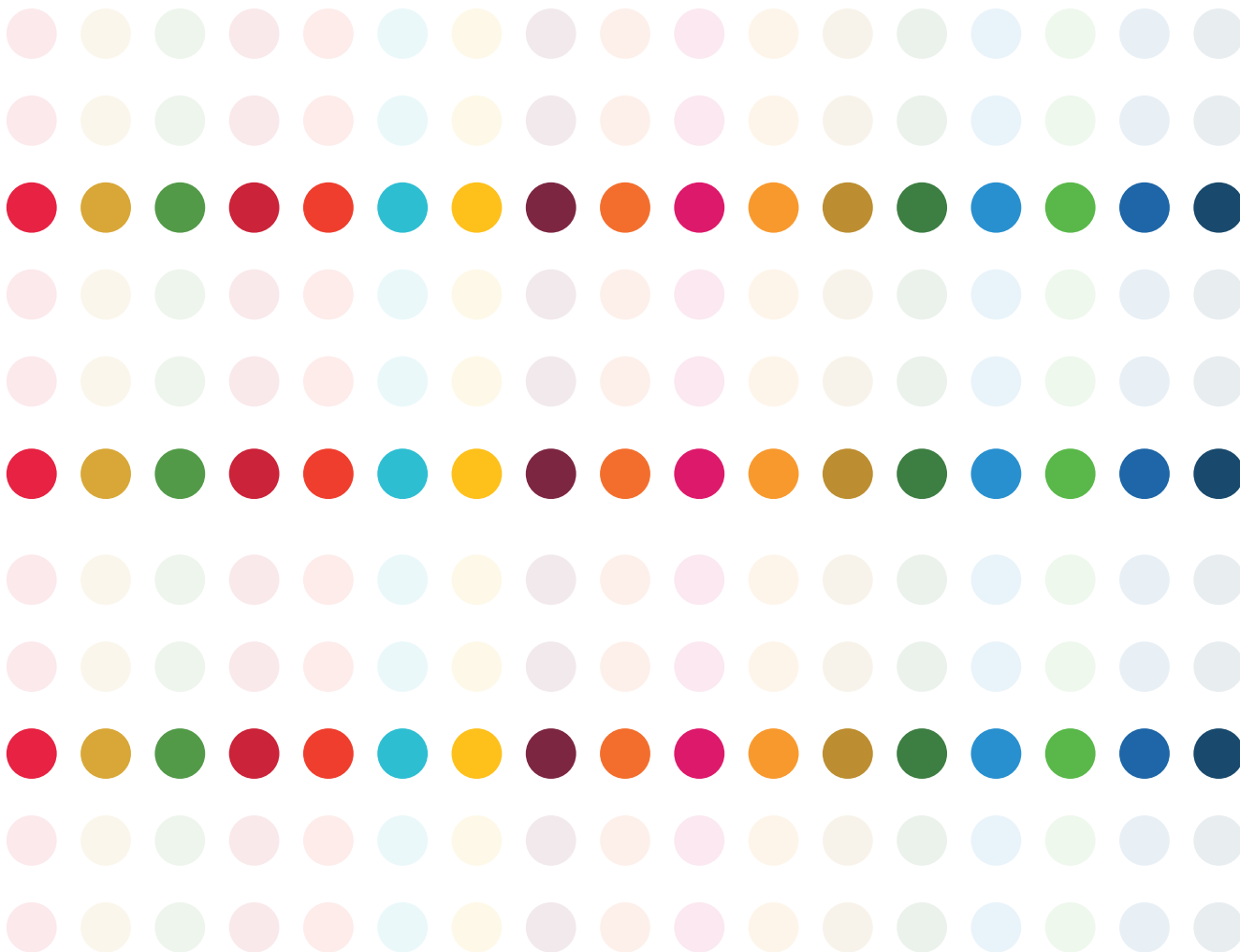
The implementation of the evaluation was successful because of the substantial support from Brenda Kambaila, Research and Evaluation Officer at UNICEF and Ahmed Hared Abdi - Data Management and Results Monitoring/Reporting Office at the Resident Coordinator's office who provided technical, administrative and logistical support, and helped the evaluation team to clarify and contextualize information we obtained in the interviews.

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We hope this report serves as a valuable resource in the design and formulation of the next Cooperation Framework.



## 3 INTRODUCTION

### 3.1 Purpose, objectives, and scope

The primary purpose of the evaluation is to critically assess the implementation of the CF 2021 - 2025, examining its relevance and the effectiveness of its management arrangements. The focus is both on results achieved by the UN system (summative) as well as the identification of internal gaps and overlaps (formative).

The evaluation aims to derive actionable insights and lessons learned that will enhance the efficacy and impact of the UN's initiatives (projects, actions, interventions) in the upcoming CF cycle and beyond. It not only measures outcomes but also critically assesses the UN's alignment with national priorities (NDP-9) and its effectiveness in contributing to sustainable development goals.

The specific objectives of the evaluation are to:

- » Assess the Cooperation Framework 2021-2024 implementation process based on its prioritized strategic outcomes/outputs and the extent to which it contributed to the priorities articulated in Somalia's Development Plan NDP-9;
- » Evaluate the effectiveness of stakeholder engagement and the implementation of structures in achieving the desired results with particular focus on levels of governments;
- » Evaluate how well resources are mobilized and budgets are utilized;
- » Provide actionable recommendations for future action.
- » Provide evidence-based lessons learned to guide the Cooperation Framework and related individual national development instruments in the next Cooperation Framework programming cycle.

The evaluation covered the period from 1st January 2021- 30th November 2024, and looked at the programmatic partnership between the UN and the Federal Government (national coverage), but also at the partnership between the UN and the following Member States: Banadir Regional Administration, Galmudug State, Hirshabelle, and South West State (geographical coverage), including all programs implemented in this period under the Cooperation Framework jointly agreed between the Federal and Member States' Governments of Somalia and the UN in advance of its launch in 2021. The evaluation team did not have interviews with Member State Government representatives in Jubaland, Puntland, and Somaliland, because the authorities in these Members States did not want to collaborate due to political tensions with the Federal Government.

The evaluation examined the data gathered under the CF's Result's Framework and also looked at the integration of cross-cutting issues and normative work, such as gender equality and human rights, disability, displacement, corruption and inclusion, and environmental sustainability concerns. In addition, the evaluation:

- » Critically appraises the 2020 somalia common country assessment (cca), which was the main analytical basis of the somalia cooperation framework 2021 – 2025;
- » Reviews the overall strategies and outcome/output-specific strategies of the cf, and examine its planning, coordination, implementation, monitoring and evaluation mechanisms;
- » Assesses the extent to which cross-cutting priorities and un programming principles such as human rights-based approach, gender equality and women empowerment, youth, resilience, environmental sustainability, hiv/aids, results-based management, capacity development, and data for development, have been taken into account;
- » Reviews cf's theory of change to identify the intervention logic behind the framework's strategy to realize results (outcomes and outputs).

The primary users of the evaluation are the UNCT, the AFPs, UNTMIS, the Government of Somalia, other Development Partners and key stakeholders (for instance implementing partners, CSOs).

The evaluation respected UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation in assessing gender equality and equity; the UN-SWAP Evaluation Performance Indicators, UNICEF's Geros guidelines (Global Evaluation Reports Oversight System (GEROS) | UNICEF Evaluation in UNICEF) ; and also followed UNICEF Procedure on Ethical Standards in Research, Evaluation, Data Collection and Analysis | UNICEF Evaluation in UNICEF .

### 3.2 Subject of evaluation (UNSDCF)

The UN General Assembly resolution A/RES72/279 (2018) transformed the United Nations Development Assistance Framework (UNDAF to the United Nations Sustainable Development Cooperation Framework (usually called Cooperation Framework). The Cooperation Framework is the most important instrument for the planning and implementation of United Nations development activities in each country, in support of the implementation of the 2030 Agenda for Sustainable Development. The Cooperation Framework articulates the Somali Government's expectations of the UN and outlines the UN system's collective offer of support to Somalia.

The CF- evaluation serves as the principal tool for both accountability and learning, assessing the collective impact of the UN system at the country level. It is instrumental in identifying areas of strength and pinpointing opportunities for improvement, ensuring that the UN's support is effectively aligned with both the country's needs and the broader 2030 Agenda for Sustainable Development. It is a mandatory system-wide evaluation, focuses both on the results achieved by the UN system, as well as the identification of internal gaps and overlaps. The evaluation provides lessons for the UN-system to reflect on their strategy and approaches in support of Somalia, and its findings and recommendations will guide any changes needed for the remaining year of the framework's life cycle, provide relevant information for the planning of the UNTMIS-UNCT transition process and influence the design of the next Cooperation Framework. Among the primary users of the Cooperation Framework evaluation will be the United Nations country team (UNCT), the Somali government, development partners and key stakeholders.

The Cooperation Framework 2021 – 2025, signed between the United Nations and the Government of Somalia on 15 October 2020, articulates government expectations of the UN and represents the UN-system's collective offer of support to Somalia. The CF is a multi-year strategic plan to guide the UN's collective contribution to the realization of the 2030 Agenda for Sustainable Development in Somalia. The CF is framed around four overarching strategic priorities which mirror the pillars of Somalia's ninth National Development Plan 2020- 2024 (NDP-9), and a fifth cross-cutting pillar namely:

1. Inclusive Politics and Reconciliation;
2. Security and Rule of Law;
3. Economic Development;
4. Social Development;
5. Gender, Human Rights, Inclusion, and Climate Change (mainstreamed across the Cooperation Framework) as a fifth strategic priority area.

The CF has been developed in 2020, using a multisectoral, collaborative approach designed to address Somalia's complex challenges, including political instability, security concerns, economic underdevelopment and social inequality, and climate change. The logic of the intervention behind the framework is structured on the following principles:

- Evidence-based Analysis: Informed by the Common Country Analysis (CCA), which highlights root causes of fragility, including poverty, conflict, climate, and inequality.
- Alignment with National Priorities: The UNSDCF fully aligns with the 9th National Development Plan (NDP-9) and focuses on its key development areas such as inclusive governance, resilience, and human capital.
- Humanitarian - Development - Peace Nexus: The framework promotes the integration of humanitarian assistance, development aid, and peacebuilding efforts, ensuring comprehensive solutions to displacement, insecurity, and underdevelopment.
- Multisectoral and Cross-Cutting Approaches: It acknowledges that addressing Somalia's challenges requires action across governance, security, economic growth, and social development, with attention to gender equality, human rights, and climate resilience. All priorities and outcomes of the Cooperation Framework are underpinned by human rights principles and the central objective of leaving no one behind, two principles guided among other by UN Women Programme,
- Partnership and Capacity Building: The strategy focuses on strengthening institutions and increasing local capacity to ensure sustainability and national ownership.

The overall logic of intervention revolves around addressing root causes of fragility, building institutional resilience, and creating conditions for sustainable peace and development aligned with the Sustainable Development Goals (SDGs). This layered, adaptable approach is critical given the dynamic and fragile context in Somalia.

The CF serves as the guiding document for the orientations and programmes of UN agencies operating in Somalia. In principle, the document ensures alignment between the various UN agencies' mandates, their Theories of Change (TOCs), and the broader development priorities of Somalia, particularly through the lens of the 2030 Agenda and the Sustainable Development Goals (SDGs).

#### **The CF guides the UN Agencies in the following way:**

- Unified Strategic Vision. The CF sets a coherent strategic vision for all UN agencies, ensuring that their sectoral programmes (e.g., health, education, food security, governance, climate) are aligned with Somalia's national priorities, such as those outlined in the NDP-9<sup>43</sup>. The CF should also foster an adequate linkage between the UN agencies' programmes (output level) and the Sustainable Development Goals. Agencies such as UNICEF,

43 Somali National Development Plan 9-2020-2024 - Ministry of Planning

UNDP, UNFPA, UNIDO, FAO, UN Women, and WFP have developed their programmes in line with the CF's Result's framework to ensure unified development efforts.

- **Nesting of Agency-Specific Theories of Change.** Agency-specific ToCs, such as those of UNICEF, FAO, and UNDP, are nested under the broader CF's ToC. For example, UNICEF's focus on child protection, education, and health is directly tied to the CF's fourth strategic areas on social development. Similarly, FAO's contributions to food security and climate resilience align with UNCF's resilience and economic development priorities. Moreover, UNDP's CPD focus on transformative and inclusive politics and reconciliation, including deepening the federalization process and establishing a constitution, are preconditions for realizing sustained security, ensuring access to justice and rule of law, attaining inclusive economic recovery, and building resilience in a sustainably managed environment for the people's benefit is directly tied to CF's pillars.
- **Coordination and Joint Programming.** The CF promotes joint programming among UN agencies to avoid fragmentation and ensure that efforts are synergistic. For instance, the Somalia Joint Fund (SJF, formerly called MPTF) facilitates integrated efforts in areas like gender and human rights, rule of law, climate and resilience, inclusive politics and economic recovery, with contributions from UNDP, UNICEF, FAO, IOM, UNTMIS, OHCHR and others, all operating under the guidance of the framework.
- **Monitoring and Evaluation Alignment.** The monitoring and evaluation frameworks of individual UN agencies are also aligned with the CF's outcomes and indicators. This ensures that progress across different sectors is measured coherently and contributes to the overall objectives of the UCF.
- The following table shows the alignment between UN agency mandates and UNSDCF outcomes, facilitating coordinated efforts in each priority area of the pillars<sup>44</sup>. The outputs mentioned don't form an exhaustive list but are examples of UN agency outputs that are aligned with the UNSDCF. Each agency brings its mandate and expertise to strengthen Somalia's development goals within the framework of the Cooperation Framework.

**TABLE 1 : CF OUTCOMES AND OUTPUTS**

CF Strategic area	Outcome and sample of outputs	Participating UN Agencies
Strategic area 1: Inclusive Politics and Reconciliation	Outcome 1.1: Formal federal system strengthened, and state powers and service delivery effectively decentralized.	UNDP, UN Women, UNFPA, UNICEF, UNTMIS
	Output 1.1.1: Federal Government of Somalia (FGS) and Federal Member States (FMS) reach agreement on unpacking state building priorities (including on completion of the constitutional review process), safeguarding the gains achieved in the past, sequential adoption of the Federal Constitution and harmonization of the constitutional framework, based on inclusive discussions.	UNDP, UNTMIS, UNFPA
	Output 1.1.2: Somalis, particularly women and youth, benefit from and participate in functional, inclusive, accountable and transparent democratic systems across all levels of government and governmental institutions.	UNDP, UN Women, UNFPA
	Outcome 1.2: Somalis, particularly women and youth, benefit from and participate in functional, inclusive, accountable, and transparent democratic systems across all levels of government and governmental institutions	UNDP, UNTMIS, IOM
	Output 1.2.1: Electoral institutions and systems for holding elections strengthened at the national and subnational levels to ensure representative and democratic institutions.	UNDP, UNTMIS
	Output 1.2.2: Legal and regulatory frameworks for political participation of all societal groups, particularly women, youth and underrepresented groups developed.	UNDP, UNTMIS

44 Source: UNCT Report 2021, pp 8 - 16

	Output 1.2.3: Strengthened transparency, accountability and responsiveness of the institutions at national, state and local levels of government for quality service delivery to citizens	UNDP, UNTMIS, OHCHR, UN Women, UNHCR, UNODC
	Outcome 1.3: All Somalis live in a peaceful, inclusive, and cohesive society	UNDP, UNTMIS, UN Women, UNEP, UNESCO, UN-Habitat, OHCHR
	Output 1.3.1: Frameworks created that contribute to all Somalis living in a peaceful, inclusive, and cohesive society	UNTMIS, UNDP
	Output 1.3.2: Federalist model discussed and capacity of institutions at national, state and local levels strengthened to implement National Reconciliation Framework	UNTMIS, UNDP
Strategic area 2: Security and Rule of Law	Outcome 2.1: Al-Shabaab presence is reduced and ultimately ended, and respect, protection, and promotion of human rights, gender equality, tolerance, climate security, and environmental governance is sustained through strengthened security and rule of law institutions and improved accountability mechanisms and legal frameworks.	UNDP, UNTMIS, UNODC, UN Women, UNSOS, UN-Habitat, UNEP, UNICEF, UNHCR, UNOPS, UNMAS, IOM, UNFPA, OHCHR
	Output 2.1.1: Security and rule of law stakeholders' capacity at all levels is built to design, implement, enforce and monitor legal frameworks, policies and accountability mechanisms, in line with human rights standards and the United Nations Human Rights Due Diligence Policy, in security and rule of law sector institutions, including environmental governance and climate security.	IOM, OHCHR, UNDP, UNHCR, UNMAS, UNTMIS, UNODC
	Output 2.1.2: Security and rule of law stakeholders at all levels are able to develop national and state level strategies and operational plans in support of stabilization efforts in Somalia and have the capacity to collect and analyze data that measures progress based on agreed governance and service delivery indicators in locations across Somalia.	OHCHR, UNDP, UNHCR, UN Women, UNODC
	Output 2.1.3: Security and rule of law stakeholders at all levels have increased capacity and skills to exercise political and civilian oversight, deliver security services and coordinate the Federal approach to security in accordance with their mandates upholding human rights standards and United Nations support provided is in compliance with HRDDP.	UNDP, UNFPA, UNICEF, UNMAS, UNODC, UNOPS, UN Women
	Outcome 2.2: Accessibility and responsiveness of institutions in empowering communities to address underlying causes of insecurity and conflict as well as endemic violations of human rights and marginalization will be ensured by efficient civilian oversight of security and rule of law institutions.	UNDP, UNICEF, IOM, UNODC, UNTMIS, OHCHR, UNSOS, UNOPS, UNMAS, UNOPS, UNICEF, UN Women, UNFPA, UN-Habitat, UNEP, UNHCR
	Output 2.2.1: Media, private sector, IDPs, women and youth, especially those that have been marginalized and made vulnerable are capacitated and represented in reinforced security and rule of law stakeholders forum, to advocate for more inclusive, effective and accountable institutions at federal, state, districts and community levels, thereby enhancing truth, reconciliation efforts and sustainable peace and human rights.	UNDP, UNICEF, IOM, UNMAS
	Output 2.2.2: Security and rule of law stakeholders contribute to and reinforce the established Federated sustainable tiered framework fiscal model ensuring improved transparency and accountability and enabling the implementation of effective budgetary and anticorruption systems in the security and rule of law sector.	UNDP, UNHCR, UNODC, UNTMIS
	Output 2.2.3: Dialogue is facilitated and strengthened among security and rule of law stakeholders at all levels, enabling greater tolerance and diversity, allowing the population to exercise their rights in respect of the rule of law and through legitimate and monopolistic security and rule of law institutions	IOM, UNDP, UNHCR, UNOPS, UNSOM

	Outcome 2.3: Rights and needs of Somali communities command the strengthening of security and rule of law institutions. Anti-corruption efforts, mitigation of duplication and stakeholders' comparative advantages are maximized	UNTMIS, UNDP, UNODC, IOM, UNICEF, UN Women, UNSOS, UNOPS, UNMAS, UN-Habitat, UNEP, UNHCR
	Output 2.3.1: Security and Rule of Law stakeholders' ability to plan, request, receive, manage, monitor and coordinate funds, and ensure a comprehensive approach and rebalancing of support will be maximised, thereby ensuring no one is left behind	UNTMIS, UNDP, UNODC, IOM, UNICEF, UN Women, UNSOS, UNOPS, UN-Habitat, UNEP, UNHCR
	Output 2.3.2: Security and rule of law stakeholders maximizes their comparative advantages and respective capacities to ensure improved complementarity of efforts through coordination and enhanced convening capacity	UNTMIS, UNDP, UNODC, IOM, UNICEF, UN Women, UNSOS, UNOPS, UNMAS, UN-Habitat, UNEP, UNHCR
	Output 2.3.3: Alignment of support to security and rule of law stakeholders to ensure continuity in ongoing stabilization, deradicalization and peace building coordination efforts, including consensus building, resulting in improved engagement at community levels, including women and youth	UNTMIS, UNDP, UNODC, IOM, UNICEF, UN Women, UNSOS, UNOPS, UN-Habitat, UNEP, UNHCR
Strategic area 3: Economic Development	Outcome 3.1: Economic governance institutions are strengthened and an enabling environment established for inclusive, sustainable, and broad-based economic growth driven by the emerging small and medium-sized enterprise sector	ILO, FAO, WFP, UNDP, IOM, UNCDF, UNIDO
	Output 3.1.1: Government capacity at all levels is reinforced to design, implement, enforce and monitor the impact of business environment reforms that are conducive to the rapid and sustainable growth of the formal small and medium-sized enterprise (SME) sector, including women led-enterprises.	UNIDO, UNDP, FAO, UNCDF
	Output 3.1.2: Somali SMEs, including women-led enterprises, have significantly enhanced access to business development services (BDS), including signposting for affordable sources of finance, designed to increase their competitiveness in domestic and international markets.	UNIDO, UNDP, UNCDF
	Output 3.1.3 - Preparatory assistance and program support provided to address critical productive sector infrastructure deficits	FAO, WFP
	Outcome 3.2: Natural resources are sustainably managed and binding constraints addressed in key productive sector value chains, leading to enduring productivity gains, increased value addition, and enhanced opportunities for decent work	IOM, FAO, UNDP, UNEP, WFP, UNICEF, UNIDO, WHO
	Output 3.2.1: People-centred environment and climate-smart strategies are put in place to address land degradation, halt biodiversity loss, limit urban sprawl, and ensure the sustainable use of key natural resources, including water, forests, rangelands, agricultural land, and ocean fisheries.	FAO, WFP, UNEP, UNODC
	Output 3.2.2: The capacity of public and private (for-profit and not-for-profit) organizations is strengthened to provide effective technical and business support services to the productive sectors, prioritizing value chains offering - or having the potential to offer - high concentrations of decent work for women (services should include measures to encourage diversification, rehabilitate small-scale economic infrastructure, reduce post-harvest losses, improve quality, set standards, and strengthen rural-urban market linkages).	UNIDO, FAO, UNDP, UNEP, WFP
	Output 3.2.3: The capacity of government organizations is strengthened to provide effective and appropriate regulatory oversight of productive sector value chains, aimed at increasing competitiveness and alignment with international standards	FAO

	Output 3.2.4: The capacity of public and private (for-profit and not-for-profit) organizations is strengthened to expedite the growth of the information and communications technology (“digital economy”) and renewable energy sectors	UNDP, UNIDO
	Outcome 3.3: An integrated national programme for human capital development is established, increasing access to market-based skills for all – including the most marginalized and vulnerable groups – and safeguarding their rights	UNIDO, UNDP, FAO, ILO, UN Women, UN-Habitat, UNEP, UNHCR, WFP, UNICEF, IOM, UNESCO, UNFPA, UNHCR
	Output 3.3.1: The capacity of public and private (for-profit and not-for-profit) organizations is strengthened to promote gender-sensitive human capital development	FAO, UNCDF, UN Habitat, UNFPA, UNIDO, UN Women
	Output 3.3.2: Somali women and men have significantly increased access to entrepreneurship training and business skills development resources	ILO, UNDP, UNHCR
	Output 3.3.3: The capacity of government, employers’ associations, and trade unions is strengthened to promote, enforce, and monitor the adoption of international	ILO
Strategic area 4: Social Development	Outcome 4.1: By 2025, more people in Somalia, especially the most vulnerable and marginalized, benefit from equitable and affordable access to government-led and -regulated quality basic social services at different state levels.	FAO, IOM, OHCHR, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, WHO
	Output 4.1.1: Populations made most vulnerable, including women and children, increasingly demand and use improved government-led quality and resilient health services in Somalia.	UNICEF, UNFPA, UNHCR, WHO
	Output 4.1.2: Enhanced education policies, plans, governance, and institutional capacity support changes enable increased access to inclusive quality basic education for girls, boys, women and men.	UNICEF, UNESCO, UNDP, UNHCR
	Output 4.1.3: Public policy, governance and investments supports innovative, climate resilient, equity based and sustainable access to water, sanitation and hygiene as a means for social and economic development for the people of Somalia.	FAO, IOM, UNICEF, WHO, UNDP
	Output 4.1.4: Investment in protection services respond to and prevent the recurrence of violations against IHL, IHRL, and IRL and support Somalia’s recovery	OHCHR, UNHCR, UNICEF
	Output 4.1.5: Girls and boys under age five, adolescent girls and women increasingly use more equitable and quality government-led, resilient nutrition services in Somalia	UNICEF, FAO
	Outcome 4.2: By 2025, the number of people impacted by climate change, natural disasters, and environmental degradation is reduced	FAO, IOM, OHCHR, UNICEF, WFP, UNDP, UNEP, UNHCR
	Output 4.2.1: Build state capabilities at federal, state and local level institutions to formulate, implement, and enforce climate change and environmental policies, strategies, and regulations.	FAO, UNHCR, UNICEF, WFP
	Output 4.2.2: Enhance resilience of vulnerable communities and ecosystems through implementation of climate change adaptation and mitigation actions.	FAO, IOM, UNDP, UNICEF
	Output 4.2.3: Vulnerable households, communities and local governments have the capacity to withstand natural disasters through implementation of disaster risk reduction measures	FAO, IOM, UNDP
	Outcome 4.3: By 2025, the proportion of vulnerable Somalis with scaled-up and sustained resilience against environmental and conflict-related shocks is increased, based on better management of life cycle risk, food security, and better nutrition outcomes	FAO, WFP, WHO, UNICEF, UNESCO, UN Women

	Output 4.3.1 - Capacity building support provided to Federal Government for the independent collection, compilation and analysis of data on key food security, nutrition and social protection issues	FAO, WFP
	Output 4.3.2 – Program support provided to vulnerable households to protect productive assets and livelihoods and ensure adequate supplies of nutritious food in crisis contexts	FAO, WFP
	Output 4.3.3: Effective government led coordination of humanitarian and development assistance at national and Federal Member States	FAO, UNDP, WFP, WHO
	Output 4.4.1 Capacitate formal and informal institutions, citizens, displacement affected communities, women, youth, persons with disabilities to collaborate and empower groups that have been marginalized	ILO, OHCHR, UN-Habitat, UNHCR, UNTMIS
	Output 4.4.2: Strengthen the social and political accountability systems between formal and informal institutions and communities that have been marginalized (affected by displacement, women, youth, persons with disability and urban poor) through inclusive municipal planning processes and initiatives promoting political participation, economic and livelihoods support schemes, tenure security and equitable service delivery	FAO, ILO, OHCHR, UNFPA, UN-Habitat, UNHCR, UN Joint Programme on Local Governance
	Output 4.4.3: Support formulation and enforcement of policy and legislation protecting the rights of displacement affected communities, inclusive of women, youth and persons with disabilities, and their legal, physical and material safety	OHCHR, UNFPA, UN-Habitat, UNHCR, UN Joint Programme on Local Governance, UN Women

The following table presents the link between the CF cross-cutting themes and the lead UN agencies associated with each, along with specific document references.

**TABLE 2 : UNSDCF CROSS-CUTTING THEMES**

Cross-Cutting Theme	UN Agency	Document Reference and Page
Climate Adaptation and Resilience	IOM, OHCHR, UNDP, UNEP, WFP, FAO, UNICEF	UNSDCF 2021-2025, p. 20; SJF Strategy Note - Climate and Resilience, p. 2  IOM: <ul style="list-style-type: none"> <li>• <a href="https://migrationnetwork.un.org/practice/breaking-climate-conflict-cycle-galmudug-somalia">https://migrationnetwork.un.org/practice/breaking-climate-conflict-cycle-galmudug-somalia</a></li> <li>• Identifying Climate Adaptive Solutions to Displacement in Somalia: Assessment Report - Somalia   ReliefWeb</li> <li>• UNHCR's Strategic Plan for Climate Action 2024-2030. UNHCR's Strategic Plan for Climate Action 2024-2030:</li> <li>• <a href="https://www.refworld.org/policy/strategy/unhcr/2024/en/147980">https://www.refworld.org/policy/strategy/unhcr/2024/en/147980</a></li> </ul>
Gender Equality	OHCHR, UN Women, UNFPA, UNICEF, UNDP	UNCT-SWAP GE Scorecard, p. 5; SJF Annual Report 2023, p. 29
Human Rights	OHCHR, UNDP, UNTMIS, UNICEF within Gender and Human Rights Advisory Council with MoFHRD	SJF Human Rights and Gender Strategy Note, p. 5; SJF 2024 Semi-Annual Report, p. 24

Implementation of the Cooperation Framework is overseen and guided by a Joint Government-UN Cooperation Framework Steering Committee comprised of high-level Federal Government and UN representatives. As the custodians of the Cooperation Framework, the UN Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General, Resident and Humanitarian Coordinator will be joint co-chairs for

the UN, while the Deputy Prime Minister and Minister of Planning, Investment and Economic Development undertake this function for the Federal Government of Somalia.

Within the UN system, the UN Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General, Resident and Humanitarian Coordinator provide overall strategic guidance on the implementation of the Cooperation Framework. The UN Country Team in Somalia (UNCT) brings together all heads of UN entities across UN agencies, funds, and programmes and UNTMIS, while the World Bank is a standing member. The UN Country Team is responsible for aligning with and supporting Cooperation Framework priorities and outcomes through UN entity-level interventions through their respective planning and programming frameworks. It regularly liaises with the Humanitarian Country Team to ensure regular flow of information and to maximize synergies and opportunities between humanitarian, development, and peacebuilding partners. Such information has also been shared with government partners.

Comprising senior staff across agencies, funds, and programs, and UNTMIS, the UN Programme Management Team provides strategic advice and guidance to the UN on system-wide programmatic issues. The UN's various thematic working groups, including gender, youth, and durable solutions, ensure that the perspectives and needs of vulnerable groups inform the implementation of the Cooperation Framework. The UN further ensures that the cross-cutting imperatives of the NDP-9 are also integrated throughout its work.

Cooperation Framework Results Groups have primary responsibility for technical-level operationalization of the Cooperation Framework by translating outcomes into concrete, measurable, and time-bound output-level workplans. These Results Groups discuss and coordinate programmatic interventions in their respective priority areas, and identify overlaps, gaps, and potential synergies, including joint programming opportunities, based on joint and multidimensional analysis and in collaboration with government partners. Each Result Group have two co-chairs from UN agencies of which mission and mandate align with the Result Group's strategic area. The Results Group of the first strategic area on Inclusive politics and Reconciliation is co-chaired by the UNTMIS Political Affairs and Mediation Group and UNDP. The Rule of Law section of UNTMIS and UNDP are co-chairing the second strategic area on Security and Rule of Law. UNIDO and UNDP are co-chairing the Results Group of the third strategic area on Economic Development, and FAO and UNICEF the fourth one on Social Development. The Results Group on the cross-cutting issues Gender, Human Rights and Inclusion, is co-chaired by UN Women and the Office of the High Commissioner for Human Rights.

As the Cooperation Framework is the platform through which the triple nexus in Somalia is operationalized, the Results Groups ensure coordinated complementary approaches with humanitarian, development, and peacebuilding actors in line with identified nexus priorities, and ensure that cross-cutting imperatives are reflected in the workplans and that the most vulnerable are put at the center of the UN's interventions. The Results Groups monitor and report on results within the Cooperation Framework workplans and support the preparation of the annual Country Results Reports. Results Group membership comprise representatives of both resident and non-resident UN entities as appropriate. To ensure alignment, continuity, complementarity, coherence, and coordination between UN and national structures, Results Group chairs also act as the UN leads in corresponding NDP-9 Pillar Working Groups.

### 3.3 Evaluation criteria and evaluation questions

The evaluation is guided by the UNSDCF Evaluation guidelines<sup>45</sup> and does not conduct a full evaluation of individual programmes, project or activities of UNCT members, but rather synthesises and builds on programme and project evaluations conducted by each agency.

During the inception phase documents shared by the client were reviewed, focusing on country context, and on the alignment of the Cooperation Framework with the country's 9th National Development Plan. The evaluation team also developed stakeholder maps (UN, Government, Partners) and looked at the relevance of the CF's Theory of Change at the CF design stage and its flexibility and adaptability to emerging burdens during implementation.

The Evaluation Evidence Matrix (appendix A of this report) developed by the team during the inception phase, presents the evaluation criteria, the evaluations questions, the indicators, the information sources and the data gathering methods. The EEM has guided the questionnaires, facilitated the organization of the data gathered, and helped triangulation and data analysis. The inception report also comprised a meta-list of questions for the KIIs and FGDs that informed the development of the specific questionnaires for each stakeholder group.

45 DCO UNSDCF Evaluation Guidelines-Engl-2024.pdf

### 3.4 Structure of the report

After this introduction of the evaluation, the report presents the country context and the evaluation methodology in the following chapters and sections, followed by the results of the evaluation, divided into 4 chapters:

- » Evaluation findings according to the evaluation criteria and based on evidence gathered according to the indicators;
- » Conclusions, responding to the main evaluation questions;
- » Limitations and lessons learned;
- » Recommendations, both strategic and operational.

In the appendices the report comprises the Evaluation Evidence Matrix, the questionnaires, the stakeholder map and list of respondents our team has interviewed, the results at outcome and at output level, the expenditures, and the list of documents reviewed.



## 4 COUNTRY CONTEXT

Somalia is emerging from a complex and protracted conflict that caused tremendous loss of human and physical capital. Over the past decades, the peacebuilding and state-building process navigated through significant obstacles, though maintaining an incrementally positive trajectory. However, Somalia lacked overarching social and political agreement across all levels of politics and society on the main national priorities. The experience was that political consensus tended to be achieved through top down, ad-hoc, elite/clan-based settlement, leaving out some key groups of citizens from social and political dialogues.

It should be noted that Somalia has achieved some success over the past 18 months, namely the graduation from the Highly Indebted Poor Countries Initiative (HIPC) and the related significant debt relief package, joining to the East Africa Community, the lifting of the UN arms embargo on the Federal Government of Somalia (FGS), the endorsement of the first four reviewed chapters of the Provisional Constitution, as part of the constitution review process and increase of the domestic revenue. Following the lifting of arms control measures by the Security Council at the end of 2023, the December 2023 Security Conference successfully built consensus and support for coordinated investment in Somalia's security sector. The country accessed in 2024 the Security Council as a non- permanent member after three decades.

Somalia is also one of the eight member states of the Inter-Governmental Authority on Development (IGAD)<sup>43</sup>. In 2023, Somalia seems to have made a political gain in IGAD executive roles. One of the former federal member state Presidents was appointed Deputy Executive Secretary of IGAD, which is a testament to the commitment that Somalia has made to ensure political reciprocity in the region and beyond.

Completion of indirect elections for the Federal Parliament and the Somali President (May 2022), leading to formation of the new government in June 2022 served as a conflict management tool by being instrumental in ending the political impasse that started in 2019. The National Consultative Council, a platform gathering the most senior Somali leaders, has been meeting regularly, starting from May 2021, to discuss and reach a consensus on critical political and state-building matters. Despite this progress, some FMS, namely Puntland, have declared their intentions to act independently due to underlying political issues with the central government, mainly linked to federalism. Most recently, some other FMS, such as Jubaland started following the similar approach which additionally complicates a complex political situation and discussions around the key contentious issues linked to federalism, elections and power/financial allocation sharing. Finally, on 30 October 2024 UN Security Council adopted Resolution 2753 guiding the 2-year transition of UNSOM to UNTMIS, specifying key transition steps and timelines.

Armed conflict, particularly involving extremist groups like Al-Shabaab<sup>44</sup>, combined with underdevelopment, insecurity and numerous climatic shocks have caused vast displacements across Somalia's urban and peri-urban areas. The UNHCR and its partners reported that over 1 million people were displaced within approximately 130 days in early 2023<sup>45</sup>. The intensification of armed conflict, coupled with climate shocks continues to have a devastating cumulative impact on civilians, displacing over 319,000 people between January and July 2024<sup>46</sup>. Key drivers of these displacements include conflict related to the presence of Al-Shabaab, inter- and intra-clan violence over access to natural resources, climate shocks such as flooding and drought.

The total number of internally displaced persons (IDPs) in Somalia stands at approximately 3.86 million as of June 2024<sup>47</sup>. The large majority are women and children who face significant protection risks, heightened by pre-existing inequities. According to UNHCR, CCCM and Protection Clusters' data, most forcibly displaced people are living in over 3,700 spontaneous informal settlements across Somalia, with limited or no access to services and humanitarian assistance. Of these informal settlements, 81% are located on private land vulnerable to forced evictions. Approximately 88% of forcibly displaced people live in makeshift shelters. According to a 2023 research report of Refugees International<sup>48</sup>, the majority of IDPs are moving to urban centers like Mogadishu and Baidoa that lack adequate services and where very few social safety nets exist.

As of 30 September 2024, Somalia hosts 21,521 asylum-seekers and 19,038 refugees. In addition, 139,529 Somali refugees have returned to Somalia since 2014, with some 1,853 having returned in 2023 alone<sup>49</sup>.

43 IGAD - MEMBER STATES

44 UNSOM (2024-10-03) Somalia: UN Official Reports on Electoral Progress, ongoing Security Challenges (online <https://unsom.unmissions.org/somalia-un-official-reports-electoral-progress-ongoing-security-challenges>)

45 UNHCR Press Release (2023-05-24). Over 1 million people internally displaced in Somalia in record time. (<https://www.unhcr.org/news/press-releases/over-1-million-people-internally-displaced-somalia-record-time>)

46 UNHCR PRMN Somalia. (2024). Available at: <https://prmn-somalia.unhcr.org/>

47 UNHCR Somalia Factsheet: June 2024 (<https://reliefweb.int/report/somalia/unhcr-somalia-factsheet-june-2024>)

48 No Going Back: The New Urban Face of Internal Displacement in Somalia - Somalia | ReliefWeb

49 <https://data.unhcr.org/en/documents/details/111880>

Since 2019, poverty rates increased from 71% to an estimated 74% of the population in 2022<sup>50</sup>. Most of Somalia's populations are impoverished and at the end 2023 an estimated 6.9 million people needed humanitarian assistance, a small improvement compared with 8.3 million at the start of the year<sup>51</sup>.

In 2020-2023 Somalia suffered the worst drought in generations followed by the most extensive floods in decades in late 2023. Downpours during the 2023 Deyr season affected 2.5 million people and submerged over 1.5 million hectares of farmland<sup>52</sup>. Concerted government and community efforts, supported by substantial donor assistance, averted the worst humanitarian outcomes.

Notwithstanding the challenges, Somalia's economy experienced a moderate recovery in 2023, due to improved agricultural conditions, easing inflation and slight progress in domestic revenue mobilization (1.2% of GDP, below the Federal Government wage expenditures), however, it remains extremely vulnerable to shocks. In 2023, real GDP growth is projected at 3.1%, slightly outpacing population growth<sup>53</sup>. This continues a trend of minimal real GDP growth per capita over the last five years (between 2018 – 2022 per capita GDP averaged) of 0.8% per year. About two thirds of the Government's revenues are covered by international partners, hence social and economic development expenditures are very much dependent on donors<sup>54</sup>.

Also, in December 2023, Somalia joined the East African Community (EAC) and reached HIPC completion point resulting in about US\$4.5 billion debt relief, being significant milestones showing the normalization of the relationship with International Financial Institutions (IFIs) and which should lead to more private sector-led growth in the near future. The country was included in the Human Development Report (2023-2024) and for the first time in the global Human Development Index.

Somalia experiences human rights challenges as shown by the latest Universal Periodic Review<sup>55</sup>, but the country has also made progress on other aspects related to peace and development, for instance the September 2022 launch of the first National Action Plan on Women, Peace and Security followed by initiatives for its operationalization, including the adoption of the Local Action Plan on UNSCR 1325<sup>56</sup>, by the Federal Member States.

Somalia's commitment to international standards on gender and child rights is complex. While Somalia ratified the Convention on the Rights of the Child (CRC) in 2015 and participates in the Universal Periodic Review (UPR) process, the country has not ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) or the African Charter on the Rights and Welfare of the Child (ACRWC). These omissions underscore a gap between national policies and comprehensive international standards for protecting the rights of women and children.

In 2021, the Somali Parliament adopted a landmark quota mandating that 30% of seats be reserved for women in both the Lower and Upper Houses. Despite this commitment, achieving the quota has faced substantial challenges in practice. In the 2022 parliamentary elections, women's representation fell short of the target, with women securing approximately 20% of the seats in the Lower House and 26% in the Upper House. Barriers to full implementation of the quota include entrenched socio-cultural norms, resistance within clan-based power structures, and logistical challenges during the electoral process. Although progress has been incremental, ongoing advocacy efforts by the Ministry of Family and Human Rights Development (MoFHRD), supported by UN agencies and civil society organizations, continue to promote the full realization of the quota. Strengthening women's political participation and representation remains central to Somalia's inclusive governance and peacebuilding agenda, aligning with its commitments under the Women, Peace, and Security (WPS) framework and the UN Sustainable Cooperation Framework.

Somalia has shown commitment, albeit with limited capacity and resources, to adhere to international refugee and human rights conventions and protocols and develop specialized local and national institutions, laws, and policies to address humanitarian challenges. Somalia is a Contracting Party to the 1951 Refugee Convention, International

50 World Bank (Oct. 2024) Somalia MPO. "Projections based on GDP per capita growth suggest that poverty increased from 71% in 2019 to 74% in 2022, based on the US\$2.15/day poverty line"

51 UNOCHA (March 2024) Somalia Humanitarian Fund Annual Report 2023

52 FAO (2024) Somalia Humanitarian Needs and Response Plan 2024

53 World Bank Group (June 2024) Press release (<https://www.worldbank.org/en/news/press-release/2024/06/20/somalia-afe-expects-3-1-percent-gdp-growth-rebounding-from-drought-and-commodity-price-shocks>)

54 World Bank group DataBank (<https://databank.worldbank.org>)

55 <https://www.ohchr.org/sites/default/files/2022-03/Somalia.pdf>

56 United Nations Security Council Resolution 1325 (S/RES/1325), on women, peace, and security, was adopted unanimously by the UN Security Council on 31 October 2000. The resolution acknowledges the disproportionate and unique impact of armed conflict on women and girls. It calls for the adoption of a gender perspective to consider the special needs of women and girls during conflict, repatriation and resettlement, rehabilitation, reintegration, and post-conflict reconstruction.

Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic, Social and Cultural Rights (ICESCR), Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, Convention on the Rights of the Child, Convention on the Elimination of all Forms of Racial Discrimination, and Convention on the Rights of Persons with Disabilities. It is also bound by regional human rights treaties, including the African Charter on Human and Peoples' Rights. Moreover, Somalia is State Party to the four Geneva Conventions of 12 August 1949 and has an obligation to respect and ensure respect for international humanitarian law, including securing protection of civilian persons in time of warfare. Further, the Constitution of the Federal Republic of Somalia has established a regime of fundamental rights and responsibilities for Somali nationals. On the other hand, Somalia did not ratify the Convention on the Elimination of All Forms of Discrimination against Women, UN Statelessness Conventions, nor the African Charter on the Rights and Welfare of the Child.

Somalia hosts one of the most integrated United Nations presences in the world. Besides the United Nations Transitional Assistance Mission in Somalia (UNTMIS, special political mission) and the United Nations Support Office in Somalia (UNSOS, logistical support mission), there are 24 active United Nations Agencies, Funds and Programs (AFPs) in Somalia, of which 19 are physically present in the country.

The United Nations Country Team (UNCT), chaired by the Resident Coordinator, leads the implementation of the Cooperation Framework and comprises leaders of the AFPs, UNTMIS and UNSOS. In addition, the World Bank Country Manager is a member of UNCT to facilitate United Nations-World Bank collaboration.

## 4.1 Changing context since 2021

The context of the CF has evolved since 2021, and emerging challenges have risen:

- » **COVID-19 Pandemic:** The pandemic necessitated a shift towards remote engagements and virtual capacity-building. This led to delays in in-person initiatives and required a reallocation of resources for health and emergency response. The UN adapted approaches in response to COVID-19 by shifting health, educational, and community engagement strategies toward virtual engagements and increased healthcare support<sup>57</sup>. The UN supported the Somali government with a coordinated COVID-19 response, focusing on healthcare capacity, public awareness, and vaccination distribution. The pandemic also highlighted Somalia's infrastructure gaps, influencing long-term planning within the ToC.
- » **Political instability and delayed elections:** The political impasse and election delays in 2021 affected progress in governance and federalization efforts. In response, UN's efforts included deepening engagement with the Somali government and civil society to sustain gains in governance and democracy<sup>58</sup>. The evolving political landscape led to prioritizing support for governance structures, electoral processes, and anti-corruption measures to enhance transparency and build trust among Somali communities<sup>59</sup>. The joint programme for universal suffrage was adjusted to reflect indirect elections and modified support for federal and state electoral mechanisms amidst political instability<sup>60</sup>.
- » **Natural Disasters and climate shocks:** Somalia experienced severe drought between 2020 and 2022, followed by devastating floods in 2023 and 2024, resulting in widespread displacement and food insecurity. According to FAO, the prolonged droughts, driven by climate variability, limited access to water sources, reduced agricultural yields, and caused significant livestock losses, thereby intensifying hunger and disrupting livelihoods. Similarly, widespread flooding destroyed vital farmland, infrastructure, and community assets, further exacerbating food insecurity. Locust invasions in 2023 and 2024 compounded these crises, devastating crops and pastures, leading to major agricultural losses, and undermining already fragile livelihoods. These cascading climate shocks forced countless families to abandon their homes in search of safety, sustenance, and basic resources. This dire situation underscored the urgent need for coordinated interventions. Consequently, the Theory of Change evolved to prioritize resilience-building and climate adaptation, emphasizing investments in climate-resilient infrastructure, sustainable livelihoods, and disaster risk management to safeguard vulnerable populations and promote long-term recovery<sup>61</sup>.

57 WFP Country Strategic Plan - 2022–2025, Section "COVID-19 Response Integration", p. 2-3

58 CCCD Terminal Evaluation Report highlights adjustments due to the COVID-19 pandemic and the 2021-2022 Somali political crisis, showing shifts to remote activities and limited field engagements. It also emphasizes adaptation to political instability and security challenges during the project's implementation.

59 PBF Project EDRM Final Evaluation Report: shows how UNDP and UNSOM adapted the electoral dispute resolution mechanisms to address unexpected changes in the electoral process. This adaptation focused on an ad hoc system rather than the initially planned institutional approach.

60 Evaluation Report Joint Programme for Universal Suffrage Elections, Section 2.2 "Electoral and Security Context", p. 9.

61 Somalia's National Adaptation Plan (NAP) Framework, Sections 6.0 "Monitoring, Evaluation, and Learning" and 6.1 "Establishment of an Online National Adaptation Monitoring and Evaluation System", p. 32–33

Initiatives under the UNCF were adjusted to prioritize environmental governance and support the Multi-Hazard Early Warning System to improve preparedness for recurring climate shocks.

On the other hand, the TOC was not adjusted as a follow-up of the UN SG’s report on the diversion of humanitarian aid as part of the famine response in 2022.

- » **Humanitarian and Security Challenges:** The security situation, particularly due to threats from Al-Shabaab, led to increased investments in community safety, rule of law, and conflict prevention. These challenges also highlighted the need for peacebuilding at community levels to address inter-clan conflicts and enhance social cohesion.

Adjustments placed a greater emphasis on community-based security and promoting reconciliation efforts, particularly in areas no longer under control of armed groups<sup>62</sup>.

These evolving dynamics led to a re-aligning of resources and strategies to address the immediate needs of the Somali people and at the same time a delay in funding for long-term goals of stability, resilience, and sustainable development. The changing context underscores the need for a flexible CF and underlying ToC, and non-earmarked funding to respond to emerging threats and ensure relevant and effective support.



62 Final Report PBF Project Evaluation, Section 2.2 “Electoral and Security Context”, p. 9.

## 5 EVALUATION METHODOLOGY

### 5.1 Evaluation criteria and evaluations questions

The evaluation criteria have been provided by the terms of reference, as well as a draft set of the evaluation questions, finalized by the evaluation team in the inception phase.

Evaluation criteria/Questions	
1.1	To what extent did the CF succeed in engaging and collaborating with the various levels of Somali Government?
1.2	Has the UN system addressed key issues and development challenges identified by the UN Common Country Assessment in the achievement of the Sustainable Development Goals?
1.3	Has the UN system paid proper attention to emergency needs in cases of humanitarian crisis, with emphasis on the situation of women and girls, while giving due consideration to the inter-relationships between development and humanitarian support (development- humanitarian nexus)?
2	Effectiveness of the UN support within the Cooperation Framework
2.1	To what extent did the CF achieve its intended results and contributed to the ninth National Development Plan results and the SDGs in Somalia?
2.2	How effective was the stakeholder engagement and the implementation structures in achieving the desired outcomes and fostering collaboration within the UNCF implementation?
2.3	Has the UN system collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?
2.4	Has the CF contributed effectively by providing greater clarity, transparency, resilience building, building capacities, critical legislative changes and the national sustainable development objectives of results achieved, and resources used.?
3	Coherence of the UN system support within the Cooperation Framework
3.1	Has the CF strengthened the credibility and reliability of the UN system as a partner for the government and other actors, and used effectively as a partnership vehicle?
3.2	Has the CF strengthened the coherence of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?
3.3	To what extent has the CF facilitated access to new financing flows for national partners and reduced transaction costs?
4	Coordination
4.1	Post UN reform, to what extent have UN agency programs and work plans been effectively and meaningfully derived from the CF both in design and implementation?
4.2	To what extent did the post-reform Resident Coordinator office's roles and responsibilities enable positive UNCT's joint convening power and better coherence of the Country Team?
5	Efficiency: Return on investment of human and financial resources in terms of delivering the development results, including reduced transaction costs and increased efficiency of CF implementation)
5.1	How effectively were resources mobilized, and budgets utilized to achieve UNCF objectives and NDP-9 goals?
5.2	Were adequate financial resources mobilized for the CF?
5.3	Was the planned budget realized, in what ways could transaction costs be further reduced in the next CF?
5.4	To what extent have the UNCF implementation promoted efficient use of resources to achieve maximum results?
5.5	To what extent did the CF create actual synergies among agencies and involve concerted efforts to optimize results and avoid duplication?
5.6	What efficiency lessons could be taken from the measures in the last CF into the next one?
6	Sustainability of the CF 2021 – 2025 and beyond
6.1	To what extent will CF activities, results, and effects be expected to continue after 2025 and contribute towards the Agenda 2030?

7	Orientation towards impact
7.1	To what extent have UN system activities, articulated in the CF, driven progress towards or supported achievement of Theory of Change outcomes levels and beyond?
7.2	How have the programs under the Cooperation Framework specifically impacted vulnerable populations, including women, children, and marginalized groups?
8	Conformity with the crosscutting principles
8.1	To what extent have environmental sustainability principles, gender equality, human rights principles, fight against corruption have been integrated into the projects and initiatives of the Cooperation Framework?

## 5.2 Stakeholder mapping

The tables in Appendix B present the stakeholder maps, one for UN and Government stakeholders and one for the Partners. These maps have purposively been elaborated based on the stakeholder maps of the NDP9 and subsequently reviewed and updated by the Evaluation Manager and the Evaluation Steering Committee. The maps comprise 5 stakeholder groups: UN agencies and organizations; Federal Government; Members States Government; Non-Governmental Implementation Partners and Civil Society Organizations (representing the beneficiaries); and donor partners. The Member States selected for the maps, based on accessibility, are Galmudug State, Hirshabelle, Southwest State, and Banadir Regional Administration. The Members States Jubaland, Puntland and Somaliland, were not included in the study.

The UNSDCF has 4 Pillars, and the maps are organized per Pillar that form also the Results' Groups. The Chairs and Co-Chairs are part of the maps.

This evaluation being at a strategic level, the evaluation team did not meet directly with beneficiaries of UN programs, but interviewed representatives of CSOs and NGOs who have worked with beneficiaries and could express their views and also reviewed program evaluation reports.

Our team has approached all stakeholders on these maps to have a semi-structured interview or a focus-group discussion with them. Not all stakeholders approached responded, but the evaluation team made sure to have an interview with key stakeholders such as Chairs and Co-Chairs of the Results' Groups, Ministers of Planning (Federal and Member States); the main Implementation Partners; and key donor partners. The list of respondents is presented in Appendix C.

Gender equality and empowerment of women and girls has been integrated across the evaluation, and the team ensured that gender was not only a consideration, but a formative element in specifically the preparation for stakeholder interviews (gender-sensitive questions), and the disaggregation of data.

## 5.3 Data collection

Our evaluation team applied a programmatic approach following the guidelines of DCO for UNSDCF evaluations, based on the evaluation criteria and related evaluation questions, and the use of mixed data collection methods<sup>43</sup>. Part of the evaluation has been the review of the Cooperation Framework's Theory of Change and related Result's Framework, which links interventions to specific outcomes and underlying assumptions.

The evaluation team mainly used Key Informant Interviews (KIIs) with a large number of stakeholders, differentiated according to categories (see Appendix B), completed with a review of existing data from the CF's monitoring system (Appendices F, G, H) and a review of available documents (country program documents and strategies, national development plan, common country analysis etc.). We did not have at our disposal project and program evaluations, nor sector or thematic studies. The evaluation team moderated a Theory-of-Change Review workshop where the CF's TOC was discussed with a group of stakeholders. The minutes of this meeting are presented in Appendix I. A validation meeting with a small group of key stakeholders was also held at the end of the evaluation.

With respect to sampling, we refer to the previous section on the stakeholder maps, which are organized per Result Group (called Pillars in the Somalia UNSDCF). The final sample was thus determined by the availability of the stakeholders during the data collection period. The team made sure that all five stakeholder groups were sufficiently represented in the final sample and that key stakeholders such as Chairs and Co-Chairs were met.

43 DCO UNSDCF Evaluation Guidelines-Engl-2024.pdf

On the request of the respondents, the interviews with Federal State and Member State Government partners and with NGO partners were conducted in the Somali language. Most of the KIIs have been recorded (when consent was given; some respondents refused to be recorded), and subsequently transcribed, which has the following advantages:

- Accuracy. Recording ensures that no information is missed or misinterpreted, providing a reliable source for transcription.
- Data Management. Digital recordings can be easily stored, organised, and backed up, ensuring data security and accessibility.

The first section of the questionnaire consisted of closed-ended questions. Among other data, it collected information related to the respondent's consent, the location of the interview, the name and contact details of the respondent, and any information related to how the respondent is related to the UNCF (role, responsibilities, portfolio).

The second section of the questionnaire was the semi-structured guide itself, and a third section was envisaged for the collection of specific evidence the key informants wish to include in support of their responses. For large pieces of evidence such as documents or reports, the evaluation team collected a copy on paper or a USB device.

At the end of the interview, the recordings were uploaded to the centralised database and an AI-tool was used to support the transcription of the audio recordings. The transcribed interviews were reviewed to ensure high standards of data quality and to understand the overall content and context.

Our evaluation team ensured a consistent approach and quality through the following measures:

- Use of the Evaluation Evidence Matrix to organize data;
- Use of interview guides and protocols for interviews;
- Quality assurance by a senior expert providing internal consistency reviews;
- Two meetings were held with key stakeholders:
  - One at the end of the data collection phase, to discuss the CF's TOC and Results Framework;
  - One on the Aide-memoire to discuss and validate the preliminary findings.

## 5.4 Data analysis

Content analysis, including triangulation of data collected, and synthesis of available documents, have guided qualitative data analysis while available quantitative data underlying the joint working plan reports were analyzed by basic correlation analysis.

By coding the data produced by the various data collection methods against the evaluation questions, different lines of evidence are created, hence permitting data triangulation.

An Evaluation Evidence Matrix (EEM) (see Appendix A) was developed to organize the information produced, based on the evaluation criteria and questions contained in the ToR. The matrix set out the evaluation issues, questions, data sources, and data collection techniques and served as the main tool for designing the data collection instruments and organizing the evidence gathered.

## 5.5 Quality assurance

The evaluation team applied the United Nations Evaluation Group (UNEG) Norms and Standard for evaluations, as well as UNICEF's quality assessment framework (GEROS) and UNICEF and UNEG ethical guidelines to ensure quality of the processes. According to these guidelines, quality assurance is both the responsibility of the evaluation team and the client, particularly the Evaluation Manager, the Resident Coordination Office, the Evaluation Steering Committee, and DCO-HQ.

The team was trained on the effective use of the questionnaires at the start of the data collection phase and bi-weekly team meetings permitted the quality control on the data collection process by the Team leader.

To provide added value and ensure that deliverables are effective, useful, and of the highest quality, a results compliance mechanism was put in place to identify specific results required for each activity in the evaluation process (see workplan).

The approach, components, and deliverables are based on characteristics specific to ACT for Performance. The list below gives an overview of the management aspects of our approach:

- A highly experienced Team leader, and a very senior Quality Assurance manager involved in all phases of the project and who provides quality assurance at each stage.
- Active client participation based on regular and effective communication mechanisms.
- Management indicators for effective tracking.

The Evaluation Team ensured that the following principles were followed throughout the evaluation: i) ensuring that ToRs are fully met and well understood by all participants to the evaluation; ii) stakeholders' full participation: inclusiveness, ensuring that the evaluation is also a learning exercise; iii) gender sensitive; and iv) efficiency and effectiveness of the process.

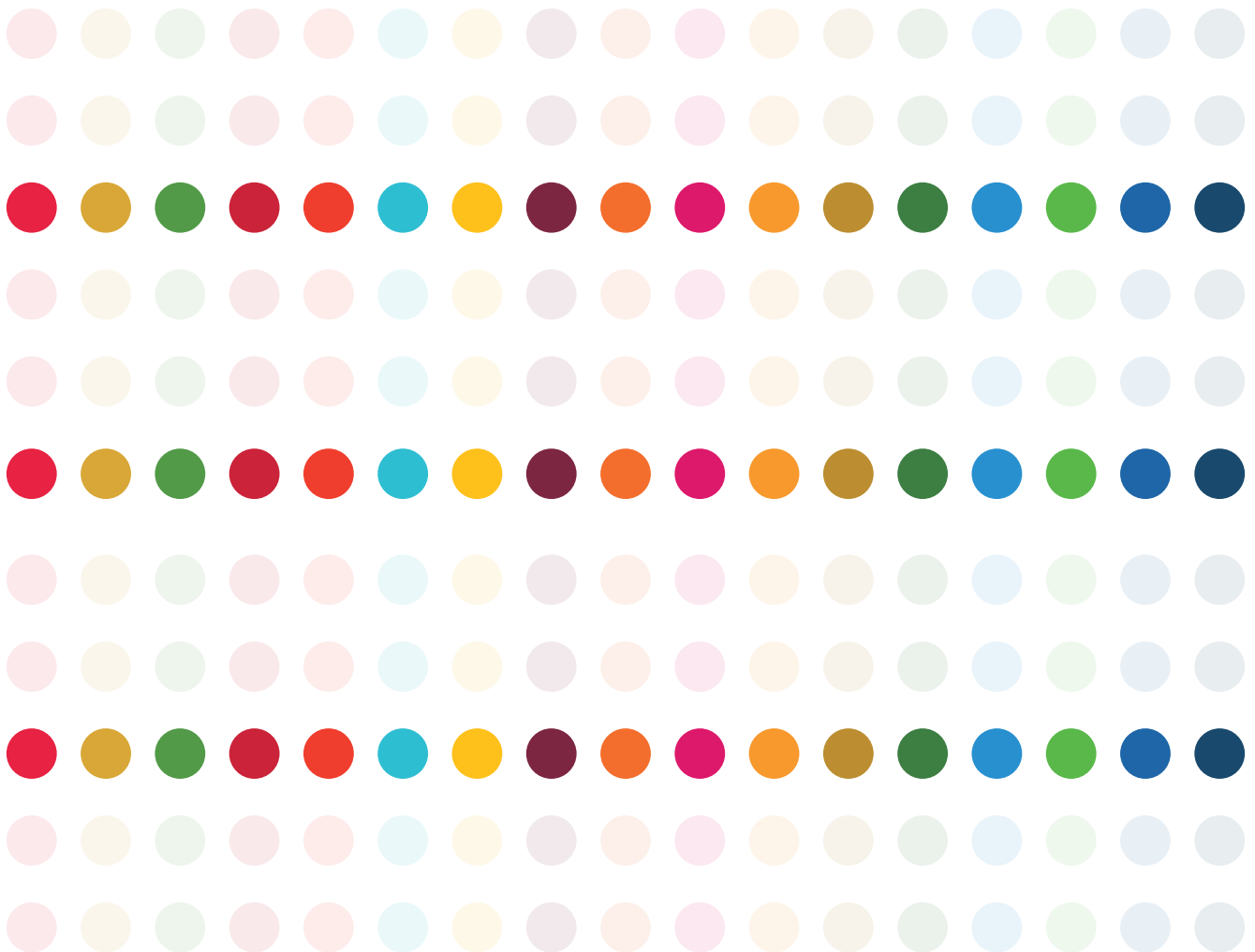
The evaluation team anticipated and managed several risks to ensure a successful evaluation process (see table hereunder).

**TABLE 3 : RISKS AND MITIGATION MEASURES**

Risk	Risk Mitigation Measure
Delay in securing official approvals from authorities: Obtaining formal approval from local authorities for conducting interviews in the Member States, might be a challenge.	<ul style="list-style-type: none"> <li>• UN RCO provided the team with an official letter indicating the Consortium of ACT for Performance and SRA is conducting these interviews.</li> <li>• Starting to contact Member State authorities in the beginning of the inception phase.</li> </ul>
Security risks: Going into the field to meet beneficiaries is very challenging in Somalia and requires heavy security measures. Traveling to Member States capitals is also difficult as regional flights are often cancelled	<ul style="list-style-type: none"> <li>• The Evaluation team met with CSOs and Implementation Partners who can represent the view of beneficiaries</li> <li>• Part of the KIIs were done online</li> </ul>
Privacy and confidentiality: Unauthorized access to sensitive data.	<ul style="list-style-type: none"> <li>• Team ensured that all data collected is anonymized and stored securely.</li> <li>• Access to evaluation data has been provided only to authorized evaluation team members, who signed a non-disclosure agreement.</li> <li>• UN / UNICEF data protection and privacy regulations were followed.</li> </ul>
Data accuracy risks: Inaccurate or incomplete data, possibly leading to unreliable findings.	<ul style="list-style-type: none"> <li>• Data quality control unit and a Quality Assurance Manager were used.</li> <li>• Multiple data sources and triangulation to cross-verify information were used.</li> <li>• An experienced expert team.</li> </ul>
Gender bias: Inadequate gender integration	<ul style="list-style-type: none"> <li>• Questionnaires were gender sensitive.</li> <li>• Data disaggregated according to gender.</li> <li>• Gender experts of the UN agencies and CSOs working on gender equality and empowerment of women and girls were interviewed.</li> <li>• The team has been trained on gender sensitiveness and data aggregation according to gender.</li> </ul>
Unavailability of stakeholders: Stakeholders are occupied and may not be available to be interviewed at the planned moments	<ul style="list-style-type: none"> <li>• Flexible planning was used.</li> </ul>

The evaluation tools were developed in line the UNEG Ethical Guidelines for Evaluation. Within this procedure, the principles and requirements for evidence generation are applied to four core ethical issues, namely:

- **Harms and Benefits:** The “do no harm” principle during the evaluation process was applied and the benefits of the exercise were underlined. Conflict of interest that could compromise the integrity of the evaluation was avoided. The team made sure to be culturally sensitive and respectful of customs, norms, and values when conducting the evaluation activities. Participants had a way to raise concerns and grievances.
- **Informed Consent:** Informed verbal consent was obtained from all participants, prior conducting KIIs and FGDs. The team clearly explained the purpose of the evaluation and the participants were made aware of the voluntary nature of their participation, and their decision whether to participate, including dissent or unwillingness to participate, was respected.
- **Privacy and confidentiality:** The evaluation team pledged confidentiality to interviewees and FGD participants and did not quote them directly unless permission was given. Direct identifiers (e.g., personal information such as names and addresses) are avoided in the report removed, and the data are securely stored, protected and disposed of, with limiting access by restricting staff who can access them. Participants will be given a clear indication of who will have access to their private data and in what form.
- **Non-discrimination:** All individuals were fairly treated and without discrimination based on gender, race, nationality, age, etc.
- **Data disaggregation:** Proper data disaggregation by gender, disability, equity, and human rights- relevant factors has been done. The evaluation products use gender-sensitive, disability-inclusive, and human- rights language.

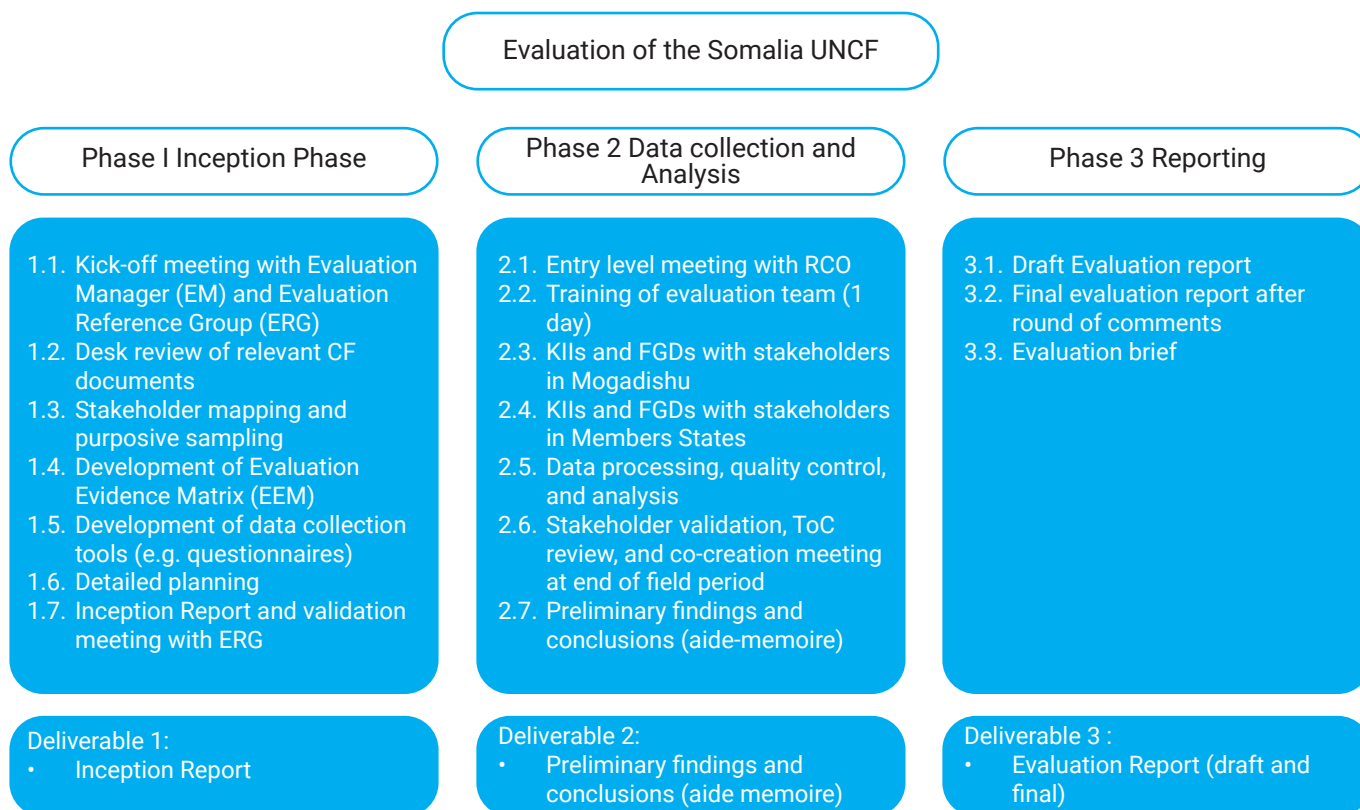


## 6 EVALUATION WORKPLAN AND MANAGEMENT ARRANGEMENTS

### 6.1 Workplan and deliverables

The diagram hereunder presents the work breakdown structure, followed by the time schedule

**TABLE 4 : WORK BREAKDOWN STRUCTURE**



**TABLE 5 : WORK PLANNING**

Key tasks	October				November				December				January				February			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
<b>Design phase</b>	X	X	X	X				25												
◇ Theory of Change																				
◇ Evaluation Evidence Matrix																				
◇ Stakeholder mapping and sampling																				
◇ Data collection tools																				
◇ Inception report																				
<b>Field phase</b>								X	X	X	X	18								
◇ Data collection																				
◇ Aide memoire																				
<b>Data analysis and draft Evaluation report</b>											X		X	16						
◇ Data analysis and draft Evaluation report																				
<b>Final evaluation report</b>															X	31	X	15		
◇ Final report version 02																				
◇ Final report version 03 and presentation																				

## 6.2 Management arrangements

The Team leader was responsible for (i) the development of the tools; (ii) data quality review; (iii) data analysis; (iv) reporting; (v) liaison with the client. The Field coordinator was responsible for the coordination and logistics of the data collection team.

The team has had bi-weekly progress meeting and worked closely together with (i) the Evaluation Manager from UNICEF, who is supported by an Evaluation Steering Committee, and (ii) with the Evaluation Reference Group.

The following table shows the division of roles between the team members.

**TABLE 6 : TEAM ORGANISATION**

Position Assigned	Name of Staff	Tasks
Team		
Team leader and senior Evaluator Environmental Management and Governance	Mr. Franke Toornstra	<ul style="list-style-type: none"> <li>• Team coordination</li> <li>• Evaluation framework</li> <li>• Theory of Change</li> <li>• Evaluation tools</li> <li>• Planning</li> <li>• Quality Control</li> <li>• Leads data analysis</li> <li>• Leads reporting</li> <li>• Liaison with the client</li> </ul>
Field coordinator, Senior Evaluator Inclusive Growth and Governance:	Mr. Shafie Sharif Mohamed	<ul style="list-style-type: none"> <li>• Stakeholder mapping</li> <li>• Leads data collection</li> <li>• Organizes and moderates the Validation workshop</li> <li>• Contributes to analysis and reporting</li> </ul>
Quantitative Research Specialist, senior Evaluator Human Rights	Mr. Fuad Hussein Abdi	<ul style="list-style-type: none"> <li>• Supports development of data collection tools</li> <li>• Data collection</li> <li>• Statistical analysis</li> <li>• Contributes to reporting</li> </ul>
Qualitative Analysis Specialist, senior Evaluator « Persons with disabilities”:	Mr. Abdirahman Ali Hirsi	<ul style="list-style-type: none"> <li>• Supports development of data collection tools</li> <li>• Data collection</li> <li>• Outcome mapping and Content analysis</li> <li>• Contributes to reporting</li> </ul>
Social Researcher, senior Evaluator Social development and Gender:	Ms. Samira Abdiweli Ali	<ul style="list-style-type: none"> <li>• Supports development of data collection tools</li> <li>• Data collection (cross-cutting issues)</li> <li>• Content analysis</li> <li>• Contributes to reporting</li> </ul>

## 7 EVALUATION FINDINGS

### 7.1 Relevance and adaptability

- » To what extent did the CF succeed in engaging and collaborating with the various levels of Somali Government?
- » Has the UN system addressed key issues and development challenges identified by the UN Common Country Assessment in the achievement of the Sustainable Development Goals?
- » Has the UN system paid proper attention to emergency needs in cases of humanitarian crisis, with emphasis on the situation of women and girls, while giving due consideration to the inter-relationships between development and humanitarian support (development- humanitarian nexus)?

***Finding #1: Across the board, government and non-government partners at Federal level are highly positive and those at Member State level are moderately positive about UN's commitment to dialogue and communication. The development of the Cooperation Framework was an appreciated participatory process in which all stakeholders participated. However, during the implementation of the Framework, participation became less intensive and regular.***

Due to COVID, political turmoil leading to delayed elections and changes in the Government, the Joint CF Steering Committee only met twice. Joint monitoring and evaluation (UN, Government, other Development Partners) of the CF programs did not take place according to our respondents.

Annual reports have been produced, based on the data gathered under the Joint Working Plans, but a regular joint CF-review mechanism has not been put in place. Several respondents indicated that they have missed a stakeholder platform (UN, Government, Non-Government, Development partners) to foster and monitor the Cooperation Framework.

Also, no funds were allocated for participatory and joint monitoring.

***Finding #2: The CF did facilitate strategic discussions between the UN and the Federal Government, in particular between RCO and Ministry of Planning. On the other hand, strategic and policy discussions between line ministries and UN agencies used the CF as reference or background document but have been rather driven by sector needs assessments and the country strategy documents of the agencies. Respondents from the Federal Member States also indicated that they are aware of the CF but that the document did not direct engagement discussions, which have been rather determined by specific needs and context at FMS level. Somaliland does not recognize the CF and wants to develop a specific Somaliland Cooperation Framework.***

At the Government side, the Federal Ministry of Planning and some key line ministries (high spenders) were involved in the strategic discussions concerning the CF. The Ministry of Finance was less involved and an important actor as the National Consultation Council was not involved at all.

According to the respondents, the CF has not facilitated operational alignment (“how to do business”) to foster harmonization of approaches. The Results Groups have been busy with data gathering and have not worked on the development of technical guidance for key concepts such as Durable Solutions, Value Chain, Climate shock resilience.

The respondents highlighted the positive leverage of the CF on coordination and recognized the open attitude of the UN for communication, but also emphasized the need for more structured dialogues to avoid overlap and duplication of efforts, in particular between the Cluster Groups, put in place under the Humanitarian Response Plan, and the Coordination Groups, put in place by the Cooperation Framework. Often, the same people meet in those groups.

***Finding #3: Whereas the CCA was reviewed and adjusted in 2022, the CF has not been reviewed since its start in 2021 and thus has not been adjusted to deal with the climate shocks in 2021 and 2022 and the change of government in 2023.***

The list of outputs (operational level) was reviewed in 2022, but not the strategic level of outcomes and the indicators, nor the underlying TOC, as was also confirmed during the TOC review workshop.

While due consideration was given to the impacts of the shocks on vulnerable populations, including women and girls and to the inter-relationships between development and humanitarian support (development- humanitarian nexus) in the discussions at the UNCT and in the adjustments of funding, the lack of an reviewed CF hampered a strategic allocation of these funds according to key stakeholders.

Some funds were moved from the CF to the Humanitarian Response Plan, elaborated as a response to the climate shocks, but both documents have not been integrated. Most respondents agreed that short-term “saving life” elements of the HRP should not be integrated with the CF, which comprise long-term development-oriented programs. On the other hand, the activities of the HRP focusing on resilience, durable solutions and safety-nets, should be better incorporated in the CF, according to the respondents. The CF includes an outcome on durable solutions for, and resilience of urban communities affected by, displacement but does not include an outcome focusing on the communities and people directly affected by climate shocks or by violence.

**Finding #4: The Results Framework of the CF has not been subject to a critical independent quality review (by a team of MEL experts and subject matter experts) after its design in 2021.**

Several outcome indicators of the CF are not SMART (specific, measurable, achievable, relevant, and time-bound), for instance the Level of satisfaction with the level of inclusivity in the formal justice system (Outcome 2.3 indicator) is difficult to measure without a satisfaction survey; or the Number of people impacted by climate change, natural disasters and environmental degradation (Outcome 4.2 indicator) is not very relevant if the impact we should look at is not defined. See Appendix E for a more in-depth quality assessment of the indicators.

## 7.2 Effectiveness of the UN support within the Cooperation Framework

- » To what extent did the CF achieve its intended results and contributed to the ninth National Development Plan results and the SDGs in Somalia?
- » How effective was the stakeholder engagement and the implementation structures in achieving the desired outcomes and fostering collaboration within the UNCF implementation?\*1
- » Has the UN system collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?
- » Has the CF contributed effectively by providing greater clarity, transparency, resilience building, building capacities, critical legislative changes and the national sustainable development objectives of results achieved, and resources used.?

Note \*1: we do not have enough information from project and program evaluations to be able to answer this question.

**Finding #5: On content the Cooperation Framework is fully aligned with the 9th National Development Plan of the Federal Government and is structured according to the NDP pillars of Inclusive Politics and Reconciliation; Security and Rule of Law; Economic Development; Social Development. However, the UN-programs do not use country systems for funding (e.g. Treasury) and for monitoring and evaluation, which limits the leverage of the CF on reforms.**

The CF is very broad, hence permitting alignment of all UN agencies’ strategic documents with components of the Cooperation Framework. Some examples:

### Inclusive Governance and Political Participation

The UNDP leads in governance and inclusive politics, particularly in areas like state-building and democratic processes<sup>43</sup>.

Since 2016, IOM, through its Somalia Community Stabilization program, has been supporting the government to lead, and for communities to drive, transition and recovery processes in areas impacted by climate-induced displacements and conflict, as well as violent extremism.

43 Source: UNDP CPD 2021-2025, Section on Governance that describes efforts to strengthen government institutions and improve inclusive political participation.

IOM's Nabadaynta Soomaaliya project works with security and justice providers, and the people they serve, to help create a safer, stronger, Somalia. The Programme recognises the critical role that improved safety, security, and access to justice have, in establishing the foundations to lasting peace and political settlements.

## Security and Rule of Law

UNDP and UNTMIS/ROLSIG co-chair this strategic area and have developed joint projects.

UNMAS works on explosive threat reduction and mine action, crucial for creating a safe environment and enhancing security<sup>44</sup>.

OHCHR, UN Women and UNFPA address human rights and gender equality, advocating for legal frameworks, with particular focus on those protecting vulnerable populations<sup>45</sup> and protection of civilians. Additionally, works for raising awareness and capacity building on human rights and international humanitarian law with national institution and civil society.

In 2024, UNHCR secured the enactment of the National Refugee Act. Persistent legal advocacy by UNHCR Somalia led to discussions on the need to move the Kampala Convention into national law to secure the protection of IDPs, and ultimately to a draft IDP bill for which UNHCR is supporting the Parliament with stakeholder consultations.

Somalia is a Contracting Party to CRC and ICCPR which contain provisions on children's right to acquire a nationality and UNHCR is conducting legal advocacy to end statelessness in Somalia by promoting the accession to and implementation of the 1954 and 1961 statelessness conventions and supports the Government of Somalia in its implementation of the National Action Plan to End Statelessness in Somalia 2021-2024<sup>46</sup>. In partnership with the Ministry of Interior, Federal Affairs, and Reconciliation, UNHCR has supported civil registration and vital statistics (CRVS) efforts and initiatives to address gender discrimination in the citizenship law, which increases the risk of statelessness.

The Federal Government of Somalia, with technical support from UNHCR, IOM and GIZ/AU is currently in the process of developing a comprehensive Mixed Migration Policy and National Action Plan to combat trafficking and improve human rights and protection for all people on the move.

UNHCR supports the provision of free legal aid, counselling, and legal representation before the courts to prevent refoulement and enforce the rights of forcibly displaced people. Moreover, UNHCR provides legal assistance to support survivors of gender-based violence (GBV) and conducts legal advocacy on housing, land and property (HLP) rights to reduce HLP related disputes and evictions.

UNICEF co-leads the Joint Programme in Human Rights with UNTMIS Human Rights Program Group/OHCHR since 2022 and leads on advocacy for child rights-based legislation including support to Government on the National Action Plan for Children as part of the domestication of the CRC.

IOM reinforces social accountability through community-based planning, provision of essential urban infrastructures and social cohesion interventions.

A Gender and Human Rights Advisory Council has been established with MoFHRD, with Canada and Sweden leading development partners.

## Economic Development

In the first 3 years of the CF implementation, UNIDO has led the Productive Sectors Development Joint programme, implemented with FAO and ILO. The JP was funded by the UN-MPTF and was designed in parallel to the formulation of the UNCF. The PSDP was limited in funding but permitted to set the baseline for new programme currently under implementation or planned to start implementation in the course of 2025, on food safety, quality standards, and trade facilitation (UNIDO), Blue Economy (FAO, UNIDO and UNDP), on special economic zone/industrial zone development by UNIDO across 3 projects starting in Q1 and Q2 2025.

44 UNMAS Result Matrix (specific sections on mine action) outlines its role in supporting rule of law and security under UNCF Outcome 2

45 OHCHR and UN Women Strategy Notes on Human Rights and Gender highlight support for justice and human rights within the UNCF ToC

46 Federal Government of Somalia. (2021). National Action Plan to End Statelessness (2021–2024). Retrieved from <http://citizenshiprightsafrika.org/wp-content/uploads/2021/07/SOM-National-Action-Plan-to-End-Statelessness-2021-2024.pdf>.

## Resilience and Environmental Sustainability

FAO's work in Somalia focuses on food security, nutrition, and livelihood protection in rural areas. It promotes resilient agri-food value chains, water and land management, and climate-smart systems. FAO provides technical support and capacity development to the government, working closely with communities to secure a better future.

FAO addresses food security and resilience through the promotion of sustainable agricultural practices and climate adaptation<sup>47</sup>, and works with WFP and UNICEF in these areas through the Joint Resilience Program. FAO uses the outcomes of the CF and the indicators to inform its country program.

UNEP focuses on environmental policy and climate resilience, and much of its program work directly aligns with the CF<sup>48</sup>. UNEP's environmental advisory role integrates government capacity building into programs, working with IOM, FAO, and other agencies, to build up Federal and Regional Government capacities to enforce climate change and environmental policies, strategies, and regulations. UNEP also supports programs focusing on resilience building for communities and ecosystems through community-based climate change adaptation and mitigation projects.

IOM implements training on regenerative agriculture, specifically permaculture principles including earthwork design to build resilience that farmers undertake. The training encourages farmers to employ techniques for sustainable land use by increasing water capture into the soil and planting diverse crops to balance the soil health thereby not only restoring the surrounding ecosystem to be regenerative and resilient to climate shocks, but also increasing the quantity and quality of their crop production.

UNHCR's 2023-2025 strategic direction for protection, solutions, and assistance interventions is shaped by the UNHCR Guidelines on Climate Change and Forced Migration<sup>49</sup>. To improve the quality of life for the forcibly displaced and reduce the impact of future shocks, UNHCR's programs focus on enhancing resilience, proactively mitigating the effects of climate change, and ensuring greater access to essential services in displacement.

## Livelihoods

FAO promotes increased productivity in the livestock, agriculture, and fisheries sectors, alongside the development of inclusive and gender-responsive agri-food value chains, which have the potential to drive employment, poverty reduction, food security, and improved nutritional outcomes, particularly for marginalized and vulnerable groups. Within this mandate, for example, FAO supported Somalia's response capacity to the threat of desert locust invasions by enhancing regional collaboration and strengthening preparedness and response measures, ensuring sustainable livelihoods and resilience for affected communities.

In addition, WFP and FAO contribute to livelihood resilience and food security, improving the economic well-being of communities through agriculture and food distribution programs<sup>50</sup>. WFP and UNICEF collaborate to strengthen social protection systems.

IOM designs interventions, particularly in rapidly urbanizing settings, to foster local integration as well as increased access to basic social services, land tenure security, housing and livelihoods<sup>51</sup>.

UNHCR enhances resilience and fosters economic development by providing skills training, entrepreneurship, supporting agricultural initiatives, livestock restocking and productive assets to both refugees, asylum-seekers, returnees, IDPs and vulnerable host communities.

UNCDF has supported the construction of a market in Bossaso and the rehabilitation of another in Baidoa, both aimed at supporting IDPs and other vulnerable groups. Additionally, UNCDF has supported the development of a Solar-Powered Irrigation Scheme in Baidoa, creating new opportunities for both IDPs and host communities. These interventions have not only improved livelihoods for IDPs but also promoted integration and social cohesion, while enhancing local authorities' own-source revenues.

## Social Development

47 SJF Climate and Resilience Strategy Note, Section on Environmental Sustainability and Food Security, outlines FAO's role in supporting resilient agricultural practices and food systems

48 UNEP thematic strategy notes on environmental resilience provide details on support to climate resilience goals in Somalia

49 UNHCR Focus Area Strategic Plan for Climate Action 2024-2030 | Refworld

50 WFP CPD 2022-2025, Sections on Food Security and Livelihoods, describes how WFP aligns with UNCF Outcome 3 on economic growth and resilience

51 Danwadaag Durable Solutions | IOM Somalia

FAO has led the food security cluster and contributes to the development of the Humanitarian Needs and Response Plan by providing timely food security data through FSNAU, generate early warning information for early action, and provide assistance to protect livelihoods of most vulnerable rural populations during emergencies. FAO also provides policy, programme and implementation support on social protection by developing a productive safety net programme, link early warning system to social protection and facilitate the linkage between climate change and social protection.

UNICEF focuses on child health, nutrition, education, and child protection, providing equitable access to basic services<sup>52</sup>.

WFP addresses malnutrition for both pregnant and lactating women, and for children, and provides antiretroviral therapy for tuberculosis treatment with both preventive and treatment activities and works on education by providing school meals to primary school students to contribute to educational outcomes through increase in enrollment, retention and graduation rates as well as nutritional outcomes. WHO also supports healthcare sector capacity strengthening.

IOM contributed to increase the resilience, self-reliance, and social cohesion of urban communities affected by displacement, through community action planning, implementation of climate change adaptation and mitigation actions.

### Cross-Sectoral issues

UN Women through the leadership of the regional coordinator supported the first ever UNCT-SWAP Gender Equality Scorecard 2024-2025 report which is a tool designed to hold the UN accountable for promoting gender equality. It brings together various UN country teams and focuses on key areas such as organizational culture, leadership, and strengthening gender-related competencies. It also aims to improve coordination among inter-agency groups, like Gender Theme Groups and Management Teams. Ultimately, the scorecard helps institutionalize gender mainstreaming within the UN's operations.

IOM and UNICEF work on capacity-building initiatives across health, social services, gender equality, disability inclusion and resilience, helping to coordinate services for displaced and vulnerable populations<sup>53</sup>.

UNHCR promotes gender equality and non-discrimination based on sex, and strengthens women's representation in decision-making bodies through engagement with women-led and community-based organizations, capacity building initiatives and construction of community centers where women and girls are safe and can engage in economic activities.

To ensure sustainability of responses, UNHCR is progressively working to transition services to other state actors including through line ministries who can provide services more sustainably (Ministry of Education and Ministry of Health). This is in line with a "whole-of-government" leadership for the refugee response, where line ministries and local governments play their mandated roles and responsibilities in service delivery, social protection, and economic inclusion.

In terms of empowering forcibly displaced to integrate locally, UNHCR continues to prioritize delivery of permanent shelter in all locations across Somalia where local authorities give an assurance of security of land tenure to ensure ownership of the land by beneficiaries. The delivery of shelters is done in collaboration with sectors which focus on livelihoods and economic inclusion within the framework of strategic urban planning processes and existing local development plans to ensure alignment with government and development partner initiatives.

***Finding #6: Respondents in general praised the inclusive nature of stakeholder engagement by the UNTMIS and the UN Agencies, specially mentioning regular involvement of Government (in particular Ministries of Planning and Finance and key sector ministries such as Public Health) and NGO representatives in the design of the CF programs and projects. However, in monitoring and evaluation of the projects and programs, stakeholder engagement was much more limited, according to the respondents.***

52 Source: UNICEF CPD 2021–2025, Health and Nutrition sections (Sections 31–42), Education sections (Sections 49–56), and Child Protection sections (Sections 57–62) present initiatives to improve healthcare, education, and child protection services aligned with UNCF Outcome 4.1.

53 IOM and UNICEF CPDs highlight joint efforts under UNCF Outcome 4.4, contributing to building local institutional capacity to manage displacement and promote resilience.

Because of the strong stakeholder engagement in project preparation, UN programs are generally driven by needs. On the other hand, respondents from NGO partners expressed concerns about limited engagement with local governments and some other line ministries.

All respondents from the Government and non-Government partners mentioned challenges in reallocating budgets to address shifting priorities.

RCO established an UN - Government M&E Working Group which meets quarterly to come up with strategies and mechanisms to strengthen participatory and joint monitoring.

***Finding #7: The available results data are mostly on Output level rather than on Outcome level, reason why the annual reports have principally reported on outputs rather than on outcomes and impacts. Hardly any data is available on the impacts of the CF. Also, the quality of the output and outcome data is not clear. Last but not least, available data at outcome level are not disaggregated, for instance for gender and for people with disabilities.***

The team that works on the data gathering could not exclude the possibility that results data of joint projects were submitted by each of the agencies forming the joint project, leading to double counting. Whereas each Output indicator has a means of verification and source of data, there is no generally accepted and used approach to the data-gathering of Outcome indicators. Finally, it is not clear whether the outcome indicators produce data that are sufficiently complete to assess the outcomes.

In the light of these doubts on data quality, and given the time-consuming work it takes, the Results Groups are questioning the relevance of the results framework of the CF, particularly the level of the output and sub-output level. The Results Groups members we spoke with, pledge for an M&E framework that focuses on a limited number of impact indicators (linked to intended impacts rather than to program outputs), a separate data-gathering guide with a dedicated data-gathering and data-analysis team. The question is whether the CF is a strategic (outcome/impact) or an operational framework (input/output).

Notwithstanding the lack of impact data, we can see some interesting results, such as the following examples<sup>54</sup>:

- » The norm of a minimum of 30% women in representative bodies (such as the Parliament) has become official policy of Somalia.
- » National Independent Reconciliation Authority (NIRA) was established, and the National Reconciliation Framework underwent a review.
- » National election law and legislation concerning political parties have been elaborated.
- » In the South-West State, 24 districts have been brought under Government control, while Al-Shabaab is controlling 4 districts.
- » Technical and operational support to Transitional Puntland Electoral Commission (TPEC), to conduct voter registration resulting in around 340,000 voters being registered, of which 49.7% are women. Also, one person one vote district council elections were organized in Puntland and women were elected as chancellors.
- » UN Joint Programme on Women, Peace, and Protection (UNDP, UNTMIS and UN Women) supported the establishment of 17 Women's Peace Networks and running of Women's Resource Centres across the five Federal Member States and Banadir Regional Administration (BRA).
- » Over 217 enterprises gained access to favourable loans and microfinance options facilitated by the UN in partnership with local financial institutions—over half of which were spearheaded by women.
- » A total of 1,177 Village Saving and Loan Associate (VSLA) groups were created.
- » Flood mitigation and flood defence systems on the flood-prone Juba and Shabelle rivers with support to embankment protection and dikes protecting nearly 70 thousand hectares of agricultural land and community infrastructures.
- » About 55km of irrigation canals were rehabilitated in Jowhar and 5km constructed in Kismayo, with 40 auxiliary structures.
- » Health indicators improved in 2023, for example skilled birth attendance increased from 32% in 2020 to 44% in 2023 indicating improved quality of maternal health services. Also, the under-five mortality rate declined from 122 (2019) to 112 per 1,000 live births, and the maternal mortality rate from 692 (2020) to 621 per 100,000 live births. Yet, these indicators remain unacceptably high, and Somalia is off track to meet SDG targets.
- » The UN reached 1.7 million people with essential life-saving health services, including nutrition interventions,

54 Unfortunately, we did not have disaggregated data

supported access for pregnant women to antenatal services in over 2,000 facilities, strengthened immunization systems and vaccine management, including through enhanced cold chain capacity, resulting in 85% of health facilities having solar-powered vaccine fridges.

- » The Early Warning for All (EW4All) initiative was launched and proved effective at saving lives during the El Niño floods. In addition, the Somalia Disaster Management Agency revised disaster risk reduction plans, integrating gender perspectives and local Disaster Risk Reduction (DRR) guidelines were developed to enhance community-based resilience.
- » The national safety net programme, Baxnaano, a government programme implemented by the UN, delivered three years of predictable cash transfers reaching a few hundred thousand of vulnerable populations and assisted about hundred thousand beneficiaries with assets and short-term employment opportunities.
- » The Joint Programme on Local Governance and Decentralised Service Delivery (JPLG) reached 43 districts in 2023, enhancing the delivery of basic services while improving municipal finance administration, revenue mobilisation legal and policy frameworks, and strengthening local governance systems and the capacity of local authorities. In the same year, the programme launched District Development Frameworks (DDF) in 33 districts (11 districts in Puntland, 15 districts in Somaliland, and 7 districts in other Federal Member States).
- » The DALABILE project engaged 56,000 young people through youth centres and peacebuilding initiatives.

Somalia experienced two years of drought (2021 and 2022) and one year of floods (2023) and thus needed humanitarian aid to save lives. Although the Cooperation Framework was not reviewed and adjusted to accommodate this aid, the nexus approach used has led to positive results, such as the rehabilitation of irrigation water systems and sanitation infrastructure, the integration of resilience in SafetyNet programs, the improvement of livelihoods among vulnerable populations (not only IDPs and refugees), and the collaboration with the private sector (for instance in Health services), a priority theme in the Somali National Transition Plan (in preparation).

***Finding #8: Most partner respondents (both Government and non-Government) appreciated UN's critical support to institutional capacity, especially through training, resources, and to the development of legislation.***

NGO partners valued the important budgets for training of staff and beneficiaries in the UN programs. Staff members receive 2 – 3 trainings per year and beneficiaries receive training on how to maximize the benefits.

With UN support several laws, legislations and policies have been elaborated and adopted:

- » The UN has supported the Federal Government in crafting vital governance laws, including those related to political parties, national elections, and power distribution. These efforts aim to create transparent and accountable institutional structures.
- » The UN supported the passage of the National Disability Act, which ensures the protection and empowerment of people with disabilities. This act was successfully passed through Parliament and the Upper house, providing a robust framework for safeguarding the rights of vulnerable groups.
- » The Galmudug Anti-FGM Act 2023 was signed into law in March 2024.
- » In the health sector, the UN has facilitated legislative advancements through the establishment of the National Health Professionals Council and supported the work of the National Medical Regulatory Authority in enhancing medication standards. These efforts, backed by the WHO, have strengthened healthcare regulatory frameworks, ensuring high-quality healthcare standards.
- » Other legislation has also been supported by the UN, such as the Civil Registration and Vital Statistics Bill, the Child Rights Bill, an anti-terrorism law and legislation to fight against money-laundering. However, the new Family Law and the Sexual Offenses Bill, supported by the UN, failed to pass Parliament.
- » The UN has backed initiatives like the Counter-Terrorism Project, which focuses on engaging youth to prevent extremism. Similarly, the development and successful passage of a National Youth Policy exemplifies the UN's commitment to empowering young people. This policy, a collaborative effort that involved advocacy campaigns, was eventually approved by parliament.
- » Collaboration with the UN has enabled the development of policies aligned with the Sustainable Development Goals (SDGs), such as the Solid Waste Management Policy (SDG 13), the Gender Policy (SDG 5), and the Disaster Management Policy.

The UN provided a range of training and equipment to security forces, covering areas like criminal investigation, SGBV offenses, child rights, and explosives mitigation. Parliaments in Hirshabelle, Galmudug, and Southwest regions were trained on parliamentary procedures and constitutional review, and police officers were trained in specialized areas such as gender-based violence (GBV) and trafficking investigations. Additionally, training programs included the establishment of child protection desks in police stations.

**Finding #9:** According to the respondents and the participants in the TOC review workshop, the Theory of Change assumptions in the CF, or in other words the change factors underlying the Outcomes (the “IF” statements) have been proven right. Yet, under most Outcomes, the outcome indicators selected are not linked to the change factors, which made it impossible to assess the impact of the CF programs on the change process.

An important part of the CF is political, particularly under Inclusive politics and Reconciliation and Security and Rule of Law. Several respondents indicated that these are processes in which it is difficult to catch political engagement and commitment in an indicator.

In addition, the Country Framework misses a “How to do” section, a guide how to measure the indicators and how to apply common key concepts such as SafetyNet, Value-chain, Women empowerment.

### 7.3 Efficiency

- » How effectively were resources mobilized, and budgets utilized to achieve UNCF objectives and NDP-9 goals?
- » Were adequate financial resources mobilized for the CF?
- » Was the planned budget realized, in what ways could transaction costs be further reduced in the next CF?
- » To what extent have the UNCF implementation promoted efficient use of resources to achieve maximum results?
- » To what extent did the CF create actual synergies among agencies and involve concerted efforts to optimize results and avoid duplication?
- » What efficiency lessons could be taken from the measures in the last CF into the next one?

**Finding #10:** According to all stakeholders interviewed, the needs are higher than available funding. On the other hand, the tables with CF’s financial data in Appendix F show underspending of available funding. Also, the budget for social development is much higher than the budgets for the other strategic areas, because the available budget for humanitarian aid (HRP) has been integrated in the social development strategic area, as the CF has not defined a strategic area for humanitarian aid.

It is important to note as well that project funding is the main funding modality. Little use is made of the program modality and no use of budget support, which are in principle more effective and flexible aid modalities than project support. This may explain the paradox of underspending in a situation where the needs surpass available funding.

**Finding #11:** The Cooperation Framework has added to the transaction costs of aid to Somalia, by adding another layer of coordination structures. The PMT and Results groups have not been merged with for instance the Pillar Working Groups of the NDP (Government-led), Sector or Thematic Groups (either Government-led or Development Partner-led), Cluster Groups under the HRP.

Except for the Joint Steering Committee, the CF structures are principally UN internal structures without participation of partners (Government, Development Partners, Implementation Partners), who are met in other coordination and engagement structures.

Some respondents from partner organizations highlighted inefficiencies such as (i) delays in resource disbursements that hindered timely implementation of projects; (ii) overlapping projects (target groups, target areas) financed by different agencies; (iii) expenditures not always in line with the planning due to reorganisation of budgets to facilitate emergency spending; (iv) misappropriation.

**Finding #12:** The accountability of the governance structures of the Cooperation Framework – Steering Committee, UNCT, PMT, Results Groups – for its performance and results, has not been clear. These structures missed tools,

such as a formal review function to assess CPDs and CPSs, and projects and programs, at the end of the approval and adoption process, in order ensure that the priorities are followed and approached are harmonized. As a result of the lack of focus and the breadth of the CF a risk exists that resources are spread thinly.

The Joint Government - UN CF Steering Committee only met twice in the period evaluated (2023 and 2024) and thus could not really oversee and guide the framework.

The UN Country Team regularly met in a good atmosphere and discussed cooperation issues and potential joint programs, among other issues. However, some UNCT members also said that the strategic focus of the UNCT meetings has not always been very present in the meetings, because the exchange of information usually took a lot of time, which could have been dealt with by simple email exchange.

The Programme Management Team, which should have provided strategic advice and guidance to UN-system wide programmatic issues and could have helped to get these issues well prepared on the UNCT agenda, has been dormant in the first years of the CF and has recently been reactivated.

The Results Groups did not have the resources and not enough manpower nor the formal responsibility to “ensure coordinated complementary approaches with humanitarian, development, and peacebuilding actors in line with identified nexus priorities” or to “ensure alignment, continuity, complementarity, coherence and coordination between UN and national structures”, as the CF states. Data gathering and reporting has been their main task.

Finding #13: Data Management and Data Science (analysis, reporting) is a crucial task in the CF architecture, but with only 1 officer in the RCO for a major part of his work dedicated to this task, supported on a very limited part-time basis by M&E officers from UNTMIS and the AFPs. In addition, the CF has not provided a guide on the data collection, data management and data analysis methods and approaches to be used.

The fact that the CF has more than 50 outcome indicators and much more output indicators does add to the data collection challenge for such a small team. Moreover, there is no dashboard put in place to monitor progress on a limited number of key outcome / impact indicators and according to the 5 years targets (not only the annual targets). UNINFO templates are used for data collection and analysis, but one cannot fully characterize these as guides.

The Joint Workplans have been principally used as a monitoring tool, rather than an instrument to identify overlaps, gaps, potential synergies, joint programming opportunities, and have not been developed in collaboration with Government partners, as was suggested by the Cooperation Framework.

The Results Frameworks of SJF and of most of the country assistance programs of AFPs and UNTMIS are not harmonized with the Results Framework of the CF (e.g. not using the same outcomes, outputs and indicators), leading to inefficiencies and parallel databases that are difficult to link. The Results Framework of the CF is not harmonized with the Results Framework of the NDP9 either.

An annual review of the progress data gathered in 2022 and 2023 was done by the MEL Working Group, for a large part consisting of Results Groups members, but the CF does not provide for an independent data quality review mechanism, as other development partners have put in place (for example MCC and World Bank). No quality review was done in 2021, as the MEL WG was not established yet.

## 7.4 Coherence and coordination

- » Has the CF strengthened the credibility and reliability of the UN system as a partner for the government and other actors, and used effectively as a partnership vehicle?
- » Has the CF strengthened the coherence of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?
- » To what extent has the CF facilitated access to new financing flows for national partners and reduced transaction costs?
- » Post UN reform, to what extent have UN agency programs and work plans been effectively and meaningfully derived from the CF both in design and implementation?
- » To what extent did the post-reform Resident Coordinator office's roles and responsibilities enable positive UNCT's joint convening power and better coherence of the Country Team? \*1

Note \*1: we do not have information to be able to answer this question.

**Finding #14:** *The CF is used as partnership vehicle in the coordination and engagement meetings with the Federal and the FMS Governments (in particular the planning departments) and NGO partners. On the other hand, the CF is not used as partnership vehicle in the coordination and engagement meetings with other Development Partners and with sector ministries.*

According to respondents from Development Partners, the CF has not been discussed in the last years in the Somali Development Group. They are aware that the CF exists and have superficially read it, but they do not consider it as a reference document for their partnerships and engagement with the UN. The UN – WB dialogue for instance is organized around joint strategic priorities and is not based on the CF.

**Finding #15:** *The Cooperation Framework has fostered coordination within the UN, and both the framework itself and the Common Country Analysis are used as reference documents, particularly at UNCT and PMT levels. Only few of the country program documents and strategies of the UN agencies and funds have been formulated after the adoption of the current CF and are fully based on the Cooperation Framework (e.g. SJF, UNIDO, UNWOMEN, WFP).*

Internal UN coordination has been strengthened by the CF, but coherence in program implementation has not been a point of attention (except for the SJF), due to an inactive PMT and Results Groups with limited capacity. Also, the evaluation did not hear about efforts to standardize and streamline monitoring and reporting requirements.

**Finding #16:** *The Cooperation Framework has fostered the design of large and joint “Flagship” programs, focused on CF outcomes and building on the comparative advantage of the different UN actors (UNTMIS and AFPs). However, this is a voluntary process, and no structure exists that can enforce the actors to go for joint programs.*

Joint Flagship programs such as Jowhar Offstream Storage Programme JOSP; Baxaano SafetyNet, Joint Resilience Program, Joint UN Programme on Local Governance, have strengthened the Cooperation Framework and the credibility of the UN system vis-à-vis the Government and Development Partners.

The Joint Program for Human Rights, co-led by UNICEF and UNTMIS/HRPG has been critical in strengthening the implementation of Somalia's human rights commitments. The Women Peace and Protection Joint Program co-led by UNDP and UN Women with contributions from UNTMIS/HRPG and UNTMIS/Integrated Gender Office, has provided a concerted effort to promote gender-responsive approaches to peacebuilding. Other joint programmes under the Security and Rule of Law pillar are the Joint Justice & Corrections Programme (UNDP, UNODC, UNTMIS) and the Joint Police Programme (UNDP, UN Women, UNTMIS).

The Somali Joint Fund, an important instrument of the CF, has prioritized joint programs and has fostered coherence in program implementation. However, also the SJF has not used country systems for its programs and the Fund has used an architecture and a results framework slightly different from the CF. The donors of the SLF did not accept the proposal to use the CF as architecture, because they considered it too broad and too packed. Someone said: “The UN is struggling with the dilemma of prioritization versus leaving no one behind”.

**Finding #17:** *The CF has not been used to engage with donors concerning long-term funding. Also, the CF has not been reviewed to incorporate new funding mechanisms such as climate financing.*

On the other hand, respondents from Government partners, both Ministry of Planning and line ministries, indicated that the strong alignment of the CF with the NDP made it easier for them to access funding and to better coordinate.

## 7.5 Sustainability and orientation towards impact

- » To what extent will CF activities, results, and effects be expected to continue after 2025 and contribute towards the Agenda 2030? \*1
- » To what extent have UN system activities, articulated in the CF, driven progress towards or supported achievement of Theory of Change outcomes levels and beyond?
- » How have the programs under the Cooperation Framework specifically impacted vulnerable populations, including women, children, and marginalized groups? \*2

Note \*1: It was not possible for us to assess the effects of the rapidly changing aid context (USAID cancelled, decreasing ODA overall) on the Agenda 2030.

Note \*2: As we did not have program evaluation reports at our disposal, we do not have information to be able to answer this question.

**Finding #18:** *A general observation from all interviewees and from the TOC Review workshop was that the CF lacked prioritization and did not focus on the key development accelerators identified by the Common Country Analysis (CCA) and Theory of Change. Some called it a “Christmas tree”; others a “big tent”.*

A critical review of the CF document revealed that the outcomes are indeed very packed. For instance, Outcome 2.2 – Accessibility and responsiveness of institutions (which ones?) in empowering communities to address underlying causes of insecurity and conflict as well as endemic violations of human rights and marginalization, will be ensured by efficient civilian oversight of security and rule of law institutions, comprises several outcomes, such as:

- » Accessibility and responsiveness of institutions (which ones?) in empowering communities to address (i) underlying causes of insecurity and conflict, and (ii) endemic violations of human rights.
- » Accessibility and responsiveness of institutions in empowering communities to address underlying causes of marginalization.
- » Efficient civilian oversight of security and rule of law institutions.

Or Outcome 3.2 – Natural resources are sustainably managed and binding constraints addressed in key productive sector value chains (which ones?), leading to enduring productivity gains, increased value addition, and enhanced opportunities for decent work, can be unpacked as follows:

- » Natural resources are sustainably managed in key productive sectors leading to enduring productivity gains.
- » Binding constraints addressed in key product value chains leading to increased value addition.
- » Enhanced opportunities for decent work in key productive sectors.

Or Outcome 3.3 – An integrated (what does that mean?) national programme for human capital development is established, increasing access to market-based skills for all – including the most marginalized and vulnerable groups (which ones?)– and safeguarding their rights, can be unpacked into:

- » An integrated national programme for human capital development is established to increase access to and development of market-based skills for all.
- » An integrated national programme for human capital development is established to increase access to and development of market-based skills for vulnerable populations, in particular women.
- » Safeguarding the rights of vulnerable populations, in particular women.

Also, the outcome indicators defined by the CF are not necessarily linked to the Theory of Change. For example, the TOC of Outcome 3.3 is presented in the textbox hereafter. The outcome indicators are (1) Unemployment rate; (2) Proportion of economically active youth unemployed or underemployed; (3) Vulnerable employment among women.

**A few observations:**

- » Marginalized and vulnerable groups, as mentioned in the outcome, are not subject in the TOC.
- » Safeguarding rights is not an issue in the TOC nor in the indicators.
- » Quality of the human capital development program and access to market-based skills is not covered by the indicators.
- » Dialogue mechanism (« tri-partite plus ») mentioned in the TOC, not covered by the outcome nor by the indicators.

IF the capacity of public and private (for-profit and not-for-profit) organizations is strengthened to promote gender-sensitive human capital development, including through the establishment of national systems for promoting job readiness, vocational training and education, and the training of trainers; and

IF effective and inclusive dialogue mechanisms – including “tripartite plus” – are established in order to reinforce the link between skills demand and supply; and

IF Somali women and men have significantly increased access to entrepreneurship training and business skills development resources; and

IF the capacity of government, employers’ associations, and trade unions is strengthened to promote, enforce, and monitor the adoption of international labour standards, rights at work, and occupational health and safety standards:

THEN: All Somalis will have the opportunity to benefit from an expanding labour market, acquiring skills and capabilities that are closely aligned to emerging market needs and offer the prospect of sustainable and decent work.

The CF uses 58 indicators to measure the outcomes and the annual data-gathering exercise by the Results Groups is felt as a challenging task.

**Finding #19: Government and non-government partners of the UN underlined the need to adapt the CF to the new priorities under the NTP.**

Some respondents expressed scepticism about the UN’s ability to adjust to the strong accent in the NTP on private sector involvement.

**Finding #20: Most respondents from NGO partners highlighted the need to shift focus from emergency responses to resilience-building efforts to achieve the 2030 SDGs. Sustainable initiatives, such as community-led projects and self-reliance strategies, are seen as critical for long-term impact.**

Under the CF, the UN has increasingly financed durable solutions for internally displaced persons and refugees, mentioned by many respondents as important measures to strengthen the sustainability of the CF programs.

## 7.6 Conformity with cross-cutting issues

- » To what extent have environmental sustainability principles, gender equality, human rights principles, fight against corruption have been integrated into the projects and initiatives of the Cooperation Framework?

**Finding #21: The available data gathered for the JWP Progress reports are not disaggregated for gender or disability, with very few exceptions. Most of the indicators are qualitative indicators, not easy to disaggregate. Generally speaking, the structure of the JWP template is not very appropriate for disaggregating data.**

Some indicators are designed with relevant disaggregation dimensions such as the 2nd Outcome indicator for Outcome 4.4: “Percentage of women and men affected by displacement, youth, persons with disability, and minority groups who have participated in public affairs decision making and planning and are able to contribute to state building through peacebuilding, reconciliation, and political participation”. The target aims “10% of displacement-affected communities (disaggregated by gender, age, etc.)”. However, there is no information available for this indicator.

Idem for one Output indicator related to this Outcome: # of displacement affected men and women, youth, persons with disability receives legal identification document”. The target for 2025 is a non-disaggregated number (56,000).

Also the progress numbers (2,914 in 2021; 4,283 in 2022 and 1,638 in 2023) are non-disaggregated.

Moreover, most of the indicators are qualitative indicators, not easily to disaggregate. For example: the Output 1.1.2: “Somalis, particularly women and youth, benefit from and participate in functional, inclusive, accountable and transparent democratic systems across all levels of government and governmental institutions” with the Indicator b: “Number of legal and regulatory frameworks addressing barriers to inclusion developed through transparent and inclusive processes ensuring the meaningful participation of women, youth, persons with disabilities, minorities and other societal groups in decision making”.

The baseline of this indicator states: “Meaningful participation and influence of mentioned groups, particularly those experiencing overlapping discrimination and marginalization, as well as their organization is generally very low and lacking in quality, effectiveness and structure”. This baseline has a note “Data on this is generally lacking”.

Very few exceptions, such as indicator “e – “Cumulative number of additional jobs created, and jobs retained” – for Outcome 3.1. The achievement is disaggregated in a note, by agency and by gender”: 885 additional jobs created 400 by L3 GPCR3 project (50% women); and 485 by IWRM Project (30% women)”. Moreover, the current application of the Gender Equality Marker does not accurately reflect the true impact of indicators on gender equality and has not effectively promoted adequate data collection and reporting.

*Finding #22: According to the Government and non-Government partners, and confirmed by project documents, the CF has enabled systematic integration of cross-cutting key principles such as gender equality, human rights, environmental and social safeguards, and the fight against corruption, in its programs. Respondents highlighted a strong alignment between the UN and Somali Government in embedding these principles at every stage of project preparation, planning, implementation and monitoring.*

The UN stimulates partners, particularly NGO partners, to integrate gender-equality and to create possibilities for people with disabilities and supports for instance an organization for visually impaired women and men.

Most respondents from implementation partners confirmed the adoption of sustainability goals and eco-friendly practices, gender-sensitive hiring, focus on women as target group, and the consistent embedding of human rights principles to promote fairness and justice.

Anti-corruption measures are also rigorously implemented to ensure accountability and transparency. However challenges such as limited resources and internal constraints hinder the full realization of these principles in some regions, with implementation falling short of plans.

## 8 CONCLUSIONS

### 8.1 Relevance<sup>43</sup>

Partners are positive about the UN engaging with partners, in particular during the design phase when stakeholder consultations were intensive and well organized, including all Government and non-Government partners and representatives of the Federal Member States (except Somaliland).

However, most probably because of the COVID pandemic, engagement was considerably reduced during the execution of the Cooperation Framework. No stakeholder platform was established where the stakeholders regularly and jointly monitor and review progress of CF-implementation and discuss the challenges and issues. The Joint Steering Committee met only twice.

According to the stakeholders interviewed, regular discussions between the UN agencies and its partners have not been driven by the CF and the CCA but rather by policy issues, immediate sector needs and emergencies. Joint monitoring took place at program and project level, not at CF level.

The Cooperation Framework is seen as very broad and has offered a “big tent” to house the country programs of UN agencies and UNTMIS. As the outcomes defined are heavily packed where every UN organization finds something to its liking, the CF has not focussed on the key change factors and development accelerators, identified by the Common Country Assessment and integrated in the Theory of Change.

The CF is a framework that facilitates strategic discussions with the Government, but it is not political compact that leverages commitment to reforms and obliges the signatories. Fully aligning the CF with the Government agenda has proven it challenging to find room for the own priorities of the UN such as gender equality. On the other hand, the 30% minimum threshold for women participation in the Parliament can be seen as a success of this approach that strengthen the partnership with the Government.

While the TOC uses “If... then...” assumptions to map potential causal pathways, the Results Framework focuses on indicators and outputs without explicitly making a link with these assumptions. The TOC might include, for example, an assumption like “If community policing is enhanced, then trust in local institutions will increase,” whereas the Results Framework would measure specific outputs such as the number of trained police personnel or reduction in crime rates. So, there is no clear-cut link between the results indicators and the TOC assumption. This was also noted and discussed in the TOC Review workshop.

The country context of the Cooperation Framework, with quite some emergency situations, has had quite an impact on its performance: COVID in 2021, the worst climate emergencies in 100 years in 2022 and 2023 and a complicated election process. Aid has been diverted to the impacts of the climate shocks and nexus issues such as resilience and sustainable safety nets have become important themes in the CF programs. Yet, the TOC and the CF itself have not been reviewed and updated to accommodate these events and developments, reason why for instance IFAD has not used the CF but the HRP as basis for its IPC Projection.

### 8.2 Effectiveness<sup>44</sup>

The Cooperation Framework has been strongly aligned with the ninth National Development Plan of the Federal Government and is organized according to the same pillars as the government plan. The CF has contributed to NDP9 results and the SDGs linked to these results, and achieved several key results, for instance in building capacity, new legislation, livelihoods, social services delivered by private actors, resilience, safety nets.

All Government partners appreciated the possibility to participate in the design of programs and projects but most of them (particularly at the FMS level) also criticized the lack of ownership in the execution phase. The CF has not promoted Government ownership by using country systems, such as (i) the Treasury to channel funding, linked to reform and result-based disbursement triggers; and (ii) Government monitoring systems, which has reduced its effectiveness to leverage reforms.

The data on outcome indicators at June 30, 2024 compared to the targets, are presented in Appendix F, which shows that few intended outcomes have been realized and more importantly, no data are available on many outcomes. More data are available on outputs and sub-outputs (activity level), which explains that the Annual Reports have mostly presented outputs rather than outcomes, hence little is known about the impact of the UN-system on the necessary

43 See findings #1 - #4

44 See findings #5 - #9

reforms and changes in the country as brought to light by the CCA.

A common understanding of the country's issues and change factors (CCA), a broad acceptance of the outcomes (CF), a willingness to prepare joint operations, and a strong data base to learn about the impact of the UN system, are the main elements underlying the effectiveness of the CF.

The Results Framework of the CF has several flaws and could have been benefitted from an independent quality review:

- » Outcomes are too packed, resulting in a lack of focus and leading to too many indicators and high transaction costs to monitor these indicators.
- » - Weak link between the indicators and the Theory of Change, hence no updated information available on the status of change factors or development accelerators.
- » Indicators selected are producing information on outputs rather than on impacts, hence difficult to report on the impact of the UN-system in the country. The annual reports are largely activity-driven rather than impact-driven.
- » Several indicators are not SMART, hence challenging to gather relevant data. The indicators also lump vulnerable groups together, for example Proportion of poor people covered by predictable government safety nets; Percentage of women and men affected by displacement; Youth, persons with disability, and minority groups who have participated in public affairs decision-making and planning and are able to contribute to state-building through peacebuilding. This mode of conflation hides essential differences in poverty determinants of various vulnerable sub-groups, but more importantly, will also hamper monitoring progress against these unique groups.
- » The CF misses a "How to measure" guide in order to standardize the data collection,
- » An independent Data Quality Review mechanism is absent, hence difficult to confirm the reliability and completeness of the results data produced.

At the design phase, several of the economic indicators at outcome level were taken from the World Bank Doing Business report. However, the Bank canceled the Doing Business Report, after the CF was finalized.

### 8.3 Efficiency<sup>45</sup>

The financial data over the 2021 - 2023 show persistent underspending (varying per year), probably due to the broad character of the CF, spreading the resources thinly over many actors, and the use of parallel implementation structures. The underspending could also be caused by rigid expenditure rules that do not permit budget shifts, for instance moving budget from one project objective and activity line to another. Many partner respondents complained about these rules.

The Cooperation Framework has added to aid transaction costs rather than reducing these, by adding structures and activities to the aid architecture (e.g. PMT, Results Groups, JWPs and data collection), and not streamlining these into "traditional" programming, monitoring and coordination mechanisms, such as Pillar Working Groups (chaired by the Government), sector coordination groups, the Somali Development Group, resource mobilization meetings with development partners etc. Moreover, the CF has not led to harmonized and unified reporting requirements across the UN-system in Somalia.

The CF's accountability structure is thus not clear, as the engagement of AFPs and UNTMIS with Government is not vested in the Cooperation Framework. UNTMIS has a mandate of the General Assembly and the Agencies have their corporate mandates, and the UN agencies and UNTMIS do not need a positive review by UNCT and/or PMT to start a programme. Also, the CF structures such as UNCT and PMT do not negotiate funding with Development Partners, cannot enforce the use of country systems and joint monitoring mechanisms, and do not have a proper budget to initiate critical analytic work (e.g. reviewing the CCA) and gather data on impacts.

Data Collection and Management is a crucial and indispensable part of the Cooperation Framework, but very limited resources have been freed for this. No dedicated team has been established: in addition to the hard-working expert at the RCO, for whom this is part of his task description, M&E staff has been involved that had to work on the CF in addition to their core business for their organization while not having CF work in their contractual terms of reference.

45 See findings #10 - #13

The CF is a strategic framework, not a programming tool, and in that light the usefulness of the JWPs that force to monitor outputs and sub-outputs, is questionable. Programming takes place at UNTMIS and AFP level, in collaboration with Government, Implementation Partners and Development Partners. The CF provides direction and operational guidelines, norms and standards. In principle a Theory of Change provides a broad narrative and strategic intent by mapping how each outcome logically contributes to long-term impacts. The TOC of the UNCF establishes high-level outcomes based on “IF [assumption] THEN [outcome]” logic, which sets a clear pathway to impact.

The question is whether it is useful to further break down these outcomes into specific indicators and outputs, and actionable activities, as the JWPs do, when programming takes place at agency and UNTMIS level. The JWP is detailed at the output level, breaking down each outcome into quantifiable activities, resources, and responsibilities for monitoring and evaluation. The JWP is the reason that Results Groups are very busy gathering data, rather than doing their core business on how to improve aid effectiveness. Moreover, JWPs of the year N were approved in September or October of the same year (not at the end of year N-1 which would have been logical), which underlines the irrelevance of the current tool as operational (planning, monitoring) instrument. On the other hand, work on the JWPs may help to avoid funding duplications.

Also, tools to increase the efficiency of the CF are absent such as a Dashboard to monitor and show progress, as the data were fed into UN Info, which has not developed yet a functional dashboard per country. Also, an annual review platform with all stakeholders involved, which could have increased buy-in, has not been put in place. Last but not least, the UNCT has been used as an information-sharing body, not as an oversight body with some enforcing authority.

Sequencing is an issue. Ideally the country assistance documents of UMTMIS and the AFPs should be developed after the adoption of the CCA and the CF, which is not the case for all agencies.

#### 8.4 Coherence and coordination<sup>46</sup>

The Cooperation Framework has been used by UNTMIS and AFPs as background document rather than a partnership vehicle and has not functioned as point of departure or centre of gravity for Government, other development partners and NGOs to design aid programmes and projects. The CF has not been directing the agenda of the Somali Development Group (donor group) and coordination takes place in the Pillar Working Groups, chaired by the Government, and at sector level, in groups as for instance the Food Sector Working Group, Irrigation technical group, Somalia Education Cluster, and Energy Sector Working Group. Stakeholders also meet in the Inter-Cluster Coordination Group, dealing with the coordination of Humanitarian aid. Except for the Joint UN-Government Steering Committee, the CF Governance structures (UNCT, PMT) are not open to non-UN partners (except for the World Bank.

Very few of the UN agencies use the TOC and the Results Framework of the Cooperation Framework in their country assistance program while all others, including the Somali Joint Fund, have developed their own TOC and Results Framework. Moreover, dialogues with stakeholders are not TOC based but rather project based.

Although not being used as a partnership vehicle, the CF has strengthened the UN system’s credibility and reliability for the Government and other actors, according to the respondents. The framework has triggered UNTMIS and AFPs to coordinate their programs, to look for coherence in their approaches, and to identify joint programs, building on the comparative advantages of Mission, Agencies and SJF. According to the respondents, competition between Agencies over the diminishing resources has considerably decreased, principally because of the exchange of information in the UNCT that meets every two weeks.

Although the Results Groups have not had time and formal responsibility to comment and review new operations prepared by the UN-system, the Programme Management Team, recently reactivated, has cautiously started to discuss prioritization and focus (“What are the change factors and how should we commonly address these?”) and to develop programming guidelines. A willingness exists to reduce transaction costs and agree on common priorities and a commonly agreed allocation of available resources and to develop more Joint Flagship programs. Yet, the CF has no clear objective defined to prepare such flagship programs for each of the strategic areas of the CF. The lack of joint prioritization of activities may explain that the Results Frameworks of the country assistance strategies of the AFPs have not systematically been linked to the RF of the Cooperation Framework.

46 See findings #14 - #17

In addition to program-based approaches and the use of country-systems, joint analytic work (such as the CCA) and joint monitoring (involving all stakeholders) are two important elements of the aid effectiveness agenda, but which have hardly been implemented under the current CF, after a promising start in the design phase.

All Government and non-Government partners noted and criticized the lack of one format and one set of requirements for project preparation, monitoring and reporting, to be used by all AFPs and UNMTIS. It would help to strengthen efficiency and coordination.

The Somali Joint Fund, a critical tool of the Cooperation Framework, has become a functional joint funding mechanism for a group of Development Partners, but has not strengthened the CF to its full potential, because its financing windows are not fully aligned with the strategic areas of the CF (seen as too broad by the DPs) and it has not adopted the CF's Results Framework. In the regular meetings between SJF management and its donors, the CF has not been an agenda item. According to our interview with a representative of the DPs, they are open to let the SJF use country systems.

## 8.5 Sustainability<sup>47</sup>

The Cooperation Framework being a “big tent” with place for many tenants and lack of prioritization, implies that the resources have been spread thinly, limiting sustainable impact. The CF did not define the criteria for “entering the tent”, a threshold to distinguish projects being considered part of the framework and projects (small, not focussing on priorities) being not part of the framework. Also, the UNCT has realized that joint funding and joint implementation mechanisms increase efficiency and credibility.

Not using country systems has affected the sustainability of interventions, because it has made it more challenging for the Federal Government and the Member State Governments to scale up and reproduce elsewhere.

Respondents indicated the need to align the new CF with the NTP, in which focus is shifted from emergency responses to resilience building through community-led projects and self-reliance strategies including a growing role for private sector actors.

## 8.6 Cross-cutting principles<sup>48</sup>

Respect for human rights is a specific outcome in the Cooperation Framework, but other cross-cutting principles, such as gender equality, disability and environmental sustainability, have not been integrated as specific outcomes in the CF and data are thus not disaggregated.

On the other hand, all UN projects in the country have applied social and environmental safeguard principles, have done gender equality and human rights assessments when preparing the projects and their activities, and prioritize vulnerable populations and particularly women. These principles are also part of the terms of reference for mid-term reviews and end-of-project evaluations.

However, a commonly agreed way to do safeguard assessments and against what indicators reviews and evaluations should take place, has not been developed. UNTMIS and the AFPs have their own ways of integrating these cross-cutting principles.

In the JWP documents, there are very few indicators that could provide information on the number of beneficiaries reached in the context of the CF. And even fewer indicators disaggregate the data by gender.

## 8.7 Limitations and lessons learned

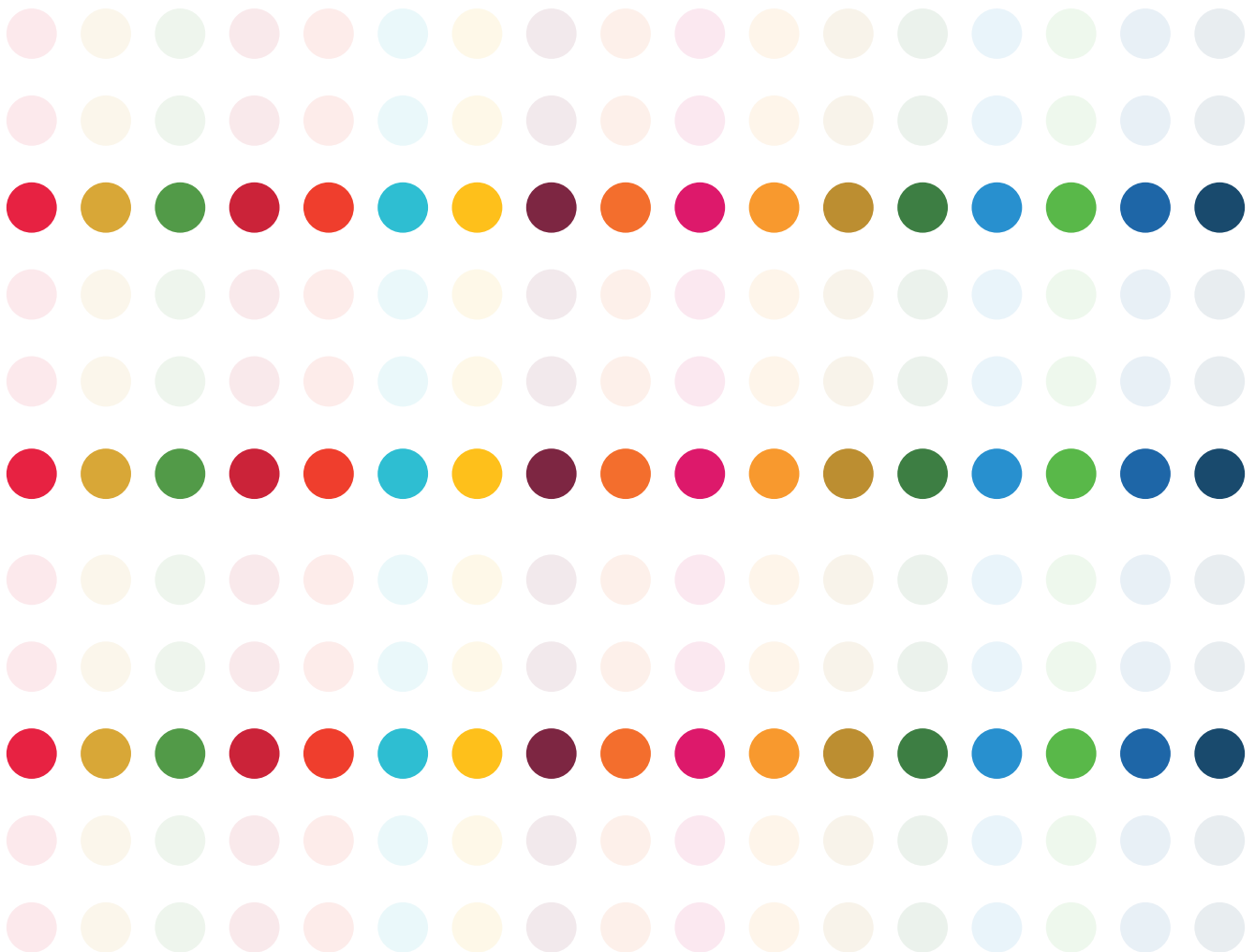
Regular and structured meetings improve the quality of stakeholder engagement and ensure alignment with the country's priorities. The COVID pandemic in 2021, and the subsequent the climate shocks in 2021 and 2022 (drought) and 2023 (floods), have affected stakeholder engagement and thus the level of coordination among UN-agencies and with the Government, Implementation Partners and Development Partners. Also, frequent staff reassignments in the Government but also in the UN-system have disrupted engagement with partners.

47 See findings #18 - #20

48 See findings #21 - #22

Due to the climate shocks many partner respondents noted the shift of aid from development to emergency while using non-government structures, a shift not accommodated by a review of the CF. On the other hand, the number of victims caused by the climate shocks has been relatively low according to respondents, compared to similar events in the past, which indicates that the country was better prepared and dealt better with the circumstances. Capacity on preparedness, early warning and resilience, has thus increased, which can be seen as a positive result of the CF.

The funds diverted to humanitarian response to the climate shocks have been reported under the CF (social development strategic area), but the framework has not been reviewed to accommodate the Humanitarian Response Plan. The common understanding among the respondents is that structural, multi-annual activities with IDPs, Refugees and vulnerable communities in general should be integrated in the Cooperation Framework, while short-term activities to save lives should remain under a separate humanitarian response plan with a related budget.



## 9 RECOMMENDATIONS

The recommendations have been developed by the evaluation team, based on the findings and the discussions. Several recommendations have been suggested by respondents during the interviews or provided as part of the feedback on the first draft of the evaluation report.

### 9.1 Strategic level

*R1: The CF should be more forcefully promoted by the UN-system (UNTMIS and all agencies) as a partnership vehicle. The Joint Government – UN Steering Committee should meet at least once a year, and an annual CF Partnership Forum could be established to jointly review the results of the framework<sup>43</sup>.*

The Resident Coordinator, who participates in the Somalia Development Group, should propose this donor group to use the CF as one of the crucial reference documents for its policy and strategy discussions. The Country Framework should be the point of departure for UNTMIS and AFPs in their country assistance, programming and donor engagement discussions.

To strengthen the relevance of the Cooperation Framework and its leverage on reforms, and to deal with contextual changes, it should be reviewed and adjusted on an annual basis, and, where possible, use and strengthen country systems and apply joint and participatory monitoring to implement its programs, in particular the flagship programs, including the SJF. A threshold could be defined above which the CF's projects should use the Treasury system for expenditures and the country's monitoring and statistical systems. Strengthen the M&E capacity of the Federal and FMS Governments and include community feed-back mechanisms.

Alliances of UNTMIS and/or AFPs, and their partners, should develop at least one or two Flagship Programs for each strategic area of the Cooperation Framework that can function as centres of gravity for stakeholders and other development partners.

As an effective partnership vehicle with flagship programs, the CF could also become a better tool for resource mobilization, finding and negotiating new financing opportunities. Climate financing should be looked at.

*R2: The new Cooperation Framework should focus on the key issues identified by the CCA and the key underlying factors and actors (and their motivations) laid out by the TOC and prioritize work on the development accelerators. During the preparation of the new framework, a broad stakeholder workshop could be organized to identify the successful stream of works that contributed to the outcomes and that could be reinforced in the new framework<sup>44</sup>.*

The political, security, and climate landscape in Somalia continues to change, as reflected in reports and evaluations. New challenges, such as increased climate risks and shifting political dynamics, require adaptive strategies. Certain outcomes from the current CF, such as in the areas of state building and reconciliation and environmental resilience, may need adjustments based on lessons learned from ongoing programs like the State-building and Reconciliation Support Programme (SRSP).

The Human Rights, Gender, Disability, and Climate and Resilience windows are becoming increasingly significant. Integrating these cross-cutting issues, as specific strategic areas into the new CF could make the framework more comprehensive and relevant.

To perform across the Human Rights, Disability and Gender spectrum, a broader investment in sex, age, disability and minority data is needed. This will entail investing in building data collection and data management capacity of UN-agencies and the Government and dedicating more funding to conduct baseline, mid-line and endline surveys.

To avoid packing of the social development strategic area, the next CF should have a specific strategic area for nexus activities such as the structural and multi-annual humanitarian work with IDPs, refugees and other vulnerable populations (e.g. SafetyNet, WASH, Nutrition and food security). Short-term humanitarian responses to climate and security shocks ("saving lives") should be kept out of the CF and remain in a separate Humanitarian Response Plan. The focus in the new CF should not be on short-term emergency aid but rather on long-term resilience-building aid.

Sustainable initiatives, such as community-led projects and self-reliance strategies, are seen as critical for long-term impact. Under the CF, the UN has increasingly financed durable solutions for internally displaced persons and refugees, mentioned by many respondents as important measures to strengthen the sustainability of the CF programs.

43 Linked to findings 1, 2, 5, and 14

44 Linked to findings 2, 9, and 18

Align the CF with the National Transition Plan (in preparation). However, alignment with Government priorities does not necessarily imply a mirroring of the NTP, but rather a search for a balance between respecting Government priorities and the priorities of the UN-system, based on CCA/Theory of Change, mission statements of UNTMIS and AFPs and their comparative strengths and weaknesses.

**R3: Keep the Results Framework of the CF at impact and outcome level, introduce impact indicators and forego the output and sub-output indicators<sup>45</sup>.**

Make sure as well that the results frameworks of the country assistance strategies of UNTMIS and AFPs and of the flagship programs do align with the impact and outcome indicators of the CFs Results Framework. The JWP could become a technical guide on methods and sources to measure the impact and outcome indicators and could also include an operational guide on key approaches used by the various UN organizations such as Governance and Institutional development, Resilience, Value-Chains, Durable solutions, Safety Nets etc.

## 9.2 Operational level

**R4: Strengthen the Country Framework's accountability structure by giving the PMT a formal responsibility to review the country assistance strategies of UNTMIS and AFPs and concept notes of large programs and projects<sup>46</sup>.**

The PMT could delegate this work to the MEL Working Group (for the country assistance strategies) and Results Groups (for the review of the concept notes). To avoid adding an additional layer to a project preparation process, AFPs could decide to delegate their internal quality review process to the PMT/MEL Working Group. In the case of Joint Projects, it should be a condition sine qua non that the PMT reviews the quality before final approval of the project.

An independent quality review of the Country Framework should be facilitated by the PMT before the UNCT signs it, and a budget should be made available to do critical analytic work, such as an updated CCA, as part of the annual review process.

Joint work should be the principle, fostered by the UNCT, such as joint projects, joint monitoring, joint analytic work. The PMT could also work on common and jointly agreed standards for participatory project preparation, integrating of cross-cutting principles, implementation, monitoring and reporting to reduce transaction costs.

**R5: Avoid "Christmas trees", heavy loading of the outcomes of the new CF and limit the number of indicators to measure to about 20 impact indicators<sup>47</sup>.**

The indicators should be SMART and more closely linked to the TOC and thus focusing on the key impacts the UN-system wants to pursue in Somalia and on the key drivers of change. Make sure that the indicators provide for disaggregated data according to criteria as vulnerability, gender equality, disability and human rights.

The new CF should avoid categorizing and treating vulnerable groups (e.g., women, youth, older persons, and people with disabilities) as a single, uniform entity. While indicators can be designed to include all these groups, explicit language must ensure data disaggregation and reporting specific to each group to address their distinct needs effectively. Ensure at least one dedicated impact indicator for gender equality, disability inclusion, and minority rights in each strategic pillar.

The selection of the Gender Equality Marker should be seen as a tool to foster greater targeting and inclusion of women and girls and will help reporting against the indicators identified as either Significant or Principal contributing to gender equality.

Additionally, developing a multi-dimensional vulnerability index that captures intersecting disadvantages will help ensure targeted interventions that respond to the specific challenges faced by different sub-groups within vulnerable populations.

45 Linked to findings 4, 7, and 13

46 Linked to findings 4, 7, and 15

47 Linked to findings 2 and 19

The new CF should include a section with guidance on the indicators, including clear directives on the collection and reporting of disaggregated data<sup>48</sup>. It would also be efficient to harmonize the CF-indicators with key performance indicators of the Government.

Finally, the reporting template of JWPs should be adopted to ensure the robust collection of sex/gender, age and disability data.

***R6: Establish a dedicated Data Management team at the RCO, including 1 or 2 full-time officers at RCO and a few part-time MEL officers from UNTMIS and a few large AFPs who have this task in their contracts<sup>49</sup>.***

The team should comprise expertise in Data collection, Data Science, Data Management, Statistics, Data Dashboards, Results Frameworks with SMART indicators, Theory-of-Change.

This team is responsible for the collection, quality review, management, analysis and reporting on the data concerning the impact and outcome indicators of the CF and will ensure effective data disaggregation to capture for instance gender differences.

With a dedicated team, and a small operational budget, the data could be collected twice a year. As long as UN-Info does not produce a real-time country-based dashboard to show progress on these data, the dedicated team could develop a public Somalia Development Dashboard to enhance transparency and track progress, using Power-Bi for instance.

***R7: Reduce the transaction costs of the Cooperation Framework<sup>50</sup>.***

A threshold can be set for a project to “enter the CF-tent”, in other words to be considered as project contributing to the intended CF impacts.

The PMT should look into the possibility to reduce these costs by merging or streamlining certain coordination meetings wherever possible, such as Cluster meetings and CF coordination meetings.

Other measures proposed such as limiting the number of indicators, the use of joint monitoring missions and joint analytic work and the standardization of reporting requirements, also contribute to the reduction of transaction costs.

Develop standard technical and financial reporting templates to be used by the Implementation Partners of UNTMIS and AFPs.

Taking the example of the Joint Humanitarian Risk Register, developed by the HCT, the UNCT could set up a joint risk register as part of the framework.

48 Practical Guidebook on Data Disaggregation for the Sustainable Development Goals | Asian Development Bank; Compilation of tools. Guidance of existing materials for data disaggregation- DRAFT.pdf; Overview of Standards for Data Disaggregation.pdf

49 Linked to findings 8, 11, and 12

50 Linked to finding 13

# APPENDIX A EVALUATION EVIDENCE MATRIX

Evaluation Questions	criteria/	Indicators	Data collection method/ analysis	Source of information
1	Relevance and adaptability			
1.1	To what extent did the CF succeed in engaging and collaborating with the various levels of Somali Government?	<ul style="list-style-type: none"> <li>Number and quality of coordination meetings between UNCT and levels of Somali government</li> <li>Extent to which the UN Country programs are coherent with government priorities</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs with UNCT members</li> <li>KIIs with PMT and Pillar groups leads</li> <li>KIIs with GoS representatives</li> </ul>	<ul style="list-style-type: none"> <li>Meeting notes</li> <li>Country Program Strategies (CPSs)</li> <li>Country Program Evaluations (CPEs)</li> <li>Country Strategic Plans (CSPs)</li> <li>Country Programming Framework</li> </ul>
1.2	Has the UN system addressed key issues and development challenges identified by the UN Common Country Assessment in the achievement of the Sustainable Development Goals?	<ul style="list-style-type: none"> <li>Development challenges identified by CCA being addressed in CPSs of UNCT members (Results framework and Theory of Change)</li> <li>Development challenges identified by CCA being addressed in UNCF Results Framework and/ or Theory of Change</li> <li>UNCT stakeholder perspective</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs with UNCT members</li> </ul>	<ul style="list-style-type: none"> <li>CPSs , CSPs and CPEs</li> <li>ToC of UNCF</li> <li>ToC Monitoring data</li> </ul>
1.3	Has the UN system paid proper attention to emergency needs in cases of humanitarian crisis, with emphasis on the situation of women and girls, while giving due consideration to the inter-relationships between development and humanitarian support (development-humanitarian nexus)?	<ul style="list-style-type: none"> <li>Design of emergency operations based on needs</li> <li>Specific needs of women and girls identified in emergency operations</li> <li>Nexus being an issue in the design of the emergency operation</li> <li>Perception of gender specialists in the UN organizations</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs with Gender specialists</li> <li>KIIs with Agency level Resilience Specialists</li> <li>KIIs with Pillar leads</li> </ul>	<ul style="list-style-type: none"> <li>Project document and/ or TORs of emergency operations</li> <li>Evaluation / review reports of emergency operations</li> <li>Gender equality and Women's Empowerment (GEWE) Strategies and Plans</li> </ul>
2	Effectiveness of the UN support within the Cooperation Framework			
2.1	To what extent did the CF achieve its intended results and contributed to the ninth National Development Plan results and the SDGs in Somalia?	<ul style="list-style-type: none"> <li>Percentage of intended results achieved (Scorecard)</li> <li>TOC assumptions being proven</li> <li>Comparison of results with the intended results in the 9th NDP</li> <li>Perception of Government representatives</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Contribution analysis</li> <li>KIIs with Government representatives</li> <li>Pillar leads</li> <li>M&amp;E TWG</li> </ul>	<ul style="list-style-type: none"> <li>UNCF Scorecard</li> <li>CPEs</li> <li>9th NDP</li> </ul>

2.2	How effective was the stakeholder engagement and the implementation structures in achieving the desired outcomes and fostering collaboration within the UNCF implementation?	<ul style="list-style-type: none"> <li>• Influence of stakeholders on design of the operations, in particular vulnerable groups and women</li> <li>• Percentage of intended results achieved (Scorecard)</li> <li>• Presence of active feedback mechanisms</li> </ul>		
2.3	Has the UN system collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?	<ul style="list-style-type: none"> <li>• CPSs aligned with UNCF</li> <li>• Design of operations based on a needs assessment</li> <li>• Expenditures oriented towards following priorities</li> <li>• Number and justification of budget reallocations</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Expenditure review</li> <li>• KIIs with UNCT members</li> </ul>	<ul style="list-style-type: none"> <li>• UNCF</li> <li>• CPSs</li> <li>• Financial reports</li> <li>• Progress reports</li> </ul>
2.4	Has the CF contributed effectively by providing greater clarity, transparency, resilience building, building capacities, critical legislative changes and the national sustainable development objectives of results achieved, and resources used.?	<ul style="list-style-type: none"> <li>• Clarity and Transparency of reporting system</li> <li>• Institutional capacity of Government institutions increased (human resources, financial resources, leverage, training received)</li> <li>• Number and quality of legislative changes fostered by UN</li> <li>• Stakeholder perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• FGD with GoS and UNCT stakeholders</li> <li>• KIIs with UNCT members</li> </ul>	<ul style="list-style-type: none"> <li>• CPEs</li> <li>• UNCF monitoring data</li> <li>• Progress Reports</li> </ul>
3	Coherence of the UN system support within the Cooperation Framework			
3.1	Has the CF strengthened the credibility and reliability of the UN system as a partner for the government and other actors, and used effectively as a partnership vehicle?	<ul style="list-style-type: none"> <li>• Level of participation of Government and other partners (donors, CSOs) in development of UNCF</li> <li>• Intensity and quality of policy dialogue between UNCT and Government</li> <li>• Use of UNCF Results framework and ToC in policy dialogue</li> <li>• Joint monitoring (Government, UN, CSOs) of UNCF results</li> <li>• Alignment of Joint Workplan with CPSs</li> <li>• Level of execution of JWP</li> <li>• Stakeholder perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs with Government and CSO representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Notes of policy dialogues</li> <li>• Joint monitoring reports</li> <li>• JWP and CPSs</li> <li>• Reviews of JWP implementation</li> <li>• Joint monitoring reports</li> </ul>

3.2	Has the CF strengthened the coherence of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?	<ul style="list-style-type: none"> <li>• Reference to CF in the CPSs</li> <li>• Use of CF results indicators in CPSs' Results frameworks</li> <li>• Number and quality of Joint evaluation and supervision missions</li> <li>• Use of peer review / quality assurance of CPSs and programs by UNCT</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs with UNCT members</li> <li>• KIIs with PME staff in the UN agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Results frameworks and ToCs</li> <li>• Joint evaluation reports</li> <li>• Minutes of UNCT</li> <li>• Peer review reports</li> </ul>
3.3	To what extent has the CF facilitated access to new financing flows for national partners and reduced transaction costs?	<ul style="list-style-type: none"> <li>• Use of common financing mechanisms such as baskets and/or Trust Funds</li> <li>• Well-functioning of integrated funding framework</li> <li>• Presence (or not) of financing gaps</li> <li>• One reporting system requirement for IPs</li> <li>• Number, regularity, and structure of thematic / sector coordination meetings</li> <li>• Use of common M&amp;E mechanisms</li> <li>• Availability of a strategies to increase synergy</li> <li>• Separate section in CPSs on harmonization and coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs with UNCT staff</li> <li>• FGD with staff from the PME departments</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents (reporting requirements)</li> <li>• M&amp;E systems</li> <li>• Minutes of coordination meetings</li> <li>• HSSP-V documents</li> <li>• Notes of coordination meetings</li> <li>• Synergy strategies in CPSs</li> <li>• Harmonization sections in CPSs</li> </ul>
4	Coordination			
4.1	Post UN reform, to what extent have UN agency programs and work plans been effectively and meaningfully derived from the CF both in design and implementation?	<ul style="list-style-type: none"> <li>• Use of the Results Framework and Theory of Change of the CF in the CPSs and annual workplans</li> <li>• Alignment of JWP with Agency workplan</li> <li>• Stakeholder perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs with UNCT members</li> <li>• KII with donors</li> </ul>	<ul style="list-style-type: none"> <li>• CPS and annual workplans</li> <li>• JWP</li> </ul>
4.2	To what extent did the post-reform Resident Coordinator office's roles and responsibilities enable positive UNCT's joint convening power and better coherence of the Country Team?	<ul style="list-style-type: none"> <li>• Decisions of UNCT respected by the UN agencies</li> <li>• Joint monitoring and evaluation</li> <li>• Peer review and quality assurance of UNCT on UN agencies' strategies and programs</li> <li>• Stakeholder perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• FGD with UNCT</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of UNCT meetings</li> <li>• Peer review reports</li> <li>• Joint M&amp;E reports (if existing)</li> </ul>

5	Efficiency: Return on investment of human and financial resources in terms of delivering the development results, including reduced transaction costs and increased efficiency of CF implementation)			
5.1	How effectively were resources mobilized and budgets utilized to achieve UNCF objectives and NDP-9 goals?	<ul style="list-style-type: none"> <li>• Extent to which annual implementation level has been in line with annual planning</li> <li>• Delivery timeframes</li> <li>• Reporting timeframes</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> </ul>	<ul style="list-style-type: none"> <li>• Budget planning</li> <li>• Financial reports</li> <li>• Audits</li> </ul>
5.2	Were adequate financial resources mobilized for the CF?	<ul style="list-style-type: none"> <li>• Extent to which available budget is in line with needs (Result-based budgets)</li> <li>• Stakeholder perspectives</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KII with UNCT</li> </ul>	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Budget planning</li> </ul>
5.3	Was the planned budget realized, in what ways could transaction costs be further reduced in the next CF?	<ul style="list-style-type: none"> <li>• Level of realization of planned budget (annual basis)</li> <li>• Use of flexible budgeting mechanisms</li> <li>• Use of common financial management requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• FGD with Operational Directors and Controllers</li> </ul>	<ul style="list-style-type: none"> <li>• Operation manuals</li> <li>• Financial reports</li> </ul>
5.4	To what extent have the UNCF implementation promoted efficient use of resources to achieve maximum results?	<ul style="list-style-type: none"> <li>• Use of results-based management and budgeting approach</li> <li>• Performance review mechanism used</li> <li>• Comparison with benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• FGDs with UNCT and PMT staff</li> </ul>	<ul style="list-style-type: none"> <li>• International benchmarks</li> <li>• Budget planning</li> <li>• Financial reports</li> <li>• Audits</li> </ul>
5.5	To what extent did the CF create actual synergies among agencies and involve concerted efforts to optimize results and avoid duplication?	<ul style="list-style-type: none"> <li>• Number and magnitude of joint and/or coordinated operations</li> <li>• Number and magnitude of common financing mechanisms</li> <li>• Level of use of common reporting, supervision, and evaluation mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• FGD with UNCT members</li> </ul>	<ul style="list-style-type: none"> <li>• UNCT reports</li> <li>• Agency Annual reports</li> <li>• Operation manuals</li> </ul>
5.6	What efficiency lessons could be taken from the measures in the last CF into the next one?	<ul style="list-style-type: none"> <li>• Financial management requirements</li> <li>• Reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Review of evidence</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence from sections 4.1; 4.2; 5.1; 5.2; 5.3; 5.4</li> </ul>

6	Sustainability of the CF 2021 – 2025 and beyond			
6.1	To what extent will CF activities, results, and effects be expected to continue after 2025 and contribute towards the Agenda 2030?	<ul style="list-style-type: none"> <li>• Sustainability considerations in CF and in CPSs</li> <li>• Underlying key factors promoting or hampering sustainability</li> <li>• Learning and knowledge strategies implemented by the Pillars</li> <li>• Future donor commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs with RC and staff</li> <li>• KIIs with UNCT</li> <li>• KIIs with donors</li> </ul>	<ul style="list-style-type: none"> <li>• C o o r d i n a t i o n Framework</li> <li>• CPSs</li> <li>• Pillar strategies</li> </ul>
7	Orientation towards impact			
7.1	To what extent have UN system activities, articulated in the CF, driven progress towards or supported achievement of Theory of Change outcomes levels and beyond?	<ul style="list-style-type: none"> <li>• Level of realization of expected results</li> <li>• ToC assumptions verified and proven</li> <li>• Unexpected impacts (both positive and negative)</li> <li>• Stakeholder perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Verification of ToC</li> <li>• KIIs with Pillar Leads, PMT</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence gathered</li> <li>• Success stories</li> </ul>
7.2	How have the programs under the Cooperation Framework specifically impacted vulnerable populations, including women, children, and marginalized groups?	<ul style="list-style-type: none"> <li>• Improving socio-economic conditions of women, children and marginalized groups</li> <li>• Stakeholder perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs with CSOs</li> </ul>	<ul style="list-style-type: none"> <li>• Socio-economic data</li> <li>• CPEs</li> <li>• Project evaluation reports</li> </ul>
8	Conformity with the crosscutting principles			
8.1	To what extent have environmental sustainability principles, gender equality, human rights principles, fight against corruption have been integrated into the projects and initiatives of the Cooperation Framework?	<ul style="list-style-type: none"> <li>• Criteria for environmental sustainability principles, gender equality, human rights principles, fight against corruption, integrated in the Results frameworks of UN programs and projects, and measured</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KII with UNCT members</li> <li>• FDGs with CSO groups including women and marginalized groups</li> </ul>	<ul style="list-style-type: none"> <li>• CPS</li> <li>• Project documents</li> <li>• Results frameworks</li> </ul>

## Stakeholder Map (UN and Government)

Stakeholders	Representative to be interviewed	Name, contact details	Category	Data Collection Tool
<b>Pillar Inclusive Politics and Reconciliation</b>				
United Nations Transitional Assistance Mission in Somalia (UNTMIS)	• Head of the UN Mission			• KII
Delegation of the European Union to Somalia	• Ambassador		• UN	• KII
UNDP	• Resident Representative	• Lionel Laurens	• UN	• KII
UN Women	• Country Representative	• Dr. Syed Sadiq	• UN	• KII
Ministry of Planning, Investment and Economic Development	• Director General	• Mohamed Shire	• Government	• KII
Ministry of Family/ Women & Human Rights Development	• State Minister of the Ministry of Family and Human Rights.	• Ambassador	• Government	• KII
Ministry of Interior, Federal Affairs and Reconciliation	• Director of Planning	• Country Representative	• Government	• KII
Ministry of Reconciliation Hirshable State	• Minister/ DG	• Country Representative	• Government	• KII
Ministry of Planning South-West State	• Minister / DG	• Isaak Mohamud Mursal	• Government	• KII
Banadir Regional Administration (Mogadishu)	• Director Planning	• Abdikadir Ahmed	• Government	• KII
Federal Parliament	• Member of the Parliament	• Mohamed Nastaro	• Government	• KII
<b>Pillar Security and Rule of Law</b>				
UNTMIS	• Deputy Representative • SRSG or Director of ROLSIG		• UN	• KII
United Nations Support Office in Somalia (UNSOS)	• Head of UNSOS		• UN	• KII
UNDP	• Deputy Resident Representative for Programme	• Christopher Laker	• UN	• KII
UNOPS	• Country Rep			
UN-Habitat	• Country Representative	• Officer in Charge, Sophos Sophianos	• Government	• KII
UNICEF	• Country Representative	• Wafaa Saeed	• Government	• KII
UN Women	• Country Representative		• Government	• KII
World Bank	• Country Manager	• Dr. Syed Sadiq	• Government	• KII
FGS Ministry of Justice and Constitutional Affairs	• Permanent Secretary		• Government	• KII

FGS Ministry of Interior, Federal Affairs and Reconciliation	• Director of Planning	• Faisal Adan Hassan	• Government	• KII
Office of the President	• Coordinator, Office of National Security	• Abdinur abdikadir qorshe		
Somali Police force	• Chief of Banadir Police	• Abdimalik Abdullahi		
FMSs Ministry of Security (Hirshabele)	• Ministry	• Malin Mahdi		
Parliament (Senate and House of the People)	• Federal PM	• Kheylshe		
		• Abdirahman Odawaa		
Pillar Economic Development				
UNOPS	• Country Representative		• UN	• KII
FAO	• Country Representative	• Etienne Peterschmitt; Etienne.	• UN	• KII
WFP	• Country Representative	• Mr. El-Khidir Daloum	• UN	• KII
UNFPA	• Country Representative a.i.		• UN	• KII
International Fund for Agricultural Development (IFAD)	• Country Representative	• Ms. Dr. Mary Otieno	• UN	• KII
UNEP	• Country Representative		• UN	• KII
African Development Bank	• Country Representative	• Mr. Christophe Hodder	• IFI	• KII
USAID	• Country Representative		• IFI	• KII
Office of the Prime Minister (Economic Department)	• Economic Chief Advisor		• Government	• KII
Ministry of Planning, Investment and Economic Development	• M&E unit	• Dr. Awies	• Government	• KII
Ministry of Commerce and Industry	• Head of Investment Unit	• Duqow	• Government	• KII
Director General of Ministry of Finance	• Head of Planning and Statistics	• Omar Faruq	• Government	• KII
Ministry of Labour and Social Affairs	• Director of Planning	• Ismail	• Government	• KII
Ministry of Agriculture and Irrigation;	• Director of Planning	• Salad Hussein	• Government	• KII
Ministry of Livestock, Forestry and Range	• Director General	• Dr Abdullahi Hussein Amir	• Government	• KII
Ministry of Fisheries and Marine Resources	• Director of Planning Department	• Mohamed	• Government	• KII
Chamber of Commerce and Industry, sectoral	• Deputy DG	• Mohamed Hasan Fiilow	• Chamber of Commerce	• KII

National Economic Council (NEC)	• Chief of Economics	• Prof. Isse Halane	• Government	• KII
Ministry of Planning, Investment and Economic Development	• Director of Macroeconomics and Financial statistics	• Dr. Mustafe	• Government	• KII
		• Hashim Sheikh Abdinur		
Pillar Social Development				
UNICEF	• Country Representative		• UN	• KII
UNHCR	• Country Representative			
WHO	• Country Representative	• Ms. Dr. Reinhilde (Renee) Van de Weerd (Dr)	• UN	• KII
UNFPA	• Country Rep.		• UN	• KII
IOM	• Chief of Mission a.i.	• Ms. Prestage Murima, Deputy Chief of Mission	• UN	• KII
WFP	• Country Representative	• Mr. El-Khidir Daloum	• UN	• KII
World Bank	• Program Manager, Senior Economist at The World Bank	• Sonia....	• IFI	• KII
Ministry of Health	• Director General	• Dr. Guled	• Government	• KII
Ministry of Interior, Federal Affairs and Reconciliation	• Deputy Minister	• HE Abdihakim Hassan Ashkir	• Government	• KII
Ministry of Education, Culture and Higher Education,	• D.G of basic Education • Coordinator of School Meals	• Dr. Abdullahi	• Government	• KII
Ministry of Family/ Women & Human Rights Development	• State Minister of the Ministry of Family and Human Rights.	• Minister Bashiir Maxamed Jaamac DG	• Government	• KII
Office of the Prime Minister	• Director of food security and Climate	• Abdihakim Ainte	• Government	• KII
Ministry of Justice and Constitutional Affairs	• Permanent Secretary	• Faisal Adan Hassan	• Government	• KII
Ministry of Labor and Social affairs	• Social Protection Program Manager	• Fardosa Ahmed Abdullahi	• Government	• KII
Office of the president (Social Issue)	• Director	• Duqow	• Government	• KII

## Stakeholder Map (Partners)

Stakeholders	Representative to be interviewed	Name, details contact	Category	Partner UN agency	Data Collection Tool
Pillar Inclusive Politics and Reconciliation					
Swiss Embassy	<ul style="list-style-type: none"> <li>• Programme advisor/ officer</li> <li>• Head of Swiss cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Lydia Nginya Wetugi,</li> </ul>	<ul style="list-style-type: none"> <li>• Development Partner</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP</li> </ul>	<ul style="list-style-type: none"> <li>• KII</li> </ul>
Creative Alternative Now (CAN)	<ul style="list-style-type: none"> <li>• Executive Director of CAN</li> </ul>	<ul style="list-style-type: none"> <li>• faisa</li> </ul>	<ul style="list-style-type: none"> <li>• INGO</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP</li> </ul>	<ul style="list-style-type: none"> <li>• FGD</li> </ul>
African Network for the Prevention and Protection Against Child Abuse and Neglect (ANPPCAN)	<ul style="list-style-type: none"> <li>• Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>• Samuel Otieno John</li> </ul>	<ul style="list-style-type: none"> <li>• INGO</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP</li> </ul>	
Somali Women & Child Care Association (SSWCA)	<ul style="list-style-type: none"> <li>• Chairperson</li> </ul>	<ul style="list-style-type: none"> <li>• Fatwa Hassan Jimale</li> </ul>	<ul style="list-style-type: none"> <li>• NGO</li> </ul>		<ul style="list-style-type: none"> <li>• KII</li> </ul>
Disability Aid Foundation,	<ul style="list-style-type: none"> <li>• Director of program</li> </ul>	<ul style="list-style-type: none"> <li>• Abikar</li> </ul>	<ul style="list-style-type: none"> <li>• CSO</li> </ul>		<ul style="list-style-type: none"> <li>• KII</li> </ul>
Somali Women Development Center (SWDC)	<ul style="list-style-type: none"> <li>• Project manager</li> </ul>	<ul style="list-style-type: none"> <li>• Nura Mohamud Abdi</li> </ul>	<ul style="list-style-type: none"> <li>• National NGO</li> </ul>	<ul style="list-style-type: none"> <li>• OHCHR/ HRPG</li> </ul>	<ul style="list-style-type: none"> <li>• FGD</li> </ul>
Federation of Somali Journalists	<ul style="list-style-type: none"> <li>• Secretary General</li> </ul>	<ul style="list-style-type: none"> <li>• Farah Omar Nur;</li> </ul>	<ul style="list-style-type: none"> <li>• National NGO</li> </ul>	<ul style="list-style-type: none"> <li>• OHCHR/ HRPG</li> </ul>	
Federal Parliament	<ul style="list-style-type: none"> <li>• Member of the Parliament</li> </ul>	<ul style="list-style-type: none"> <li>• Mohamed Nas-taro</li> </ul>	<ul style="list-style-type: none"> <li>• Government</li> </ul>	<ul style="list-style-type: none"> <li>Government</li> </ul>	<ul style="list-style-type: none"> <li>• KII</li> </ul>
SONSA Non state actors (Civil society)	<ul style="list-style-type: none"> <li>• Executive director</li> </ul>	<ul style="list-style-type: none"> <li>• Mohamed Aded Ali</li> </ul>	<ul style="list-style-type: none"> <li>• Civil Society</li> </ul>	<ul style="list-style-type: none"> <li>• NGO</li> </ul>	<ul style="list-style-type: none"> <li>• KII</li> </ul>
Pillar Security and Rule of Law					
Adam Smith International Europe	<ul style="list-style-type: none"> <li>• Justice Key Expert and Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>• Anton Pestana</li> </ul>	<ul style="list-style-type: none"> <li>• Private sector</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP</li> </ul>	<ul style="list-style-type: none"> <li>• KII</li> </ul>
IDLO	<ul style="list-style-type: none"> <li>• Country Director   Somalia Country Office</li> </ul>	<ul style="list-style-type: none"> <li>• Adam Shirwa Jama</li> </ul>	<ul style="list-style-type: none"> <li>• INGO</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP</li> </ul>	<ul style="list-style-type: none"> <li>• KII</li> </ul>
Academia (Somali Universities Association)	<ul style="list-style-type: none"> <li>• General Secretary</li> </ul>	<ul style="list-style-type: none"> <li>• Omar</li> </ul>	<ul style="list-style-type: none"> <li>• Academic</li> </ul>		

Somali Women Leadership Alternative	• CSO Resource Group Chairperson	• Asha Siyad Abdulle	• National NGO	• UNDP	• KII
HINNA (Women Pioneers for Peace and Life)	• Coordinator	• Aisha M.	• National NGO	• OHCHR/HRPG	• KII
Pillar Economic Development					
GIZ (German Agency for International Cooperation)	• Country Representative		• INGO	• UN	• KK
IBS Bank	• Vice Chairman	• Mr. Abdirizak Warsame	• Private Sector	• UNIDO	• FGD
Simad iLab- Incubator	• Ms. Bahja Ali Shuriye, Director	• bahja	• Academia	• UNIDO	
Salam Development Center	• Executive Director	• Mohamed Adan Jama	• National NGO	• WFP	
IRise – Incubator	• Deputy CEO and Director of operations.	• Mohamed Adow	• National NGO	• UNIDO	
Somali Bank Association	• Yasin Ibar	• Yasin Ibar	• Private sector		• KII
Pillar Social Development					
Concern worldwide	• Acting Country Director	• Richard Dunn	• INGO	• UNICEF	• FGD
World vision international Somalia	• Country Director	• Kevin Mackey	• INGO	• UNICEF	
Wardi relief and development initiatives wardi	• Executive Director	• Hussein Dhubow	• National NGO	• UNICEF	
Daryeel Direct Aid (DDA)	• Programme Manager	• Mohamed Sadiq	• National NGO	• FAO	• FGD
Shaqodoon	• Managing Director	• Mustafa Othman	• National NGO	• FAO	
Bill and Melinda Gates Foundation	• Country Rep.	• Asma Ali	• Development Partner	• WHO, UNICEF	• KII
Pillar Cross cutting issues: Human Rights, Gender, Inclusion, Climate change					
Somali Women & Child Care Association (SSWCA)	• Chairperson	• Fatwa Hassan Jimale	• National NGO	• OHCHR/HRPG	• FGD
Maternal Mercy Development (MMD)	• Director	• Asad Dhayow	• National NGO	• OHCHR/HRPG	

Somali Youth Cluster	• Program Coordinator	• Mubashir Hayow	• Group of National NGOs	• OHCHR/HRPG	• FGD
Somali Youth Volunteers Association (SOYVA)	• Director	• Abdifatah Ali Isak	• National NGO	• OHCHR/HRPG	
Somali Visually Impaired Youth Association – UDHAN	• Founder & Director	• Abdirahman Kulan	• National NGO	• OHCHR/HRPG	
Somali Disability and Inclusion Cluster	• Director	• Abdullahi Hussein	• Group of National NGOs	• OHCHR/HRPG	• FGD
Somali Disability Empowerment Network (SODEN)	• Chairperson	• Mohamed Abdisalam	• Group of National NGOs	• OHCHR/HRPG	
Somali Disability Network	• Chairperson	• Abdullahi Osman	• Group of National NGOs	• OHCHR/HRPG	
Somali National Association of the Deaf (SONAD)	• Secretary-General	• Muse Hassan,	• National NGO	• OHCHR/HRPG	
Marginalized Community Advocates Network (MCAN)	• Executive director	• Ibrahim Hassan	• National NGO	OHCHR/HRPG	
Institute of Climate & Environment (ICE)	• Director	• Mohamed Okash	Academia	OHCHR/HRPG	• KII

## APPENDIX C MASTER LIST OF QUESTIONS

Name :

Gender :

Function :

Time and date of Interview / Focus group discussion

Evaluation criteria/Main Questions		Questions
1	Relevance and adaptability	
1.1	<ul style="list-style-type: none"> <li>To what extent did the CF succeed in engaging and collaborating with the various levels of Somali Government?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent the UN Country programs are coherent with government priorities?</li> <li>How often do you meet with UNCT / Somali Government and how do you rate the quality of those meetings?</li> <li>Can you mention other ways the CF has facilitated engagement and collaboration between UN and Somali Government</li> </ul>
1.2	<ul style="list-style-type: none"> <li>Has the UN system addressed key issues and development challenges identified by the UN Common Country Assessment in the achievement of the Sustainable Development Goals?</li> </ul>	<ul style="list-style-type: none"> <li>According to you, to what extent have development challenges identified by CCA, being addressed in the CPSS of UNCT members?</li> <li>Are these challenges being addressed in UNCF Results Framework and/or Theory of Change?</li> </ul>
1.3	<ul style="list-style-type: none"> <li>Has the UN system paid proper attention to emergency needs in cases of humanitarian crisis, with emphasis on the situation of women and girls, while giving due consideration to the inter-relationships between development and humanitarian support (development-humanitarian nexus)?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent has the design of the emergency operations of your organization be based on needs of the vulnerable target populations? If so, how. If not, why not?</li> <li>Are the specific needs of women and girls being identified in the emergency operations of your organization? If so, how; If not, why not?</li> <li>Has the link between development and humanitarian support been an issue in the design of your emergency operation? If so. How; If not, why not?</li> </ul>
2	Effectiveness of the UN support within the Cooperation Framework	
2.1	<ul style="list-style-type: none"> <li>To what extent did the CF achieve its intended results and contributed to the ninth National Development Plan results and the SDGs in Somalia?</li> </ul>	<ul style="list-style-type: none"> <li>What is the percentage of intended CF-results achieved (e.g. Scorecard)?</li> <li>Which of the TOC assumptions have been proven being right?</li> <li>To what extent did the CF contribute to the 9th NDP (e.g. comparison of results)</li> </ul>
2.2	<ul style="list-style-type: none"> <li>How effective was the stakeholder engagement and the implementation structures in achieving the desired outcomes and fostering collaboration within the UNCF implementation?</li> </ul>	<ul style="list-style-type: none"> <li>What was the level/intensity and the quality of participatory approaches in the implementation of CF programmes? Who did participate?</li> <li>What was the influence of stakeholders, in particular vulnerable groups and women, on the design of the operations?</li> <li>Have active feed-back mechanisms been used ? If so, which ones; If not, why not?</li> </ul>

2.3	<ul style="list-style-type: none"> <li>Has the UN system collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent is the CPS of your organization been aligned with the UNCF?</li> <li>Had the CPS been based on a needs assessment?</li> <li>Are the expenditures aligned with the priorities ? If not, why not ?</li> <li>At average, how many budget reallocations your organization is doing in a year ? and is so why ?</li> </ul>
2.4	<ul style="list-style-type: none"> <li>Has the CF contributed effectively by providing greater clarity, transparency, resilience building, building capacities, critical legislative changes and the national sustainable development objectives of results achieved, and resources used.?</li> </ul>	<ul style="list-style-type: none"> <li>How do you classify on a range from 1 – 5 the clarity and transparency of the reporting system of your organization? Why ?</li> <li>Is there a standard reporting format and reporting system for UN organizations?</li> <li>To what extent has the institutional capacity of Government institutions been increased by the support of the UNCF (in terms of human resources, financial resources, leverage, training received) ?</li> <li>Can you mention a number of legislative changes fostered by the UN ? and what is the quality of the new legislation?</li> </ul>
3	Coherence of the UN system support within the Cooperation Framework	
3.1	<ul style="list-style-type: none"> <li>Has the CF strengthened the credibility and reliability of the UN system as a partner for the government and other actors, and used effectively as a partnership vehicle?</li> </ul>	<ul style="list-style-type: none"> <li>What is the level and quality of participation of Government and other partners (donors, CSOs) in the development of UNCF ?</li> <li>What is the intensity and quality of the policy dialogue between UNCT and the Government ?</li> <li>Has the UNCF Results framework and the TOC been used in the policy dialogue ? Please give examples?</li> <li>To what extent have the UNCF results been jointly monitored (Government, UN, CSOs, other donors) ?</li> <li>To what extent are the Joint Workplan been aligned with the CPS of your organization?</li> <li>What is the average annual level of execution of the JWP ?</li> </ul>
3.2	<ul style="list-style-type: none"> <li>Has the CF strengthened the coherence of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?</li> </ul>	<ul style="list-style-type: none"> <li>Does the CPS of your organization comprise a reference to the CF ?</li> <li>Have the CF results indicators been integrated in your organization's CPS' Results framework? If not, why not?</li> <li>What is the number and quality of joint evaluation and supervision missions?</li> <li>Does UNCT use peer review and external quality assurance of CPSs ?</li> </ul>
3.3	<ul style="list-style-type: none"> <li>To what extent has the CF facilitated access to new financing flows for national partners and reduced transaction costs?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent are common financing mechanisms such as baskets and/or Trust Funds been used in the CF?</li> <li>To what extent is the integrated funding framework effective?</li> <li>Do your organization experience any funding gap? If so, why?</li> <li>To what extent are the reporting requirements for IPs been standardized and harmonized (e.g. reduction of transaction costs)?</li> <li>What is the number, regularity, and structure of thematic / sector coordination meetings ?</li> <li>To what extent are common M&amp;E mechanisms been used in the CF?</li> <li>Does your organization promote strategies to increase synergy ? If so, which ones?</li> <li>Does the CPS of your organization comprise a section on harmonization and coordination ?</li> </ul>

4	Coordination	
4.1	<ul style="list-style-type: none"> <li>Post UN reform, to what extent have UN agency programs and work plans been effectively and meaningfully derived from the CF both in design and implementation?</li> </ul>	<ul style="list-style-type: none"> <li>Have the Results Framework and Theory of Change of the CF been integrated in the CPS and annual workplans of your organization?</li> <li>To what extent has the Annual Workplan of your organization been aligned with the JWP ?</li> </ul>
4.2	<ul style="list-style-type: none"> <li>To what extent did the post-reform Resident Coordinator office's roles and responsibilities enable positive UNCT's joint convening power and better coherence of the Country Team?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent are guidance and decisions of UNCT been respected by the UN agencies and their IPs?</li> </ul>
5	Efficiency: Return on investment of human and financial resources in terms of delivering the development results, including reduced transaction costs and increased efficiency of CF implementation)	
5.1	<ul style="list-style-type: none"> <li>How effectively were resources mobilized and budgets utilized to achieve UNCF objectives and NDP-9 goals?</li> </ul>	<ul style="list-style-type: none"> <li>Has the annual implementation level over the past years been in line with the annual planning of your organization? If not, why not?</li> <li>Have the delivery timeframes and the reporting timeframes been respected? If not, why not?</li> </ul>
5.2	<ul style="list-style-type: none"> <li>Were adequate financial resources mobilized for the CF?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent the available annual budget is in line with the needs identified (e.g. use of result-based budgets) ?</li> </ul>
5.3	<ul style="list-style-type: none"> <li>Was the planned budget realized, in what ways could transaction costs be further reduced in the next CF?</li> </ul>	<ul style="list-style-type: none"> <li>Over the past years, what is the level of realization of the planned budget (annual basis) ?</li> <li>Did you use flexible budgeting mechanisms ? If so, which ones?</li> <li>To what extent does the CF promote common financial management requirements?</li> </ul>
5.4	<ul style="list-style-type: none"> <li>To what extent have the UNCF implementation promoted efficient use of resources to achieve maximum results?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent have your organization used a results-based management and budgeting approach?</li> <li>To what extent have your organization used a performance review mechanism? Please give some examples</li> <li>Did your organization look for international performance assessment and result-based budgeting benchmarks ? If so, which ones?</li> </ul>
5.5	<ul style="list-style-type: none"> <li>To what extent did the CF create actual synergies among agencies and involve concerted efforts to optimize results and avoid duplication?</li> </ul>	<ul style="list-style-type: none"> <li>What is the number and magnitude of joint and/or coordinated operations among the UN-agencies?</li> <li>What is the number and magnitude of common financing mechanisms among the UN-agencies?</li> <li>To what extent are common reporting, supervision, and evaluation mechanisms been used?</li> </ul>
5.6	<ul style="list-style-type: none"> <li>What efficiency lessons could be taken from the measures in the last CF into the next one?</li> </ul>	<ul style="list-style-type: none"> <li>How can financial management requirements be improved?</li> <li>How can reporting requirements be improved?</li> </ul>

6	Sustainability of the CF 2021 – 2025 and beyond	
6.1	<ul style="list-style-type: none"> <li>To what extent will CF activities, results, and effects be expected to continue after 2025 and contribute towards the Agenda 2030?</li> </ul>	<ul style="list-style-type: none"> <li>According to you, what are the sustainability considerations in the UNCF and in the CPS of your organization?</li> <li>What are the underlying key factors promoting or hampering sustainability, according to you ?</li> <li>What are the Learning and Knowledge strategies being implemented by the Pillars ?</li> <li>To what extent have the donors committed to the continuation of the UNCF ?</li> </ul>
7	Orientation towards impact	
7.1	<ul style="list-style-type: none"> <li>To what extent have UN system activities, articulated in the CF, driven progress towards or supported achievement of Theory of Change outcomes levels and beyond?</li> </ul>	<ul style="list-style-type: none"> <li>Over the past years and at average, what is the level of realization of expected results of your organization's annual workplan?</li> <li>Which of the ToC assumptions have been proven and being influenced?</li> <li>What are unexpected possible outcomes and impacts of the CF implementation (both positive and negative)?</li> </ul>
7.2	<ul style="list-style-type: none"> <li>How have the programs under the Cooperation Framework specifically impacted vulnerable populations, including women, children, and marginalized groups?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent have the socio-economic conditions of women, children and marginalized groups been improved by the UNCF?</li> </ul>
8	Conformity with the crosscutting principles	
8.1	<ul style="list-style-type: none"> <li>To what extent have environmental sustainability principles, gender equality, human rights principles, fight against corruption have been integrated into the projects and initiatives of the Cooperation Framework?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent have criteria for (i) environmental sustainability, (ii) gender equality, (iii) human rights, (iv) fight against corruption, been integrated in the Results frameworks of UN programs and projects, and been measured and monitored?</li> </ul>

## APPENDIX D LIST OF RESPONDENTS

Date	Institution	Category	Name	Function
26 Nov. 2024 @15:00-16:00	UNEP	UN	Christophe Hodder (Mr.)	Environmental Advisor to Somalia
26 Nov. 2024 @ 4pm – 5p	International Fund for Agricultural Development (IFAD)	INGO	Rasha OMAR (Ms.)	Country Director a.i.
27 Nov. 2024 @10:00-11:00	UNOPS	UN	Ala'a Nemer (Mr.)	Country Director
27 Nov. 2024 @ 14:15-15:15	UNTMIS	UN	Nasrin Khan (Ms.)	Director of ROLSIG?
27 Nov. 2024 @ 16:00-17:00	UN Women	UN	Sadiq SYED (Mr)	Country Program Manager
28 Nov. 2024@ 3:00	UNIDO	UN	Ygor SCARCIA (Mr.)	Industrial Development
29 Nov. 2024 @104:45	World vision international Somalia	INGO	Kevin Mackey (Mr.)	Managing Director
1 Dec. 2024 @ 16:00-17:00	FAO	UN	Etienne Peterschmitt (Mr.)	Country Representative
1 Dec. 2024 @ 15:00-16:00	(ANPPCAN)	INGO	Samuel Otieno John (Mr.)	Executive Director
2 Dec. 2024 @ 8:15-9:15	United Nations Transitional Assistance Mission in Somalia (UNTMIS)	UN	George Conway (Mr.)	DSRSG
2 Dec. 2024 @ 11:00-12:00	UNFPA	UN	Dr. Mary Otieno (Ms.)	R e s i d e n t Representative
2 Dec. 2024 @ 13:00-15:00	Adam Smith International Europe	INGO	Anton Pestana (Mr.)	CSO Resource Group Chairperson
2 Dec. 2024 @ 15:00-16:00	WHO	UN	Reinilde van de Weerd (Dr. Ms)	Resident Rep.
2 Dec. 2024 @ 16:00-17:00	UNDP	UN	Lionel Laurens (Mr.)	R e s i d e n t Representative
3 Dec. 2024 @ 16:00-17:00	WFP	UN	El-Khidir Daloum (Mr.)	Country Representative
4 Dec. 2024@ 10:00-11:00	SJF (Somalia Joint Fund)	UN	Peter Nordstrom (Mr.)	peter (Country Representative)
8 Dec. 2024 @ 9:00-10:00	UNICEF	UN	Wafaa SAEED (Ms.)	Resident Rep
8 Dec. 2024 @ 11:00-12:00	OHCHR	UN	Kirsten YOUNG (Ms.)	Chief, HRPG
8 Dec. 2024 @ 12:00-13:00	United Nations Assistance Mission in Somalia (UN-TMIS)	UN	George Conway (Mr.)	DSRSG

8 Dec. 2024 @ 14:00-15:00	IOM	INGO	Prestage Murima (Ms.)	Deputy Chief of Mission
8 Dec. 2024 @ 16:15-17:00	United Nations Support Office in Somalia (UNSOS)	UN	Aisa Kirabo Kacyira (Ms.)	ASG
11 Dec. 2024 @ 9:30-10:30	UNHCR	UN	Charles Mballa (Mr.)	R e s i d e n t Representative
11 Dec. 2024 @ 14:00-15:00	UN-Habitat	UN	Ishaku Maitumbi (Mr.)	Head of Country Programme
11 Dec. 2024 @ 3:30	Swiss Embassy	Development Partner	Durrer Martina (Ms.)	Regional Head of Cooperation
18 Dec. 2024 @ 2-3pm	World Bank	development Partners	Christoph Oberlack (Mr.)	UN - WB liaison officer
23 Nov. 2024 @ 13:00-14:00	Ministry of Interior, Federal Affairs and Reconciliation	Federal Gov.	Abdinur Gorshe (Mr.)	M&E director
24 Nov. 2024 @ 16:00-17:00	Ministry of Planning, Investment and Economic Development	Federal Gov.	Abdulahi Duqow (Mr.)	M&E Unit
25 Nov. 2024 @16:00-17:00	Ministry of Fisheries and Blue economy	Federal Gov.	Mohamed Hasan Fiilow (Mr.)	M&E and SDG coordinator
26 Nov. 2024 @8:00-9:00	Ministry of Education, Culture and Higher Education,	Federal Gov.	Mohamoud Ahmed Rage (Mr.)	Director of planning
26 Nov. 2024 @13:30-14:30	Ministry of Health	Federal Gov.	Abdijalil Abdullahi (Mr.)	Head of M&E Unit
28 Nov. 2024 @ 9:00-10:00	Ministry of Agriculture and Irrigation;	Federal Gov.	Mohamed Elmi Gure (Mr.)	M&E Director
28 Nov. 2024 @11:00-12:00	Ministry of Finance	Federal Gov.	Ismail Mohamed Ali	Head of planning
3 Dec. 2024 @ 11:00-12:00	Office of the Prime Minister Economic Department	Federal Gov.	Dr. Awies (Mr.)	Economic Chief Advisor
4 De. 2024 10:00-11:00	Ministry of Commerce and Industry	Federal Gov.	Omar Faruq (Mr.)	Head of planning
7 Dec. 2024 @ 11:30-12:30	Ministry of Family Human Rights Development	Federal Gov.	Mohamuud Sheikh Ali (Mr.)	Director of planning
10 Dec. 2024 @ 11:30	National Economic Council (NEC)	Federal Gov.	Dr. Mustafe (Mr.)	deputy lead of CV2060.
20 Dec. 2024 @ 2-3pm	Federal Parliament	Federal Gov.	Mohamed Nastaro (Mr.)	PM
5 Jan. 2025 @ 11:00-12:00	Ministry of Planning, Investment and Economic Development	Federal Gov.	Muse Osman (Mr.)	Director of National Planning
8 Jan 2025@11:00-12:00	NTP	Federal Gov.	Abdi Ahmed Osman (Mr.)	NTP Coordinator

24 Nov. 2024@16:00-17:00	Ministry of Planning Hirshable State	FMS	Abdullahi Mohamed Hassan (Mr.)	General Director
27 Nov. 2024 @14:00-15:00	Ministry of Planning South-West State	FMS	Abas Ibrahim Baba (Mr.)	Director of Planning
28 Nov. 2024 @ 10:00-11:00	Banadir Regional Administration (Mogadishu)	FMS	Abdikadir Ahmed (Mr.)	Director of Planning
11 Dec. 2024 @17:00-18:00	Galmudug State	FMS	Abdullahi Omar Adan (Mr.)	Director of Planning
19 Nov. 2024 @ 10:30-11:30	SONSA Non state actors (Civil society)	NGO	Mohamed Aded Ali (Mr.)	Executive director
19 Nov. 2024 @12:00-13:00	Simad iLab- Incubator	NGO	Bahja Shuriye (Ms.)	Director
19 Nov. 2024 @14:00-15:00	Disability Aid Foundation,	NGO	Abikar Hussein (Mr.)	Director of program
19 Nov. 2024 @ 15:00-16:00	Institute of Climate & Environment (ICE)	NGO	Mohamed Okash (Mr.)	Director
19 Nov. 2024 @16:00-17:00	IRise – Incubator	NGO	Mohamed Khadar (Mr.)	Country Director
21 Nov. 2024 @13:00-14:00	Somali Youth Cluster	NGO	Mubashir Hayow (Mr.)	Director
21 Nov. 2024 @ 14:00-15:00	HINNA (Women Pioneers for Peace and Life)	NGO	Aisha Mohamed (Mr.)	Vice Chairman
22 Nov. 2024 @11:00-12:00	Somali Youth Volunteers Association (SOYVA)	NGO	Abdifatah Ali Isak (Mr.)	Chairperson
22 Nov. 2024 @ 14:00-15:00	Maternal Mercy Development (MMD)	NGO	Asad Dhayow (Mr.)	Founder & Director
23 Nov. 2024 @ 15:00-16:00	Federation of Somali Journalists	NGO	Farah Omar Nur (Mr.)	Secretary General
25 Nov. 2024 @ 10:00-11:00	Daryeel Direct Aid (DDA)	NGO	Mohamed Sadiq (Mr.)	Country Rep.
28 Nov. 2024 @14:00-15:00	UDHAN	NGO	Abdirahman Kulan (Mr.)	Chairperson
7 Dec 2024 @ 10:00-11:00	Somali Women Development Center (SWDC)	NGO	Nura Mohamud Abdi (Ms.)	Project manager
8. Dec. 2024 @ 13:00-14:00	Wardi relief and development initiatives wardi	NGO	Hussein Dhubow	Country Rep.

## APPENDIX E REVIEW OF THE QUALITY OF OUTCOME INDICATORS

Reviewing the quality of the indicators is usually done against the SMART criteria. The acronym SMART stands for 5 criteria, each representing a key characteristic of a well-designed indicator:

- » Specific. The indicator clearly defines what is being measured and is unambiguous;
- » Measurable. The indicator can be quantified or assessed through observable evidence;
- » Achievable. The indicator reflects goals that are realistic and attainable within the given resources, timeframe, and context;
- » Relevant. The indicator is directly linked to the objectives of the project or program.
- » Time-bound. The indicator specifies a timeframe for achieving the target or measuring progress.

Below is the assessment of Outcome indicators requiring special attention.

Outcome indicator 1.1.a: Extent of operationalization of the Federal Constitution, harmonization of the FMS constitutions with the Federal Constitution, and compliance with international human rights standards. Target 2025: Federal Constitution of Somalia adopted.

### Assessment

Not explicitly Measurable. Adoption is a binary target, but “extent” needs quantification through defined metrics. This qualitative indicator does not permit the estimation of relevant achievement rate.

### Recommendation

Break “extent of operationalization” into measurable milestones, such as the number of laws or agreements enacted.

Outcome indicator 1.2.b: Democratic and credible one-person-one-vote elections organized and held for Federal Parliament. Target 2025: Agreement reached between FGS and FMSs to conduct one-person-one-vote elections for the Federal Parliament and held in 2024/2025

### Assessment

Moderately Specific. “Democratic and credible” needs further detail. Limited Measurability in its current form. Criteria for “credible” elections should be defined.

### Recommendation

Add measurable criteria for “democratic and credible”.

Outcome indicator 1.3.a: Number of conflicts resolved

per year following implementation of the National Reconciliation Framework and National Reconciliation Plan. Target 2025: Increase in the number of citizens who anticipate living in a more peaceful society

### Assessment

Partially Specific. While the focus on “conflicts resolved per year” is clear, the connection to citizens anticipating a peaceful society in the target is vague. Not directly Measurable in its current form. Quantifying conflicts resolved is feasible, but “anticipation of living in a peaceful society” is subjective.

### Recommendation

Clearly define what is being measured: number of conflicts resolved or citizens’ perceptions; use a measurable metric such as “percentage increase in conflicts resolved annually”. Include intermediate milestones for annual progress.

Outcome indicator 1.3.b: Incidence of inter-clan and intra-clan conflicts resolved through reconciliation processes. Target 2025: Number of conflicts resolved through established community-led, grass-roots conflict resolution mechanisms

### Assessment

Not Time-bounded. Target year is 2025, but no incremental progress targets are provided.

### Recommendation

Include specific targets, such as “X conflicts resolved annually through grassroots mechanisms by 2025”.

Outcome indicator 2.1.a: Proportion of the population who have experienced a dispute in the past two years and who accessed a formal or informal dispute resolution mechanism, by type of mechanism and disaggregated by gender and displacement status. Target 2025: Increased trust in formal justice institutions

### Assessment

Moderately Specific. The focus on dispute resolution mechanisms is clear, but the target “increased trust in formal justice institutions” lacks detail on how trust will be measured.

### Recommendation

Clearly define “trust” and develop a metric to measure it quantitatively.

Outcome indicator 2.1.c: Percentage of security and rule of law institutions with civilian oversight structures

resulting from an effective and fully integrated civil service. Target 2025: Internal and external civilian oversight structures established.

#### Assessment

Partially Measurable. The target does not include quantitative metrics, such as the percentage of institutions with oversight structures.

#### Recommendation

Set annual milestones to track the establishment and operationalization of these structures.

Outcome indicator 2.2.b1: Number of victims of intentional homicide per 100,000 population, by sex and age. Target 2025: Reduction in prevalence of intentional homicides.

#### Assessment

Not Time-bounded. Target year is 2025, but the target does not quantify the desired reduction.

#### Recommendation

Define a specific reduction target, such as “reduce intentional homicides by X% by 2025”.

Outcome indicator 2.2.b2: Conflict-related deaths per 100,000 population, by sex, age, and cause. Target 2025: Reduction in the prevalence of conflict-related deaths and civilian casualties attributed to security forces

#### Assessment

Not Time-bounded. Target year is 2025, but the target lacks a specific quantitative reduction goal.

#### Recommendation

Specify the desired reduction, such as “reduce conflict-related deaths by X% by 2025”.

Outcome indicator 2.3.b: Number of Security and Justice Committee (SJC) meetings. Target 2025: Fully functioning SJC Secretariat.

#### Assessment

Partially Measurable. The number of meetings can be tracked, but functionality requires additional metrics.

#### Recommendation

Define what “fully functioning” entails (e.g., specific responsibilities, meeting frequency).

Outcome indicator 3.1.d: Cumulative number of SMEs

registered. Target 2025: TBD (year 5)

#### Assessment

Not Time-bounded. Lacks a clear numeric target for 2025.

#### Recommendation

Define a specific numeric target for the number of SMEs by 2025.

Outcome indicator 3.1.e: Cumulative number of additional jobs created and jobs retained. Target 2025: TBD - 25% of total new jobs created should be for women and men affected by displacement, youth, persons with disabilities, and minority groups

#### Assessment

Not Time-bounded. Total job numbers are undefined as numeric target for 2025.

#### Recommendation

Define a specific numeric target for the total job to be created by 2025.

Outcome indicator 3.3.b: Proportion of economically active youth unemployed or underemployed. Target 2025: 50%

#### Assessment

Moderately Specific. Focuses on youth unemployment and underemployment but could benefit from a breakdown of “underemployment”.

#### Recommendation

Clearly define “underemployment” to improve measurement.

Outcome indicator 4.2.a: Number of people impacted by climate change, natural disasters, and environmental degradation. Target 2025: 20% of vulnerable population groups benefitting from climate change and disaster preparedness actions

#### Assessment

Moderately Specific. Focuses on reducing vulnerability, but the scope of “benefitting” needs clarification. Measurable though methods for measuring “benefitting” must be clearly defined.

#### Recommendation

Define what constitutes “benefitting”.

Outcome indicator 4.3.c: Percentage of people affected

by shocks who have access to adequate and nutritious food and specialized nutritious foods to meet their basic food and nutrition needs and build resilience. Target 2025: 90% of affected populations in Integrated Food Security Phase Classification 3 and 4 reached.

**Assessment**

Moderately Specific. Could further define “adequate and nutritious food”.

**Recommendation**

Define “adequate and nutritious food” to ensure consistent measurement.

Outcome indicator 4.4.b: Percentage of women and men affected by displacement, youth, persons with disability, and minority groups who have participated in public affairs decision making and planning and are able to contribute to state building through peacebuilding,

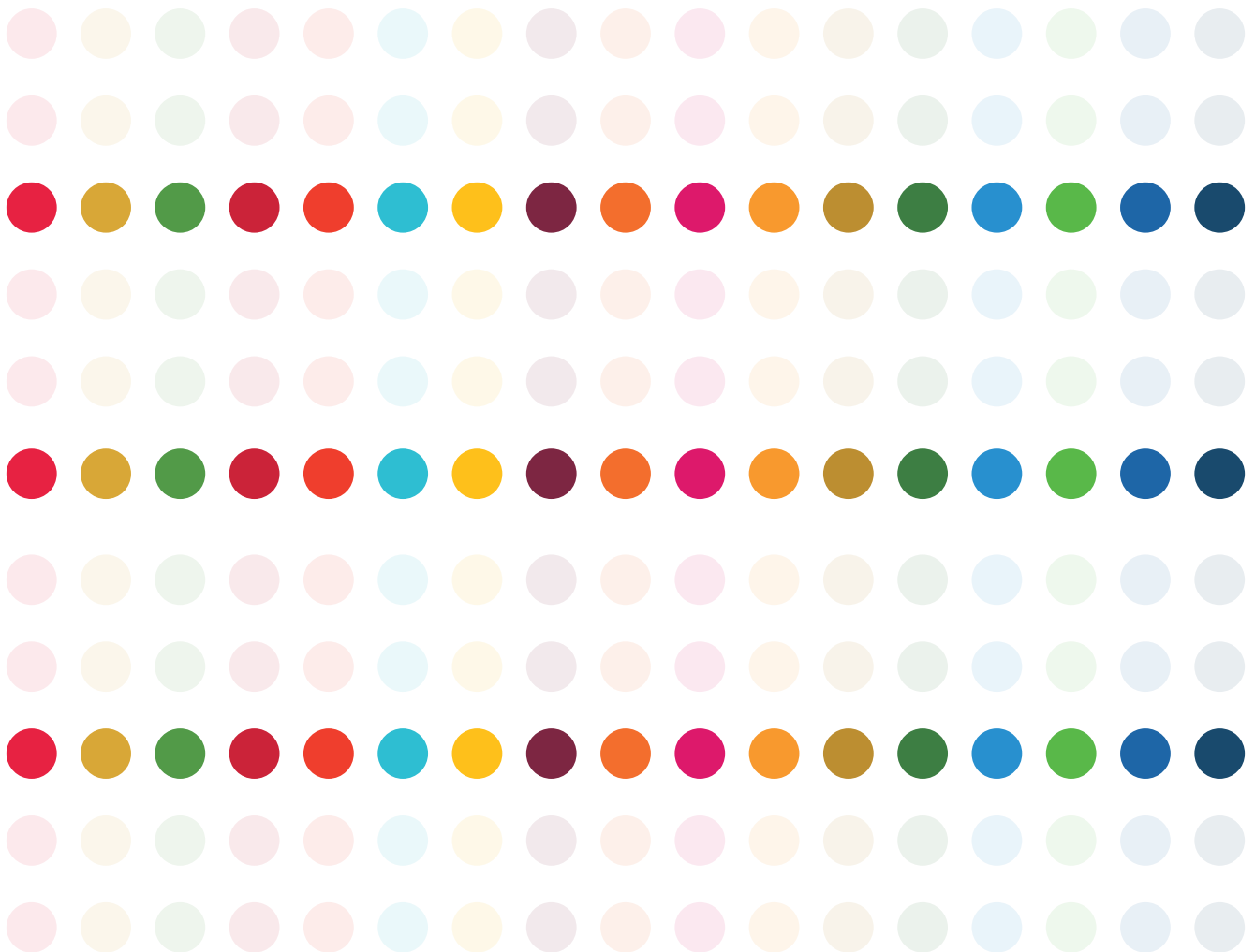
reconciliation, and political participation. Target 2025: 10% of displacement-affected communities (disaggregated by gender, age, etc.)

**Assessment**

Moderately Specific. Focuses on participation but needs clearer metrics for “public affairs decision-making”.

**Recommendation**

Define “public affairs decision-making” to ensure consistent measurement.



## APPENDIX F COUNTRY FRAMEWORK FINANCIAL DATA

**TABLE F1: 2021**

Outcomes	Budget (\$)	Available (\$)	Expenditure (\$)	% of Budget spent	% of available spent
<b>RESULT GROUP 1: Inclusive Politics</b>					
Outcome 1.1: Strengthen federal system and decentralization	2,981,832	2,969,832	2,258,961	76%	76%
Outcome 1.2: Inclusive, accountable, transparent democratic systems	19,191,775	19,191,775	8,799,013	46%	46%
Outcome 1.3: Peaceful, inclusive and cohesive society	5,346,214	4,720,585	3,815,265	71%	81%
<b>Total</b>	<b>27,519,821</b>	<b>26,882,192</b>	<b>14,873,239</b>	<b>54%</b>	<b>55%</b>
<b>RESULT GROUP 2: Security and Rule of Law</b>					
Outcome 2.1: Al-Shabaab weakened; human rights, equality, and security promoted through stronger institutions and accountability.	80,533,594	72,242,288	67,711,721	84%	94%
Outcome 2.2: Institutions will empower communities to address insecurity with effective civilian oversight.	15,690,005	14,798,738	11,456,300	73%	77%
Outcome 2.3: Stronger institutions, anti-corruption efforts, and better coordination to meet community needs.	13,014,670	12,714,670	10,053,810	77%	79%
<b>Total</b>	<b>109,238,269</b>	<b>99,755,696</b>	<b>89,221,831</b>	<b>82%</b>	<b>89%</b>
<b>RESULT GROUP 3: Economic development</b>					
Outcome 3.1: Stronger economic institutions and support for SMEs to drive inclusive and sustainable growth.	6,158,196	5,208,196	4,920,340	80%	94%
Outcome 3.2: Sustainable resource management and improved value chains to boost productivity, value, and decent work opportunities.	18,090,006	14,587,851	13,325,985	74%	91%
Outcome 3.3: National human capital development program expanding skills access for all, including marginalized groups.	14,563,594	13,320,518	10,168,045	70%	76%
<b>Total</b>	<b>38,811,796</b>	<b>33,116,565</b>	<b>28,414,370</b>	<b>73%</b>	<b>86%</b>
<b>RESULT GROUP 4: Social Development</b>					
Outcome 4.1: By 2025, vulnerable Somalis gain equitable access to quality government-led basic services.	130,776,430	132,427,717	132,240,045	101%	100%
Outcome 4.2 By 2025, fewer people are affected by climate change and environmental disasters.	15,173,076	19,911,671	7,429,467	49%	37%
Outcome 4.3: By 2025, vulnerable Somalis have stronger resilience to environmental and conflict-related shocks through better risk management, food security, and nutrition.	301,352,625	251,461,451	228,314,804	76%	91%
Outcome 4.4: By 2025, local institutions and communities are strengthened to support resilience, self-reliance, and social cohesion for displaced urban populations.	10,310,100	9,652,374	9,652,374	85%	100%
<b>Total</b>	<b>456,612,231</b>	<b>413,553,213</b>	<b>377,636,690</b>	<b>83%</b>	<b>91%</b>

TABLE F2: 2022

Outcomes	Budget (\$)	Available (\$)	Expenditure (\$)	% of Budget spent	% of available spent
<b>RESULT GROUP 1: Inclusive Politics</b>					
Outcome 1.1: Strengthen federal system and decentralization	1,983,689	1,460,241	926,159	47%	63%
Outcome 1.2: Inclusive, accountable, transparent democratic systems	9,866,468	9,724,931	9,546,931	97%	98%
Outcome 1.3: Peaceful, inclusive and cohesive society	2,055,532	1,589,186	1,389,186	68%	87%
Total	13,905,689	12,774,358	11,862,276	85%	93%
<b>RESULT GROUP 2: Security and Rule of Law</b>					
Outcome 2.1: Al-Shabaab weakened; human rights, equality, and security promoted through stronger institutions and accountability.	60,114,595	53,938,480	40,417,699	67%	75%
Outcome 2.2: Institutions will empower communities to address insecurity with effective civilian oversight.	5,084,236	4,184,236	3,327,236	65%	80%
Outcome 2.3: Stronger institutions, anti-corruption efforts, and better coordination to meet community needs.	4,838,373	4,821,573	1,586,854	33%	33%
Total	70,037,204	62,944,289	45,331,789	65%	72%
<b>RESULT GROUP 3: Economic development</b>					
Outcome 3.1: Stronger economic institutions and support for SMEs to drive inclusive and sustainable growth.	6,433,159	5,768,159	3,012,450	47%	52%
Outcome 3.2: Sustainable resource management and improved value chains to boost productivity, value, and decent work opportunities.	86,408,618	7,756,899	5,594,207	6%	72%
Outcome 3.3: National human capital development program expanding skills access for all, including marginalized groups.	7,165,045	7,691,760	3,687,304	51%	48%
Total	100,006,822	21,216,818	12,293,961	12%	58%
<b>RESULT GROUP 4: Social Development</b>					
Outcome 4.1: By 2025, vulnerable Somalis gain equitable access to quality government-led basic services.	237,011,065	223,297,142	214,246,392	90%	96%
Outcome 4.2 By 2025, fewer people are affected by climate change and environmental disasters.	15,224,314	14,757,034	9,493,820	62%	64%
Outcome 4.3: By 2025, vulnerable Somalis have stronger resilience to environmental and conflict-related shocks through better risk management, food security, and nutrition.	1,180,296,717	1,063,765,344	728,023,708	62%	68%
Outcome 4.4: By 2025, local institutions and communities are strengthened to support resilience, self-reliance, and social cohesion for displaced urban populations.	17,735,550	16,281,645	14,539,645	82%	89%
Total	,450,267,646	,318,101,165	966,303,565	67%	73%

TABLE F3: 2023

Outcomes	Budget (\$)	Available (\$)	Not yet mobilised (\$)	Expenditure (\$)	% of Budget spent	% of available spent
<b>RESULT GROUP 1: Inclusive Politics</b>						
Outcome 1.1: Strengthen federal system and decentralization	3,725,440	1,163,906	2,730,000	688,762	18%	59%
Outcome 1.2: Inclusive, accountable, transparent democratic systems	9,782,476	8,916,275	866,201	8,421,527	86%	94%
Outcome 1.3: Peaceful, inclusive and cohesive society	7,553,256	7,377,456	175,800	7,167,256	95%	97%
Total	21,061,172	17,457,637	3,772,001	16,277,545	77%	93%
<b>RESULT GROUP 2: Security and Rule of Law</b>						
Outcome 2.1: Al-Shabaab weakened; human rights, equality, and security promoted through stronger institutions and accountability.	79,047,506	64,039,887	6,879,000	50,031,489	63%	78%
Outcome 2.2: Institutions will empower communities to address insecurity with effective civilian oversight.	14,028,001	11,478,001	2,571,240	6,584,480	47%	57%
Outcome 2.3: Stronger institutions, anti-corruption efforts, and better coordination to meet community needs.	12,099,941	12,100,921	47,920	2,439,698	20%	20%
Total	105,175,448	87,618,809	9,498,160	59,055,667	56%	67%
<b>RESULT GROUP 3: Economic development</b>						
Outcome 3.1: Stronger economic institutions and support for SMEs to drive inclusive and sustainable growth.	8,080,000	7,834,000	2,546,000	2,897,439	36%	37%
Outcome 3.2: Sustainable resource management and improved value chains to boost productivity, value, and decent work opportunities.	18,496,885	19,770,592	1,273,707	12,788,301	69%	65%
Outcome 3.3: National human capital development program expanding skills access for all, including marginalized groups.	8,581,985	8,314,603	390,000	4,544,121	53%	55%
Total	35,158,870	35,919,195	1,662,293	20,229,861	58%	56%
<b>RESULT GROUP 4: Social Development</b>						
Outcome 4.1: By 2025, vulnerable Somalis gain equitable access to quality government-led basic services.	309,498,149	213,277,507	99,008,694	184,963,640	60%	87%

Outcome 4.2 By 2025, fewer people are affected by climate change and environmental disasters.	97,835,276	10,744,966	87,122,311	8,986,934	9%	84%
Outcome 4.3: By 2025, vulnerable Somalis have stronger resilience to environmental and conflict-related shocks through better risk management, food security, and nutrition.	1,531,918,242	1,081,257,392	495,798,407	832,543,979	54%	77%
Outcome 4.4: By 2025, local institutions and communities are strengthened to support resilience, self-reliance, and social cohesion for displaced urban populations.	25,034,204	24,802,204	2,209,000	18,091,204	72%	73%
<b>Total</b>	<b>1,964,285,872</b>	<b>1,330,082,069</b>	<b>684,138,411</b>	<b>1,044,585,757</b>	<b>53%</b>	<b>79%</b>

**TABLE F4: JANUARY – JUNE 2024**

Outcomes	Budget (\$)	Available (\$)	Not yet mobilised (\$)	Expenditure (\$)	% of Budget spent	% of available spent
<b>RESULT GROUP 1: Inclusive Politics</b>						
Outcome 1.1: Strengthen federal system and decentralization	7,071,440	2,047,600	5,023,840	1,132,632	16%	55%
Outcome 1.2: Inclusive, accountable, transparent democratic systems	3,909,100	323,750	3,585,350	190,050	5%	59%
Outcome 1.3: Peaceful, inclusive and cohesive society	13,891,691	7,851,505	6,040,186	4,044,231	29%	52%
<b>Total</b>	<b>24,872,231</b>	<b>10,222,855</b>	<b>14,649,376</b>	<b>5,366,913</b>	<b>22%</b>	<b>52%</b>
<b>RESULT GROUP 2: Security and Rule of Law</b>						
Outcome 2.1: Al-Shabaab weakened; human rights, equality, and security promoted through stronger institutions and accountability.	77,267,080	73,152,081	4,164,999	29,668,534	38%	41%
Outcome 2.2: Institutions will empower communities to address insecurity with effective civilian oversight.	10,960,122	10,726,122	234,000	4,472,533	41%	42%
Outcome 2.3: Stronger institutions, anti-corruption efforts, and better coordination to meet community needs.	1,742,395	1,752,935	-10,540	1,172,219	67%	67%
<b>Total</b>	<b>89,969,597</b>	<b>85,631,138</b>	<b>4,388,459</b>	<b>35,313,286</b>	<b>39%</b>	<b>41%</b>
<b>RESULT GROUP 3: Economic development</b>						
Outcome 3.1: Stronger economic institutions and support for SMEs to drive inclusive and sustainable growth.	5,461,600	3,901,600	1,560,000	774,958	14%	20%

Outcome 3.2: Sustainable resource management and improved value chains to boost productivity, value, and decent work opportunities.	44,454,542	27,426,957	17,027,585	11,179,717	25%	41%
Outcome 3.3: National human capital development program expanding skills access for all, including marginalized groups.	7,544,433	7,544,433	-	1,338,347	18%	18%
Total	57,460,575	38,872,990	18,587,585	13,293,022	23%	34%
<b>RESULT GROUP 4: Social Development</b>						
Outcome 4.1: By 2025, vulnerable Somalis gain equitable access to quality government-led basic services.	241,389,461	140,366,820	90,322,641	111,812,911	46%	80%
Outcome 4.2 By 2025, fewer people are affected by climate change and environmental disasters.	204,384,616	97,063,486	107,321,130	14,798,268	7%	15%
Outcome 4.3: By 2025, vulnerable Somalis have stronger resilience to environmental and conflict-related shocks through better risk management, food security, and nutrition.	1,105,607,831	314,137,968	809,323,119	224,321,059	20%	71%
Outcome 4.4: By 2025, local institutions and communities are strengthened to support resilience, self-reliance, and social cohesion for displaced urban populations.	21,182,339	21,028,339	154,000	3,424,375	16%	16%
Total	,572,564,246	572,596,613	,007,120,889	354,356,613	23%	62%

## APPENDIX G RESULTS OF THE COOPERATION FRAMEWORK AT OUTCOME LEVEL (JUNE 2024)

**TABLE F1 : OUTCOMES INDICATORS FOR RESULT GROUP 1**

Indicator	Baseline	Target (2025)	Progress/ Reached Data 2023	Progress/ Reached Data 06/2024	Final achievement rate
<b>OUTCOME 1.1: Formal federal system strengthened, and state powers and service delivery effectively decentralized</b>					
1.1.a Extent of operationalization of the Federal Constitution, harmonization of the FMS constitutions with the Federal Constitution, and compliance with international human rights standards	Federal Constitution not finalized or adopted (2020)	Federal Constitution of Somalia adopted	Discussion on the revision of the Provisional Constitution is ongoing, focusing on the articles relevant for the implementation of the NCC Electoral Agreement (adopted in May 2023)	Recommendations from the discussions with the citizens and FMS integrated in the constitutional amendments. Federal Parliament adopted amended first 4 chapters of the Provisional Constitution.	Partly attained
1.1.b Federal arrangement and allocation of powers codified	FGS and FMSs have not reached an agreement on allocation of powers and other contentious issues (2020)	Consensus on allocation of powers and other contentious issues achieved	Following the adopted incremental approach, consultations on allocation of powers were postponed to 2024.	Reached consensus (with the exception of Puntland) on the electoral framework and one person one vote elections at all levels. Consensus was integrated in the adopted constitutional amendments.	Attained
<b>OUTCOME 1.2: Somalis, particularly women and youth, benefit from and participate in functional, inclusive, accountable, and transparent democratic systems across all levels of government and governmental institutions</b>					
1.2.a Proportion of seats held by women in (a) Federal and (b) Federal Member State parliaments	24.5% in National Federal Parliament (2020)	30% women quota ensured in Federal and State Parliaments	129 women were elected in Puntland's district council elections organized in May 2023 (which is 17% of total elected district councilors)	Limited progress. Political negotiation on the implementation of the May 2023 electoral agreement is ongoing.	Limited progress
1.2.b Democratic and credible one-person-one-vote elections organized and held for Federal Parliament	One-person-one-vote elections have not been organized for the Federal Parliament (2020)	Agreement reached between FGS and FMSs to conduct one-person-one-vote elections for the Federal Parliament and held in 2024/2025	The NCC in May 2023 reached an agreement on the electoral framework to conduct one person one vote elections.	Political negotiation on the implementation of the May 2023 electoral agreement is ongoing.	Ongoing (partly attained)

1.2.c Proportion of citizens who believe that decision-making processes are inclusive and that government is responsive to citizens' needs	Assumption is that citizens have low trust in institutions of government (to be determined through planned survey)	Increased trust in government and governmental institutions	Ongoing. Re: elections - MOIFAR has initiated consultations on the NCC electoral agreement with different stakeholders .	Limited consultations on the amended first four chapters of the Provisional Constitution organized (as informed under the outcome 1)	Limited progress
OUTCOME 1.3: All Somalis live in a peaceful, inclusive, and cohesive society					
1.3.a Number of conflicts resolved per year following implementation of the National Reconciliation Framework and National Reconciliation Plan	National Reconciliation Framework/ Plan are in place, but the launch is still pending (2020)	Increase in the number of citizens who anticipate living in a more peaceful society	Conflicts resolved through grass-roots (inside mediation) process: 4	Reviewed NRF. Inclusive community reconciliation processes initiated, based on NRF	Not applicable for lack of quantitative measure
1.3.b Incidence of inter-clan and intra-clan conflicts resolved through reconciliation processes	Latent and active conflicts at inter-clan and intra-clan levels account for about 35–40% of all reported violence in Somalia (2017–2018)	Number of conflicts resolved through established community-led, grass-roots conflict resolution mechanisms	Number of resolved inter/intra clan conflicts: 4	Three conflicts resolved, one in Galmudug and two in Puntland	Not applicable (no quantitative target)
1.3.c Functionality of the inter-governmental architecture for dispute resolution, peace, and security	Consensus on functional assignments between FGS and FMSs is pending; Intergovernmental Relation Bill is drafted, pending cabinet approval and passage through the Parliament (2020)	Intergovernmental Relation Bill adopted and implemented; consensus between FGS and FMSs on allocation of powers and functional assignments agreed	Limited.	Limited.	Limited progress

**TABLE F2 : OUTCOMES INDICATORS FOR RESULT GROUP 2**

Indicator	Baseline	Target (2025)	Progress/Reached Data 2023	Progress/Reached Data 06/2024	Final achievement rate
<b>OUTCOME 2.1: Al-Shabaab is reduced and degraded, and respect, protection, and promotion of human rights, gender equality, tolerance, climate security, and environmental governance is sustained through strengthened security and rule of law institutions and improved accountability mechanisms and legal frameworks</b>					
2.1.a Proportion of the population who have experienced a dispute in the past two years and who accessed a formal or informal dispute resolution mechanism, by type of mechanism and disaggregated by gender and displacement status	39% accessed clan elders; 8% religious leaders; 3% informal court; 45% police; 2.5% formal court; 2.8% community leaders (2019)	Increased trust in formal justice institutions	Rule of Law survey 2023 ongoing	Not reported	Not available
2.1.b Proportion of population that feel safe walking alone around the area they live	48% in all of Somalia (2018)	60% within regional capitals	Not reported	Not reported	Not available
2.1.c Percentage of security and rule of law institutions with civilian oversight structures resulting from an effective and fully integrated civil service	Civil Service Commission established; Civil Service Training Institute established (2020)	Internal and external civilian oversight structures established	High Judicial council in Puntland. Concept for judicial inspection unit developed for FGS Supreme Court and submitted.	Not reported	Not available
2.1.d Percentage of security and rule of law institutions with an effective climate security approach and a basic environmental governance system	No climate security approach in security and rule of law institutions and no basic environmental governance system (2020)	A training module set up and a Climate Security and Environmental Governance Strategy in place in security and rule of law institutions	Progress being made on a system however nothing in place as of 2023	Not reported	Not available
<b>OUTCOME 2.2: Accessibility and responsiveness of institutions in empowering communities to address underlying causes of insecurity and conflict as well as endemic violations of human rights and marginalization will be ensured by efficient civilian oversight of security and rule of law institutions</b>					
2.2.a Unsentenced detainees as a proportion of overall prison population	24.8% (2020)	10%	Retrial detainees represent 23% of the total prisoner population	Not reported	Not available
2.2.b1 Number of victims of intentional homicide per 100,000 population, by sex and age	4.31 intentional homicides per 100,000 (599 intentional homicides) (2015)	Reduction in prevalence of intentional homicides	Not reported	Not reported	Not available

2.2.b2 Conflict-related deaths per 100,000 population, by sex, age, and cause	35.11 conflict-related deaths per 100,000 population (5,423 conflict-related deaths) in 2019 and 9.44 civilian casualties per 100,000 population (1,459 civilian casualties) in 2019	Reduction in the prevalence of conflict-related deaths and civilian casualties attributed to security forces	Not reported	Not reported	Not available
2.2.c Number of local security governance frameworks enabling decisions to be taken and implemented within those frameworks, disaggregated at federal, state, region, and district levels	Limited coordination between federal and state security structures; minimal coordination below state level (2020)	Regular coordination meetings between FGS/FMS security institutions	Not reported	Not reported	Not available
OUTCOME 3.1: Economic governance institutions are strengthened and an enabling environment established for inclusive, sustainable, and broad-based economic growth driven by the emerging small and medium-sized enterprise sector					
3.1.a Proportion of the population living below the National Poverty Line (US\$1.90 per day)	69% (2019)	55%	Not reported	Not reported	
3.1.b Annual growth rate of real GDP per capita	-1.5% (projected 2020)	Return to positive growth in 2021, followed by real GDP per capita annual growth rate of at least 4% per year	Not reported	Not reported	
3.1.c Time required to start a business (days)	70 days (2019)	17 days	10 days	Not reported	113% (achieved in 2023)
3.1.d Cumulative number of SMEs registered	0 (year zero)	TBD (year 5)	Not reported	Not reported	
3.1.e Cumulative number of additional jobs created and jobs retained	0 (year zero)	TBD - 25% of total new jobs created should be for women and men affected by displacement, youth, persons with disabilities, and minority groups	Not reported	Not reported	
3.1.f Capacity of Somali government institutions to collect, analyse, and disseminate accurate economic and demographic data	26.667 (score out of 100 points) (2019)	Minimum of 50 (score out of 100 points)	Not reported	Not reported	
3.1.g World Bank Doing Business global ranking	190 out of 190 countries (2019)	Not lower than 150 out of 190 countries	Not reported	Not reported	

OUTCOME 3.1: Economic governance institutions are strengthened and an enabling environment established for inclusive, sustainable, and broad-based economic growth driven by the emerging small and medium-sized enterprise sector					
3.2.a Proportion of agricultural area under productive and sustainable agriculture	107,395 km <sup>2</sup> (17% of total land area of Somalia) (2019)	22% of total land area	FAO - No update available	TBC after study	
3.2.b Renewable energy share in the total final energy consumption	94% (2015)	95%	Not reported	Not reported	
3.2.c Manufacturing value added as a proportion of GDP	2.9% (2019)	At least 6%	(UNIDO) No updated data available	Not reported	
3.2.d Forest area as a proportion of total land area	25,000 km <sup>2</sup> (4% of total land area of Somalia) (2019)	10% of total land area	FAO - No update available	Not reported	
3.2.e Degraded land as a proportion of total land area	191,262 km <sup>2</sup> (30% of total land area of Somalia) (2019)	25% of total land area	FAO - No update available	Not reported	
OUTCOME 3.3: An integrated national programme for human capital development is established, increasing access to market-based skills for all – including the most marginalized and vulnerable groups – and safeguarding their rights					
3.3.a Unemployment rate	14% (2019)	8%	Not reported	Not reported	
3.3.b Proportion of economically active youth unemployed or underemployed	70% (2019)	50%	Not reported	Not reported	
3.3.c Vulnerable employment among women	88% (2019)	50%	Not reported	Not reported	

**TABLE F4 : OUTCOMES INDICATORS FOR RESULT GROUP 4**

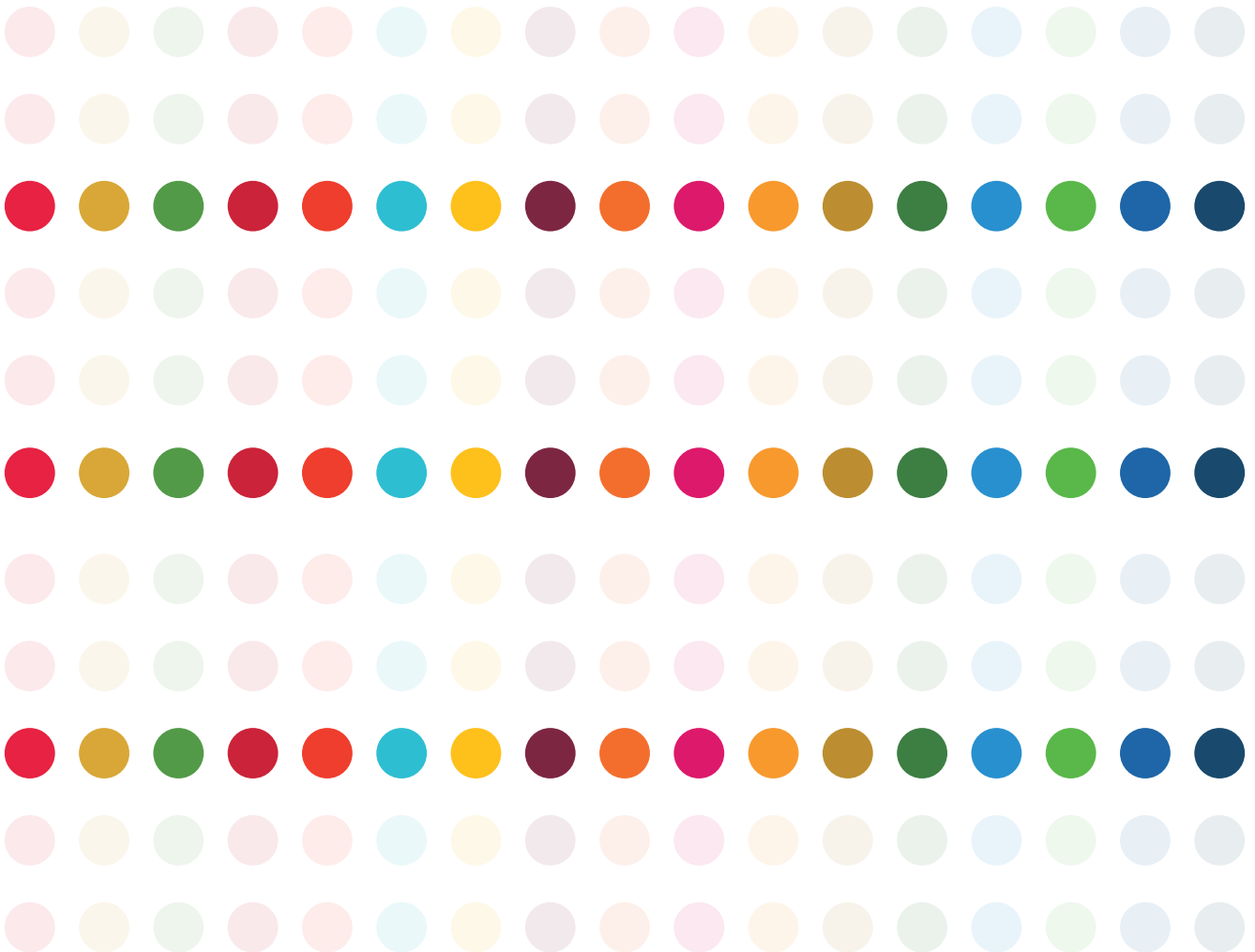
Indicator	Baseline	Target (2025)	Progress/ Reached Data 2023	Progress/ Reached Data 06/2024	Final achievement rate
OUTCOME 4.1: By 2025, more people in Somalia, especially the most vulnerable and marginalized, benefit from equitable and affordable access to government-led and -regulated quality basic social services at different state levels					
4.1.a Proportion of births attended by skilled health personnel	44% (2019)	54%	46%	47%	30.0%
4.1.b Under-5 mortality rate	122 deaths per 1,000 live births (range 65–233) (2019)	110	112	106	133.3%
4.1.c Maternal mortality ratio	692 deaths per 100,000 live births (2020)	600	621	Not reported	77.2%

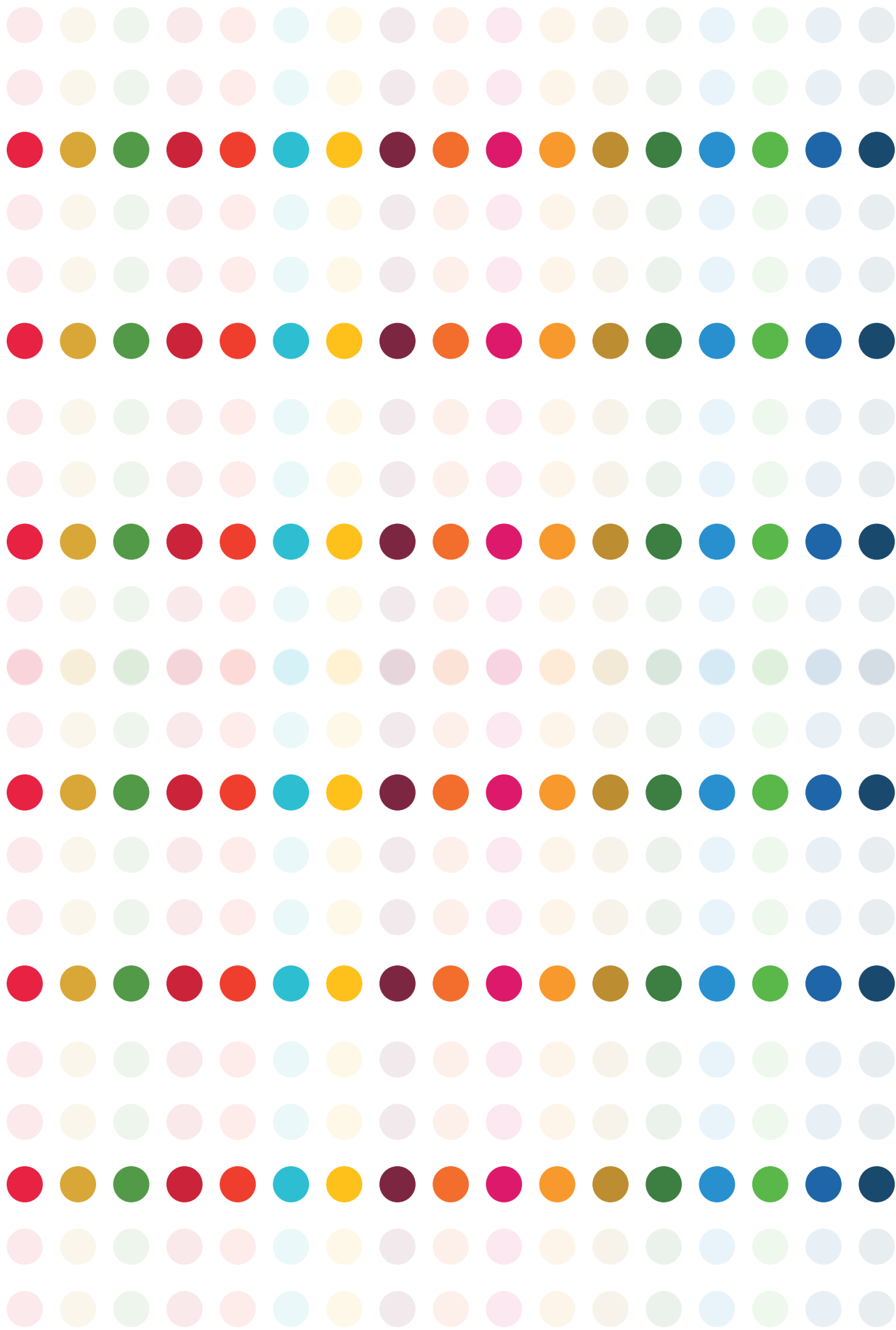
4.1.d Number and proportion of children under 1 who received Pentavalent-3 vaccination	74% (2019)	84%	80%	55%	Has been decreased from 74% to 55%, while the target is to increase to 84%.
4.1.e Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, newborn and child health, infectious diseases, non-communicable diseases, and service capacity and access among the general and most disadvantaged populations)	27 (2017)	40	0	Not reported	-
4.1.f Proportion of children under 5 years of age whose births have been registered with a civil authority, by age	4%	10%	0	NA	-
4.1.g Percentage of children under 5 who are wasted (by sex)	11.6% (2019)	9%	12.4%	12.9%	Increased from an initial 11.6% to 12.9%. The target is a reduction to 9%.
4.1.h Survival rate to Grade 5 (male/female)	64.7%	69.7% (1% increase every year)	88%	N/A	466%
4.1.i Gross enrolment ratio for primary school (%)	33% (2019)	Increase by 2% (increase every year)	37%	N/A	33%
4.1.j Percentage of population using basic water services	52% (2019)	72%	56%	71%	95%
4.1.k Percentage of population using basic sanitation facilities	38% (2019)	50%	Not reported	Not reported	-

4.1.l Percentage of girls and women (15–49 years) who have undergone female genital mutilation/cutting	99.2% (2019)	90%	NA	NA	-
4.1.m Gender-based violence prevalence rate	14.4% (2019)	7%	NA	NA	-
OUTCOME 4.2: By 2025, the number of people impacted by climate change, natural disasters, and environmental degradation is reduced					
4.2.a Number of people impacted by climate change, natural disasters, and environmental degradation	Around 50% of the total population is vulnerable to the impacts of climate change	20% of vulnerable population groups benefitting from climate change and disaster preparedness actions	Overall people in need 8.3M in 2023	Not reported	
4.2.b Percentage of total new displacements due to natural hazards (including drought, floods, cyclones, and locust infestations) as a result of preventative measures and investments	70% of total new displacements are due to natural hazards (drought and floods) (2019)	20% reduction	Due to EL Ninyo, current displacement numbers are at 1.24 million and displaced over 456,800 people. At least 32 people have reportedly died	Not reported	
OUTCOME 4.3: By 2025, the proportion of vulnerable Somalis with scaled-up and sustained resilience against environmental and conflict-related shocks is increased, based on better management of life cycle risk, food security, and better nutrition outcomes					
4.3.a Percentage of target population with acceptable Food Consumption Score	59% (2019)	65%	54.3% (2023) (FAO)	Not reported	Reduced from 59% to 54%, the target is to increase to 65%.
4.3.b Average reducing Coping Strategies Index score for targeted population	8.9 (2019)	6.8	4.8(2023) (FAO)	Not reported	195% (attained in 2023)
4.3.c Percentage of people affected by shocks who have access to adequate and nutritious food and specialized nutritious foods to meet their basic food and nutrition needs and build resilience	70% of affected populations in Integrated Food Security Phase Classification 3 and 4 reached	90% of affected populations in Integrated Food Security Phase Classification 3 and 4 reached	42% of affected populations in Integrated Food Security Phase Classification 3 and 4 reached	Not reported	Reduced from 70% to 42%, the target is to increase to 90%.

4.3.d Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization Child Growth Standards) among children under 5 years of age	27.8% (2019)	18%	Not reported	Not reported	
4.3.e Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight)	11.6% (2019)	9%	Not reported	Not reported	
4.3.f Proportion of poor people covered by predictable government safety nets	10% (2021)	20%	199000	Not reported	
OUTCOME 4.4: By 2025, the capacities of local, national, and customary institutions and communities are strengthened to achieve durable solutions and increase the resilience, self-reliance, and social cohesion of urban communities affected by displacement					
4.4.a Percentage of achievement of the national target: relocation and reintegration of 5,000 refugees, 25,000 refugee returnees, and 50,000 IDPs within five years	0	35%	18%	Between 2020-2024, UNHCR durable solutions interventions (i.e. livelihoods and shelter) benefitted 3062 Refugees, 20,714 Returnees and 50,019 IDPs. For the period Jan-June 2024, 0 refugees, 975 returnees and 4771 IDPs benefitted. 227 refugees have so far departed from Somalia for resettlement; with 22 refugees having departed in 2024.	51.4%

4.4.b Percentage of women and men affected by displacement, youth, persons with disability, and minority groups who have participated in public affairs decision making and planning and are able to contribute to state building through peacebuilding, reconciliation, and political participation	0 (since 2016 in election processes)	10% of displacement-affected communities (disaggregated by gender, age, etc.)	0	Not reported	0%
4.4.c Percentage of displaced households benefiting from improved community service delivery, access to community infrastructure, and basic services as a result of interventions supported by partners	0	50%	34%	Not reported	68% (attained in 2023)





## APPENDIX H OUTPUT INDICATORS

In this table, the output indicators are extracted from the 2023 and 2024 Joint workplan annual progress reviews, with respective target and progress data.

### STRATEGIC AREA 1: INCLUSIVE POLITICS AND RECONCILIATION

Outcome 1.1: Formal federal system strengthened, and state powers and service delivery effectively decentralized

Output 1.1.1: Federal Government of Somalia (FGS) and Federal Member States (FMS) reach agreement on unpacking state building priorities (including on completion of the constitutional review process), safeguarding the gains achieved in the past, sequential adoption of the Federal Constitution and harmonization of the constitutional framework, based on inclusive discussions

Output 1.1.2: Somalis, particularly women and youth, benefit from and participate in functional, inclusive, accountable and transparent democratic systems across all levels of government and governmental institutions

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
Output 1.1.1					
1.1.1.a Reviewed Constitution is adopted	Provisional constitution has been adopted in 2012	Dialogue on the key contentious issues initiated and number of agreements agreed upon. Operationalization of the decisions related to constitutional review process commenced	Dialogue on the articles and chapters linked to the implementation of the NCC electoral agreement initiated. Drafting (revision) of the relevant articles commenced.	Dialogue on the key contentious issues and strategic agreements initiated in the Federal Parliament. Parliament reached consensus on # amended articles and issues	Federal Parliament in March 2024 adopted amended first four chapters of the Provisional Constitution



<p>1.1.1.b. FGS, FMS and representatives of all societal groups, including women, youth, minorities, persons with disabilities etc. participate in inclusive and transparent discussions on constitutional reform (disaggregated according to women, youth, minorities, persons with disabilities; a perception survey conducted)</p>	<p>Three FMS participated in constitutional review process</p>	<p>All 5 FMS participate in decision making on the constitutional review process</p> <p>Expanded constituencies in the constitutional review process (focusing on women, youth, persons with disabilities etc.)</p>	<p>4 FMS (Southwest, Jubaland, Galmudug and Hirshabelle) participated in reaching the decision on the electoral agreement, based on which relevant articles of the Provisional Constitution are being reviewed.</p> <p>Consultations with the wider public on the amended articles of the PS are yet to be organized in 2024</p>		<p>Four FMS (Southwest, Hirshabelle, Galmudug and Jubaland) and all societal groups participated in the consultation process leading to amendments and adoption of the first four chapters of the Provisional Constitution.</p>
<p>1.1.1.c. Number of FMS constitutions harmonized with the Federal Constitution</p>	<p>0</p>	<p>FMS submitted their position on the constitutional review process and suggested amendments</p>	<p>4 FMS (Hirshabelle, Southwest, Galmudug and Jubaland) agreed on the new electoral framework</p>		<p>Southwest, Hirshabelle, Galmudug and Jubaland actively participated in the political and technical consultations to amend first four chapters of the Provisional Constitution. Due to political dynamic with FMS, Puntland has not participated in the process in the first half of 2024</p>
<p>Output 1.1.2</p>					
<p>a. Establish platforms for and extent of effective and meaningful participation of women, youth, persons with disabilities, minorities and other societal groups in political processes and decision making at all levels of government</p>	<p>limited engagement</p>	<p>number of platforms/initiatives established/initiated</p>	<p>Limited</p>	<p>Number of platforms/initiatives established/initiated (information to be disaggregated based on gender and social status)</p>	<p>Limited progress reported.</p>



b. Number of legal and regulatory frameworks addressing barriers to inclusion developed through transparent and inclusive processes ensuring the meaningful participation of women, youth, persons with disabilities, minorities and other societal groups in decision making.	Meaningful participation and influence of mentioned groups, particularly those experiencing overlapping discrimination and marginalization, as well as their organization is generally very low and lacking in quality, effectiveness and structure. Data on this is generally lacking.	Number of legislative processes initiated at all levels through established/initiated platforms/initiatives	limited (public hearing on the Disability Rights Bill was organized)	Number of processes initiated at all levels through established/initiated platforms/initiatives, ensuring inclusivity of the statebuilding processes (information to be disaggregated based on gender and social status)	Limited progress.
c. Level of meaningful participation of right-holders, especially women and discriminated groups, in selected public processes, supported by the UN (SDG 16.4)					
Scale, Qualitative (1 – Negative to 4 – Significant progress made)	limited engagement	2	limited (public hearing on the Disability Rights Bill was organized)	Limited engagement	Limited progress.

Outcome 1.2: Somalis, particularly women and youth, benefit from and participate in functional, inclusive, accountable, and transparent democratic systems across all levels of government and governmental institutions

Output 1.2.1: Electoral institutions and systems for holding elections strengthened at the national and subnational levels to ensure representative and democratic institutions

Output 1.2.2: Legal and regulatory frameworks for political participation of all societal groups, particularly women, youth and underrepresented groups developed

Output 1.2.3: Strengthened transparency, accountability and responsiveness of the institutions at national, state and local levels of government for quality service delivery to citizens



**TABLE 2: OUTPUT INDICATORS FOR OUTCOME 1.2**

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
Output 1.2.1					
a. Voter turnout in national/ subnational elections, disaggregated by gender, age and other categories as available (women, youth, persons with disabilities, underrepresented groups)	0 (No direct election held in Somalia since 1969).	70% of registered voters in Puntland District Council Elections	TPEC managed to register around 340,000 voters and distributed around 319,000 voters' cards. Age Based: 18-30 were 60.61%; 31-40 were 18.85%; 40-50 were 9.76%; and 50+ were 10.78% Voters Breakdown by Gender: Men 50.3%; women 49.7% of the registered voters.	In case elections are prepared: at least 50% of registered voters	No direct elections were held in 2024.
b. at least 30% of women employed, at substantive level, within electoral management bodies at FGS and FMS level	20%	Minimum 30%	The indicator will be measured upon implementation of the NCC electoral agreement and formation of the electoral management bodies. Regarding conducted elections in 2023: 129 women were elected in Puntland's district council elections organized in May 2023 (which is 17% of total elected district councilors) TPEC: TPEC employed 37 Women administrative and technical staff, which is 22.4% of the total number of employees. Out of 9 members of the Board of Commissioners, two are women. TPEC was dissolved after completion of the elections.	In case EMBs are established: Minimum 30%	The new EMB has not be established.



Output 1.2.2					
a. Number of electoral laws revised/adopted to reflect international/regional standards/human rights conventions and include minimum 30% quota for women’s representation at national/subnational levels.	Legal framework for elections is not harmonized and partly not implementable.	Number of laws, policies, by-laws and other official documents reviewed/aligned/adopted (in FGS and FMS)	Consultations on the implementation of the NCC electoral agreement (adopted in May 2023) and the new electoral framework is initiated.	Number of laws, policies, by-laws and other official documents reviewed/aligned/adopted (in FGS and FMS)	No electoral legislation adopted in 2024. Revision of EMB law ongoing.
b. High-level, broad-based agreement achieved on conducting universal suffrage by 2025/2026 (including type of electoral system, constituencies, VR)	1 electoral suffrage for local districts in one of the FMS (Puntland)	FGS+FMS agreed on electoral roadmap for universal suffrage with agreed electoral legal framework	In May 2023 NCC reached an agreement on organization of one person one vote elections in Somalia	FGS+FMS agreed on electoral roadmap for universal suffrage with agreed electoral legal framework	No agreements achieved yet.
c. Extent that measures developed/implemented with UN support advance women’s and girl’s leadership and equal participation in decision-making, with UN support, in: a) Public institutions; b) Elected positions, including parliaments; c) Judiciary; d) Private sector; e) Mediation, reconciliation and peacebuilding mechanisms; and f) Natural resource management (SDG 5.3)  Scale: 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, 4 = In place	1	2	Limited. Office of the Prime Minister and FGS Ministry of Women and Human Rights Development are supported to advocate for the inclusion of women in the statebuilding and high-level decision-making processes.	2	0



Output 1.2.3					
a. A mechanism for inclusion of citizens and civil society to oversight functioning of Parliaments and other key institutions is developed	0	The mechanism developed in # of parliaments	Federal Parliament organized public hearings on the draft bills. The Somaliland Parliament undertook oversight missions.	The mechanism developed in # of parliaments	Not implemented
b. Number of institutions at all levels of government capacitated to perform their functions	limited capacity	MPs of the Federal and FMS parliaments capacitated to actively engage in legal drafting and constitutional review process in inclusive way	Established women caucuses in the FP and FMS parliaments. Their capacities enhanced to advocate for inclusion of women in political and parliamentary processes. Capacities of OC and ICRIC strengthened to facilitate the constitutional review process. Capacities of the Secretariats of the Federal Parliament enhanced to support MPs and senators to perform their tasks.	MPs of the Federal and FMS parliaments actively engaged in legal drafting and constitutional review process. Initiated capacitation of the parliaments secretariats' staff to support functional parliaments	Limited
c. Identified key laws including the ones for local governance service delivery that need to be harmonized and tabled for adoption, following the Somali leadership decision on national priorities	0%	number of laws adopted by FGS and FMS Parliaments	Federal Parliament adopted 13 laws. Initiated revision of the electoral legislation at the FGS level. in Galmudug: revised electoral legislation.	number of laws adopted by FGS and FMS Parliaments	Limited
d. Extent of engagement of citizens, with particular focus on youth, women, minorities, persons with disabilities etc. in local level development processes (i.e. number of community action planning processes undertaken (Mdinio approach)) and number of formalized district planning processes (as per MoIFAR policy)	limited	Number of priority areas incorporated within the city strategies have been implemented	4 community education planning sessions in 2023 (80 per district, 320 in total); 13 Matching Grant Community Implementation Units formed;	Number of citizens engaged in local level development processes (disaggregated by gender)  Number of priority areas incorporated within the city strategies have been implemented	in progress



e. Number of people who are internally displaced, migrants, refugees or part of the host communities, or communities left or affected populations, benefiting from integrated and targeted interventions, including on strengthening social cohesion, with UN support (SDG 10.3)	limited	number of people who benefit from integrated and targeted interventions	One reconciliation event, involving targeted population The Baidoa City Strategy and City Extension Plan was drafted, leading to improved living conditions for both IDPs and host communities.	number of people who benefit from integrated and targeted interventions	Limited
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Outcome 1.3: All Somalis live in a peaceful, inclusive, and cohesive society

Output 1.3.1: Frameworks created that contribute to all Somalis living in a peaceful, inclusive, and cohesive society

Output 1.3.2: Federalist model discussed and capacity of institutions at national, state and local levels strengthened to implement National Reconciliation Framework

**TABLE 3: OUTPUT INDICATORS FOR OUTCOME 1.3:**

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
Output 1.3.1					
a. Level of implementation of the NRF at all levels (used to be under the 1.3.2.)	NRF approved and validated. National Reconciliation Process (draft Implementation Plan) has been prepared. Conflict Mapping completed. Regional Reconciliation Plans and District Reconciliation Plans do not exist.	Number of community reconciliation processes initiated and number of reconciliation plans started being drafted	Reconciliation processes: 4 Reconciliation plans: 2 Political reconciliation: 1	Number of community reconciliation processes initiated based on reviewed NRF	3, one in Galmudug and two in Puntland



<p>b. Grass roots/CSOs initiatives supported and different sectors of the society i.e. women, youth, persons with disabilities, minorities and marginalized communities empowered to develop, lead on, participate and monitor and evaluate reconciliation initiatives, frameworks and programmes at national, regional and district level</p>	<p>Civil society and different societal groups in particular have not been engaged adequately in the reconciliation initiatives.</p>	<p>Number of grass roots initiatives are supported; reconciliation initiatives are inclusive of marginalized groups, particularly women, youth, displacement affected communities, persons with disabilities etc.</p>	<p>Low value grants call for proposals for CSOs, to initiate grass roots initiatives, have been launched.  Alternative Dispute Resolution training organized in the Mataban District, to resolve local conflicts.</p>	<p>Number of inclusive grass roots initiatives supported</p>	<p>The process was initiated</p>
<p>c. Number of gender-responsive, conflict-sensitive development institutions, policies, plans, or cross-border initiatives in place, with UN support that, promote and protect human rights, prevent systemic human rights violations to: a) address conflict drivers; b) strengthen social cohesion; c) prevent risk of conflict, including climate security; and d) end all forms of violence, promote the rule of law, and ensure equal access to justice for all (SDG 16.3)</p>	<p>partially; 0</p>	<p>Number of gender responsive initiatives initiated</p>	<p>Women-led community-based Nonviolent Communication training initiated, aiming to engage women in the community reconciliation process.</p>	<p>Number of gender responsive initiatives initiated</p>	<p>The process was initiated</p>
<p>Output 1.3.2</p>					
<p>a. FGS and FMS reached consensus on federalist model</p>	<p>0</p>	<p>number of agreements on the federalist model agreed</p>	<p>three agreements reached, shaping the federalist structure of Somalia (on fiscal federalism, electoral framework and security architecture).</p>	<p>Number of agreements on the federalist model agreed based on the inclusive consensus building</p>	<p>in progress</p>

b. Extent of functionality of federalist governance infrastructure for peace, security and service delivery	Draft Intergovernmental Relations Bill (2020)	Agreements on incremental approach to state building reached	The leaders (NCC) agreed to prioritize implementation of the electoral agreement (as explained above) - incremental approach	Incremental approach to state building adopted and agreements on the federalist model started being implemented	in progress
c. Extent to which oversight, accountability, or protection mechanisms, especially on civic space, that conform to international human rights standards, are in place and/or functioning, with UN support (SDG 16.2)	partially	Platforms for inclusion of citizens in the statebuilding process created	Delivery unit established in the Office of the Prime Minister, to enhance accountability and service delivery to citizens.	Platforms for inclusion of citizens in the statebuilding process created and are functional	limited

**STRATEGIC AREA 2: SECURITY AND RULE OF LAW**

Outcome 2.1: Al-Shabaab is reduced and degraded, and respect, protection, and promotion of human rights, gender equality, tolerance, climate security, and environmental governance is sustained through strengthened security and rule of law institutions and improved accountability mechanisms and legal frameworks

Output 2.1.1: Security and rule of law stakeholders’ capacity at all levels is built to design, implement, enforce and monitor legal frameworks, policies and accountability mechanisms, in line with human rights standards and the United Nations Human Rights Due Diligence Policy, in security and rule of law sector institutions, including environmental governance and climate security.

Output 2.1.2: Security and rule of law stakeholders at all levels are able to develop national and state level strategies and operational plans in support of stabilization efforts in Somalia, and have the capacity to collect and analyze data that measures progress based on agreed governance and service delivery indicators in locations across Somalia.

Output 2.1.3: Security and rule of law stakeholders at all levels have increased capacity and skills to exercise political and civilian oversight, deliver security services and coordinate the Federal approach to security in accordance with their mandates upholding human rights standards and United Nations support provided is in compliance with HRDDP.



**TABLE 4: OUTPUT INDICATORS FOR OUTCOME 2.1:**

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
<b>Output 2.1.1</b>					
a. Constitutionally-defined codes of conduct/inspection standard operating procedures in place for security and rule of law institutions FMS/FGS	Internal compliance structures in line with codes of conduct for SNA and State Police not in place; Civil service codes of conduct not in place (2020)		Done. FGS and FMS police have all had Code of Conducts endorsed by their respective Ministries of Security at least since 2019.		
b. Level of Implementation of the National Security Architecture to enable full delivery of the Somali Transition Plan (STP) strategic priorities and operational objectives	20% Somali Transition Plan objectives significantly behind schedule. To be updated in 30 September 2020 STP review.		Progress against the implementation of the national weapons and ammunition strategy through technical assistance and policy advice. Progress against the implementation of Somalia's obligations against Article V of the Anti-Personnel Mine Ban Convention through technical assistance and policy advice.	National Security Architecture implementation sufficiently advanced to permit 50% conclusion of the STP.	(UNMAS) # of days of meetings and consultations on Weapons and ammunition management (WAM): 15 days
c. Identification of priority legislations	CCA list of treaties and conventions (2020).		Advocacy and technical support for review and revisions of legislation (Puntland Anti-Terror Law) as well as advocacy for adoption of key bills (CRB, JJB)		Child Rights Bill has been reviewed and returned by Parliament for revisions which are under way. Juvenile Justice and CRVS bills approved by cabinet and pending at parliament. FGM bill in Galmudug was approved and enacted. (UNICEF)



Output 2.1.2					
a. Level of implementation of the National Security Strategy and National Stabilisation Strategy within FMS and FGS institutions through the targets set by the Somali Transition Plan	Limited political agreement between FGS and FMS, establishment of STP SSC (2021)		Progress against the implementation of the national weapons and ammunition strategy through technical assistance and policy advice; FGS and FMS have developed/are developing district stabilization response plans for and needs assessments of recovered districts in line with the NSS and stabilization operational plan	FMS and district plans are developed with partners coordinating interventions to provide timely stabilization responses to target locations with Increase in the level of assistance provided by UN agencies and partner organizations to FGS and FMS stabilization initiatives	The first half of 2024 registered a 34% increase in the active number of stabilization activities at the end of 2023.
b. % of districts rated in stable and maturing category	59% of districts rated in stable and maturing category in Fragility Index and Maturity Model (FIMM) (2021)		65% (28 of 43) districts of the 2023 FIMM are rated stable or maturing	62% of districts rated in stable and maturing category in Fragility Index and Maturity Model (FIMM)	In 2023, 65% of districts were rated in the stable and maturing category, and a decrease in this rate is expected. Data collection for 2024 review is under preparation
c. Number of security and rule of law institutions with dedicated M&E department/ staff	Limited M&E capacity in security and rule of law institutions (2020)		[not provided]	Data collection capacity building for Ministries of Security and State Security Offices across FMS	Support to MOJCA at FGS level for M&E functions at child protection unit and systematic data collection on child justice cases (UNICEF)



Output 2.1.3					
<p>A. United Nations support provided to Security Forces is compliant with UN Human Rights Due Diligence Policy (HRDDP) and mitigation measures implemented.</p>	<p>HRDDP risk assessments conducted and mitigation measures shared with the Government (2016 / 2017)</p>		<p>C-IED training support delivered by the UN, via UNMAS, under this output, is compliant with the HRDDP framework.</p>	<p>UN entities providing support to ATMIS and Somali security forces increasingly report to the UN HRDDP Task Force on the status of implementation of mitigation measures to identify progress, challenges and areas of potential synergy among members of the Task Force.</p> <p>UN entities providing support to SSF receive technical guidance to develop or finalize at least three risk assessments to be adopted by the UN HRDDP Task Force and endorsed by the SRSG.</p>	<p>UN HRDDP Task Force members (e.g. ROLSIG Police, SSR, DSR, UNSOS, UNOPS, UNDP) provided monthly updates on UN support and the implementation of mitigation measures through the information sharing tool coordinated by the HRDDP Secretariat (HRPG). The UN adopted a risk assessment on UN support in the context of use of security escorts by Jubaland Police in May 2024. UNSOM Police coordinated the development of the HRDDP Risk Assessment on Darwish, and contributed to the development of risk assessments on UN support in the context of use of police for security escorts in Hiran region and Jubaland. It is also following-up on HRDDP measures in the context of the JSB and JPP-II project documents.</p> <p>UNICEF has provided compliance information for work with Police and training initiatives. (UNICEF)</p>

<p>B. Human rights commission is established and is fully operational; Number of measures taken to punish administratively and penally members of the Security and Rule of Law institutions perpetrators of violations of IHRL, IHL and IRL</p>	<p>Human Rights Commission Law and process to establish the commission started, only Puntland has an existing Human Rights institution, there is limited means to ensure accountability and redress violations of IHRL, IHL, IRL (2020).</p>	<p>Organise one advocacy training for Somali Youth Cluster to establishment of NHRI</p>	<p>Done</p>		
<p>C. Extent to which oversight, accountability, or protection mechanisms, especially on civic space, that conform to international human rights standards, are in place and/or functioning, with UN support (SDG 16.2)</p>	<p>UNCAC signed on 11 August 2021</p>		<p>[not provided]</p>	<p>Organize two workshops to advance the UNCAC Implementation Review Mechanism self-assessment checklist</p>	<p>UNMAS) # of trained and equipped Somali National Army (SNA) explosive ordnance disposal (EOD) teams: 8 (# of training participants: 265).</p>

Outcome 2.2: Accessibility and responsiveness of institutions in empowering communities to address underlying causes of insecurity and conflict as well as endemic violations of human rights and marginalization will be ensured by efficient civilian oversight of security and rule of law institutions

Output 2.2.1: Media, private sector, IDPs, women and youth, especially those that have been marginalized and made vulnerable are capacitated and represented in reinforced security and rule of law stakeholders forum, to advocate for more inclusive, effective and accountable institutions at federal, state, districts and community levels, thereby enhancing truth, reconciliation efforts and sustainable peace and human rights

Output 2.2.2: Security and rule of law stakeholders contribute to and reinforce the established Federated sustainable tiered framework fiscal model ensuring improved transparency and accountability and enabling the implementation of effective budgetary and anticorruption systems in the security and rule of law sector

Output 2.2.3: Dialogue is facilitated and strengthened among security and rule of law stakeholders at all levels, enabling greater tolerance and diversity, allowing the population to exercise their rights in respect of the rule of law and through legitimate and monopolistic security and rule of law institutions



**TABLE 5: OUTPUT INDICATORS FOR OUTCOME 2.2:**

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
<b>Output 2.2.1</b>					
A. Civil society networks established to interact with security and justice institutions and to produce periodic reports on human rights violations	Seven CSO-Human Rights networks in existence (2020)	Engagement with Justice and security institutions through a national CSO consultation	[not provided]	Engagement with Justice and security institutions through a national CSO consultation	Output 2.2.1 Engagement with Justice and security institutions through a national CSO consultation
B. Somali-led Implementation of new national action plan on sexual and gender-based violence in conflict	Draft Sexual Offenses Bill approved by Cabinet (2018)		[not provided]	Advocate to ensure the Bill is compliant with international standards	Bill passed from Cabinet to Parliament in early 2024 but is not compliant with
C. Extent that measures developed/ implemented with UN support advance women’s and girl’s leadership and equal participation in decision-making, with UN support, in: a) Public institutions; b) Elected positions, including parliaments; c) Judiciary; d) Private sector; e) Mediation, reconciliation and peacebuilding mechanisms; and f) Natural resource management (SDG 5.3)	Underrepresentation of women & girls in S&ROL institutions, elected positions, judiciary, and peacebuilding mechanisms		[not provided]	(UNSOM) Enhance support to professional networks for women in justice sector	UNMAS) # of explosive ordnance risk education (EORE) beneficiaries: 22,124 (boys 8,615, girls 5,939, men 3,162 and women 4,408). UNMAS) area of land cleared: 466,000 m <sup>2</sup>
<b>Output 2.2.2</b>					
a. Federated, sustainable tiered framework fiscal model consensus in place and legislation implemented	Formal mechanism not in place (2019)	National and State Budgets in place; transparent transfers implemented and cross-checked between FGS and FMS.	[not provided]		[not provided]
b. Substantive discussions/ decisions/ recommendations adopted of government expenditures in committees	UNCAC approved (2021)	Increased engagement and policy formulation regarding government expenditures	[not provided]		[not provided]

c. Programming options identified on revenue generation within the Judiciary	No agreed framework on revenue generation (2020)	design phase of the justice sector strategic plan which will lead to options on revenue generations	Methodology for the development of justice sector strategic plan developed and first engagement with justice institutions	Approval of Somalia Public Notary Law	[not provided]
Output 2.2.3					
a. Number of community- based dispute resolutions mechanisms	16 Alternative Dispute Resolution (ADR) Centres in 5 FMS and Benadir (2020)		Community-based dispute resolution centres not currently supported under UNDP/UNSOM/ UNODC Justice and Corrections Programme	6	
b. Number of people supported to access justice, with UN support (SDG 16.6)	2,734 beneficiaries (F: 1,170, M;1,564) of legal aid & mobile court services (2022)		[not provided]	8	
c. Number of grievances that are addressed by the FMS S&ROL institutions	PCVE National Strategy adopted (2016)		[not provided]	7 topics for which integrative justice solutions are adopted	
d. number of dispute resolution mechanisms enabling access by and meaningful participation of women and young people	Justice services supported under the programme through ADR centres, mobile courts and legal aid (32,468 people)	2 (Baidoa and Kismayo)	2 (Baidoa and Kismayo)	6	

Outcome 2.3: Rights and needs of Somali communities command the strengthening of security and rule of law institutions. Anti-corruption efforts, mitigation of duplication and stakeholders' comparative advantages maximised

Output 2.3.1: Security and Rule of Law stakeholders’ ability to plan, request, receive, manage, monitor and coordinate funds, and ensure a comprehensive approach and rebalancing of support will be maximised, thereby ensuring no one is left behind

Output 2.3.2: Security and rule of law stakeholders maximizes their comparative advantages and respective capacities to ensure improved complementarity of efforts through coordination and enhanced convening capacity

Output 2.3.3: Alignment of support to security and rule of law stakeholders to ensure continuity in ongoing stabilization, deradicalization and peace building coordination efforts, including consensus building, resulting in improved engagement at community levels, including women and youth

**TABLE 6: OUTPUT INDICATORS FOR OUTCOME 2.3:**

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
<b>Output 2.3.1</b>					
a. Financial support to CAS Strands 2C, 3, and 4 increased % of overall support to Somalia’s Security and Justice Sector.	According to Somali Security and Justice Sector Public Expenditure Review, \$1.5 billion per year is spent on the Security Sector and \$10.54 million on the Justice & Corrections sector (2017)				
b. Number of Core Security Partners Group (CSPG) meetings on strategic direction and advice	CSPG established in 2022				
c. Existence and effectiveness of financial monitoring and management systems, supported by relevant legislation, within security and rule of law institutions	Limited data available on Aid Information Management System (MOPIED) (2020)				

Output 2.3.2					
a. At least one up-to-date security and rule of law stakeholder mapping with roles and responsibilities and resource allocation	Aid Information Management System (MoPIED) (2020)		[not provided]	Justice and Security Stakeholder mapping to be done for Pillar WG	UNMAS) # of Somali Explosive Management Authority (SEMA) offices supported: 6
b. Functionality of security coordination mechanisms between FMS-FGS	Limited FGS coordination; limited appropriate civil service structures (2020)		[not provided]		
c. Agreement and full implementation of the Justice and Corrections Model and National Security Architecture	Agreement on Constitution pending (2020)	Relevant provision of the constitution revised	Puntland did not agree on the proposed model. Workshop with ICRC/Parliament, Civil society, and FMS to discuss model further and develop road map for next steps	Road map for roll out of JCM approved	
Output 2.3.3					
a. Bilateral and multilateral programmatic agreements on security and the rule of law shared and endorsed through the SDRF/SJC.	Limited alignment of international partners through SDRF/SJC funding mechanisms (2020)		[not provided]		
b. At least one equitable resources allocation formula agreed between FGS and FMS	FGS Budget demonstrates limited resource allocation to FMS (2020)		[not provided]		



<p>c. Level of meaningful participation of right-holders, especially women and discriminated groups, in selected public processes, supported by the UN (SDG 16.4)</p>	<p>Limited participation of women and marginalised groups in public processes</p>		<p>[not provided]</p>	<p>Increased participation of women and marginalised groups in public processes</p>	<p>The MOJCA organized public outreach and community based legal Awareness session on at ABDI-AZIZ DISTRICT and attended by around 85 representatives (60% F) from the district community and youth as well as some key relevant actors from the 17 districts in Banadir Region, CSOs, Families, Community leaders, Police, Media and etc. (UNICEF)</p>
<p>d. Number of mechanisms or initiatives ensuring engagement of young people in security and role of law stakeholders' stabilization, deradicalization and peace building efforts</p>	<p>Eight grievances escalated to the government for dialogue in 2022 (PCVE project on 2 newly recovered areas).</p>		<p>[not provided]</p>	<p>1 initiative for capacity building of youth as peace advocates</p>	

**STRATEGIC AREA 3: ECONOMIC DEVELOPMENT**

Outcome 3.1: Economic governance institutions are strengthened and an enabling environment established for inclusive, sustainable, and broad-based economic growth driven by the emerging small and medium-sized enterprise sector

Output 3.1.1: Government capacity at all levels is reinforced to design, implement, enforce and monitor the impact of business environment reforms that are conducive to the rapid and sustainable growth of the formal small and medium-sized enterprise (SME) sector, including women led-enterprises

Output 3.1.2: Somali SMEs, including women-led enterprises, have significantly enhanced access to business development services (BDS), including signposting for affordable sources of finance, designed to increase their competitiveness in domestic and international markets



**TABLE 7: OUTPUT INDICATORS FOR OUTCOME 3.1:**

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
<b>Output 3.1.1</b>					
1.1.1 # 'SME friendly' reforms enacted and implemented (inc. Cross cutting strategies, policies, pre-feasibility studies, masterplans, federal and state level development plans, etc.)	40	2 (UNIDO PPP and Cooperative Law)	1 (UNIDO)	2x Legislative policies/laws (UNIDO)	
1.1.3 # Key governmental institutions benefitting from embedded or seconded expertise	14	8 UNIDO MoCI (FMS and FGS). 4 WFP (MoAI Federal Technical Advisors)  Ministry of Fisheries and Blue Economy (FGS) and Ministries of Fisheries and Marine Resources (FMS) supported with technical advisers/Focal Points (Number = 5)  2 FAO (MOAI FGS & MOPIED FGS)	UNIDO has provided 8 advisors to the Ministries of Commerce and Industry at FGS and FMSs. Technical Advisors injected into MoAI Federal through a WFP Capacity strengthening agreement.	4 Advisors + 3 Partnership Officer (UNIDO)	
Number of product certification systems developed and implemented	0			1(FAO)	Consultant has been engaged, A review of the seed regulatory framework ongoing
An Agriculture Investment Roadmap/ investment notes developed	0			1(FAO)	1 validated Agriculture Investment Roadmap/ investment notes developed
Number of people trained on improved production methods and practices (desegregated by sex)	14118 (7340 female), 87 (60 Female UNCDF)			6000 (50% female) FAO; [50, (60% Female) UNCDF]	7657 People trained on gender- sensitive climate-smart and nutrition- sensitive agricultural practices to get data from PAID; [Get data from Local government UNCDF]



SDG 17.1 Number of policies developed or improved for the benefit of micro, small, and medium-sized enterprises (MSMEs) with business sector input, and promulgated or implemented, with UN support	TBD		[not provided]	2 as indicated in 1.1.1 (UNIDO); [ 2 UNCDF)	[Get from Local government UNCDF]
Output 3.1.2					
1.3.1. # BDS suppliers / EDUs established and operational, with standardised performance measures in place	4	12 (EDU network, 3 incubators and 3 satellite incubators)	(UNIDO) 12 has been established (6 EDU, 3 incubators & 3 satellite incubators)	6	Until date 6 has been established (UNIDO)
SDG 8 8.2 Number of private sector entities (including MSMEs) with improved performance, business transactions, and/or income generation as a result of UN support	255	20 (FAO) / 500 SMEs (UNIDO). 24 (WFP)		400 MSME (UNIDO); [30 SMES UNCDF)	60 (40 in 2024 UNIDO); [20 SMES UNCDF)
1.3.3 # BDS supported SME projects receiving support from registered financial institutions	40	100 SMEs (UNIDO)	(UNIDO) 240 MSMEs	40 (UNIDO)	0 (UNIDO)
SDG 5 5.5 Number of women-led businesses with improved performance, increased business transactions, and/or income generation as a result of UN support	TBD	240 Women Led SMEs (UNIDO)	UN-Habitat = 80	120 Women-led MSMEs (UNIDO)	

Outcome 3.2: Natural resources are sustainably managed and binding constraints addressed in key productive sector value chains, leading to enduring productivity gains, increased value addition, and enhanced opportunities for decent work

Output 3.2.1: People-centred environment and climate-smart strategies are put in place to address land degradation, halt biodiversity loss, limit urban sprawl, and ensure the sustainable use of key natural resources, including water, forests, rangelands, agricultural land, and ocean fisheries



Output 3.2.2: The capacity of public and private (for-profit and not-for-profit) organizations is strengthened to provide effective technical and business support services to the productive sectors, prioritizing value chains offering - or having the potential to offer - high concentrations of decent work for women (services should include measures to encourage diversification, rehabilitate small-scale economic infrastructure, reduce post-harvest losses, improve quality, set standards, and strengthen rural–urban market linkages)

Output 3.2.3: The capacity of government organizations is strengthened to provide effective and appropriate regulatory oversight of productive sector value chains, aimed at increasing competitiveness and alignment with international standards

Output 3.2.4: The capacity of public and private (for-profit and not-for-profit) organizations is strengthened to expedite the growth of the information and communications technology (“digital economy”) and renewable energy sectors

**TABLE 8: OUTPUT INDICATORS FOR OUTCOME 3.2:**

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
Output 3.2.1					
# Sectoral development strategies, Plans, feasibility studies completed for large key productive sector hardware investments, incorporating Strategic Environmental Assessments (SEAs) or Environmental Impact Assessments (EIAs) as appropriate	4	1 (UNIDO water) 1 (Fisheries Master Plan - FAO/MFBE)	(UNIDO) 1 Water Desalinization	1 - Fisheries infrastructure feasibility study (FAO)	0
Number of pre-feasibility and feasibility studies completed	0			3(FAO)	3
Number of infrastructure rehabilitation (and/or new development) projects completed and operationalized to enhance trade and food security	10			5(FAO)	0
Number of public-private partnerships established for the management of productive sector infrastructure projects	3			2(FAO)	0
Number of new productivity-enhancing technologies introduced into selected value chains	0			4(FAO)	11

SDG 15.3 Number of hectares (ha) of degraded forest under a) rehabilitation; b) restoration, supported by the UN	0	400 ha (RE-PRO-FAO)	4 by 4 KM	0(FAO)	
Output 3.2.2					
2.2.1 # New productive sector extension and technical support services established, disaggregated by sector	0	6 Ministries (FAO). 1 Ministry (WFP)	1 Farmer Advisory Support Centre (FASC) (FAO). 8 State level supported Agricultural Extension workers (WFP - EU/INTPA)		
2.2.2 # Producers receiving extension and technical support services	0	533 agriculture and livestock groups (FAO);	7 493 Farmers (FAO). 40 Cooperatives (WFP)	FAO: 5401 fodder producers WFP: 13,794	FAO: 5401 Fodder producers - SIRA II, SCRIP, RECOVER, RAAISE projects WFP: 16,374
2.2.3 # SMEs investing in added value production (increased local content)		20 Cooperatives (FAO). 40 Cooperatives (WFP)	280 (FAO)	FAO: 30 VSLA groups WFP: 50 VSLAs/cooperatives	FAO: 30 VSLA groups WFP: 54 VSLA
2.2.4 # of infrastructure rehabilitation (and/or new development) projects completed and operationalized to enhance trade and food security	1	533 VSLA groups (FAO)	3 Mkt, 46 Canals (FAO)	FAO: 96 infrastructure rehabilitation WFP: 32 Infrastructure rehabilitation	FAO: 96 Infrastructure rehabilitation WFP: 37 Infrastructure rehabilitation
2.2.5 # agriculture, fisheries, livestock associations and other value chain actors, receiving technical assistance for increasing productivity, implementing climate-smart practices, reducing post-harvest losses, encouraging greater integration and improving access to markets	200	3 Market Centres	6 Value Chain (FAO). 40 Cooperatives (WFP)	50 (WFP) FAO: 69 livestock fodder cooperatives, 30 fisheries associations	FAO: 69 Livestock Fodder Cooperatives trained and provided fodder inputs. 30 SMEs (UNIDO) WFP: 45 Cooperatives

2.2.6 # of Livestock feeds value-addition, storage and marketing facilities established and operational	42	12 irrigation canals	5 Fodder Sheds (FAO)	FAO: 38 Fodder processing and storage facilities construction	RAAISE/SCRP, and Danish Resilience project construction progress reports, service provider report and Recover biannual progress report (FAO).
2.2.6 # of beneficiaries receiving agricultural inputs, tools and extension services for food production	0	12 shallow wells,		FAO: 8000 farmers WFP: 13,794	WFP: 16,374
2.2.6 # of productive infrastructures (irrigation canals) created and rehabilitated	0	5 livestock water catchments (FAO)		FAO: 15 systems WFP: 20 irrigation/water systems	FAO: 18 systems, completed. WFP: 12 irrigation canals and boreholes constructed/built
2.2.6 # of productive infrastructures (fodder storage facilities, livestock markets, meat market, poultry farm, grocery markets, milk markets etc) created and rehabilitated	0	28 (FAO). 40 (WFP)		5 fodder storage facilities, 2 livestock markets, 3 poultry farms, 2 grocery markets, 3 milk markets, 1 fish processing facility, 1 fish market, 5 cold chain facilities, 3 govt/community centers for fisheries sector	FAO: 5 fodder storage facilities, 2 livestock markets, 1 poultry farm, 1 grocery markets, 1 fish processing facility (Kismayo), 5 coldchain facilities, 3 govt/community centers for fisheries sector
SDG2 2.2. Number of rural organizations, government institutions and other relevant stakeholders with enhanced capacities for designing and implementing policies that improve productivity, net income and working conditions within the agrifood system	0	7(FAO)	2 Government Agencies (FAO)	1 Federal Ministry of Fisheries and Blue Economy of Somalia	WFP: (7) Ministry of Agri & Irrigation; Ministry of Livestock; MOECC; MOCI; IGAD; MOEWR; SODMA
Output 3.2.3					
2.3.1 # QIS strategies and / or plans enacted and standards systems in place			There is no activity that funded in this term, and therefore there is no reporting at this activity level.	2x Value Chain Studies for QIS Standards (UNIDO), 1 (Fisheries Master plan by FAO)	FAO: Fisheries Master plan developed



2.3.3 # Capacity building initiatives completed to support QIS ecosystem entities including testing/metrology laboratory			There is no activity that funded in this term, and therefore there is no reporting at this activity level.	2x Trainings (UNIDO), 1 through trainings by FAO	
Output 3.2.4					
SDG 9, 9.2 Number of private sector entities (including micro, small and medium-sized enterprises (MSMEs)) that innovated their business practices, by mainstreaming environmental, social or economic sustainability elements, with UN support	0	180 (UNIDO Incubator Programme)		60 (UNIDO Incubator Programme)	
2.4.2 # of clean energy systems supported to improve access to sustainable sources of energy	9 (2020)			UNDP - At least 1 out 3 systems planned (Pre-requisite assessments are being conducted under AMP project. The project will install 3 systems in year 2 of implementation)	
2.4.4 # of producers and other value chain actors receiving information and linked to new business opportunities through digital Market Information System platforms	1320		0(FAO)		
SDG 7, 7.2 Capacity (in megawatt) in installed renewable energy capacity per technology, with UN support: a) Solar; b) Wind; c) Biomass; d) Hydro; e) Geothermal; f) Other	?	Water Solar Plant 40k liter/day (UNIDO)	(UNIDO) Water Desalination plant with capacity of 40k liter/per day		

SDG 7, 7.2 Capacity (in megawatt) in installed renewable energy capacity per technology, with UN support: a) Solar; b) Wind; c) Biomass; d) Hydro; e) Geothermal; f) Other ? Water Solar Plant 40k liter/day (UNIDO) (UNIDO) Water Desalination plant with capacity of 40k liter/per day

Outcome 3.3: An integrated national programme for human capital development is established, increasing access to market-based skills for all – including the most marginalized and vulnerable groups – and safeguarding their rights

Output 3.3.1: The capacity of public and private (for-profit and not-for-profit) organizations is strengthened to promote gender-sensitive human capital development



Output 3.3.2: Somali women and men have significantly increased access to entrepreneurship training and business skills development resources

Output 3.3.3: The capacity of government, employers' associations, and trade unions is strengthened to promote, enforce, and monitor the adoption of international

**TABLE 9: OUTPUT INDICATORS FOR OUTCOME 3.3:**

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
<b>Output 3.3.1</b>					
SDG 4 4.2 Number of technical and vocational education and training (TVET) institutions with improved capacity to deliver training and assessments with UN support	3	1 UNIDO	UN-Habitat: 1. UNIDO 1	1	
3.1.2 # National curricula developed and adopted by TVET institutions for specific occupational skills	4		UN-Habitat: 1 (Basic Construction Skills Manual)	0	
3.1.3 # Beneficiaries receiving TVET, disaggregated by gender, age and vulnerability group	600	UNHCR	UN-Habitat: 550 UN-HCR: 290	290	UNHCR: 944 beneficiaries (SSBs and TVET) (577 refugees and asylum seekers, 207 IDPs, 122 returnees and 38 vulnerable host communities)
<b>Output 3.3.2</b>					
# Beneficiaries successfully completing entrepreneurship training, disaggregated by gender, age and vulnerability group	500	UNHCR: 200	193		
<b>Output 3.3.3</b>					
a) National Occupational Health and Safety (OHS) policy developed and operational	No	YES	[Not provided]	1	
b) # Occupational Health and Safety (OHS) guidelines introduced and related trainings	2		[Not provided]	1	

**STRATEGIC AREA 4: SOCIAL DEVELOPMENT**

Outcome 4.1: By 2025, more people in Somalia, especially the most vulnerable and marginalized, benefit from equitable and affordable access to government-led and -regulated quality basic social services at different state levels

Output 4.1.1: Populations made most vulnerable, including women and children, increasingly demand and use improved government-led quality and resilient health services in Somalia

Output 4.1.2: Enhanced education policies, plans, governance, and institutional capacity support changes enable increased access to inclusive quality basic education for girls, boys, women and men.

Output 4.1.3: Public policy, governance and investments supports innovative, climate resilient, equity based and sustainable access to water, sanitation and hygiene as a means for social and economic development for the people of Somalia

Output 4.1.4: Investment in protection services respond to and prevent the recurrence of violations against IHL, IHRL, and IRL and support Somalia’s recovery

Output 4.1.5: Girls and boys under age five, adolescent girls and women increasingly use more equitable and quality government-led, resilient nutrition services in Somalia

**TABLE 10: OUTPUT INDICATORS FOR OUTCOME 4.1:**

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
<b>Output 4.1.1</b>					
a) Percentage of pregnant women who attended at least four times for antenatal care during their pregnancy by any provider (skilled or unskilled) for reasons related to the pregnancy	24% (SHDS, 2018)	1 UNIDO	UN-Habitat: 1. UNIDO 1	1	
29% (DHIS2, 2020)	30%	31%	40%	35%	
b) % of Live births attended by skilled health personnel (doctor, nurse, or midwife)	32% (SHDS, 2018)				
43% (DHIS2, 2020)	50%	46%	52%	52%	

c) % of Children< 1 year receiving Pentavalent-3 vaccine at national level	12% (SHDS, 2018)				
73% (DHIS2, 2020)	80%	80%	85%	55%	
d) % of supported delivery facilities providing at least three modern family planning methods	46% (UNFPA records 2020)	88%	89.50	85%	
e) # of youth centres established to provide adolescents and youth with RH services, including HIV prevention services	4 (UNFPA youth centres project 2020)	10	11	3 UNFPA Youth Centers will be established in 2024	
f) Number of comprehensive annual health and nutrition reports using HMIS data	0 (2023)			1	
g) Number of child mortality indicator reports amongst Internally Displaced Populations	0 (2023)			1	
Output 4.1.2					
Extent to which evidence-based education sector policies, plans/strategies addressing access and inequities of basic education.	2 [Indicator measurement scoring from 1 to 4. (Score 1 - Weak); (Initiating Score 2); (Established Score 3); (Championing Score 4)]	3	3	3.5	3



Number of out-of-school children and adolescents who accessed education through UN supported programmes	257,282	421,500	249,477	173,250	99,991 (47,765 girls and 52,226 boys)
SDG Indicator: 4.1 Extent to which the education system is inclusive and gender equitable for access to learning opportunities, and in accordance with international human rights standards, with UN support	0.82 (2020)	0.88	0.84	0.89	0.89
Output 4.1.3					
a) Extent to which child-sensitive programmes enhance the climate and disaster resilience of children, reduce environmental degradation and promote low carbon development and environmental	10.00	TBD	TBD	10	Data not available
b) Number of people reached with at least basic water that is safe and available when needed with UN support.	935,000	1,000,000	544,238	830,000	211,389
c) Number of people in humanitarian contexts reached with appropriate sanitation services	202,000	300,000	241,964	185,250	115,157
SDG Indicator 1.4: Number of people accessing basic services, with UN support	215,305(June 2020)	1,000,000		330,500	

Output 4.1.4					
a) Level of establishment of common case management system for child protection workers.	Level 3: Level 3: Secure database, guidelines, and tools developed, and staff trained in at least 2 states. 36 organizations using CP IMS Primero	Level 4: Level 4: Secure database, guidelines, and tools developed, and staff trained in all states. CPIMS System used in 10 additional child protection organisations.	Level 4 reached with 119 users (82 case workers and 37 case managers and supervisors)	Level 3: Secure database, guidelines, and tools developed, and staff trained in at least 2 states. 36 organizations using CP IMS Primero	
b) Existence of national diversion standards for children in conflict with the law	Yes (Juvenile Justice Bill drafted + diversion policy and age verification guidelines)	Yes (Diversion programme - JJ law, diversion policy, trained and qualified key actors (police, judges, social workers)	The Age Verification Policy and Juvenile Justice Bill were approved by MOJCA and the Cabinet Council on July 31st and August 17th, 2023, respectively. Additionally, 194 justice and security officials underwent training on fundamental child rights, including access to justice and diversion guidelines. Public outreach events in the Banadir region involved 135 participants from 17 districts, fostering awareness and collaboration among child justice actors	Age Verification Guidelines in implementation, Enactment of Juvenile Justice Bill	Trainings conducted on age verification by MOJCA, Parliament ratification of JJ Bill
c) Number of social service workers with responsibility for child protection per 100,000 children, according to type	Approx 26 social workers per 100,000 children (2,399 social workers available in country)	Additional 20 social workers annually per 100,000 children	572 students graduated from Bachelor, Diploma, and certificate programs, including 285 Bachelor's degree graduates in the calendar year 2022/2023. Currently, UNICEF's CP section supports 394 social workers embedded in CSOs and government partners with protection partnership programs. T	30/100,000 children	
d) National mechanisms to engage multiple stakeholders, including civil society, faith-based organizations, and men and boys, to prevent and address GBV in place	10 Communities Action Groups	8 Community Action Groups	8 community action plans developed by community groups and implemented reaching a total of 16,789 people (5,629 men; 6,398 women; 2,330 boys; 2,432 girls) with messages on GBV prevention and denouncing harmful social norms that promote GBV and harmful practices.	40 action groups (8 groups in 5 different communities), 3 Shamekhat FBO network, The Badbaado FGM movement in Punt land	8 action groups formed



e) Proportion of health facilities providing essential health services package for survivors of sexual violence	10% (2020)	35% (by end of 2023)	25 health facilities (20 one stop centers and 5 family care centers supported.	40%	30%
f) # of women and girls who received essential services package for GBV survivors, including in IDP settlements	13,829 GBV Survivors	18,820	To respond to GBV, UNICEF and partners supported safe spaces, mobile services, one stop centers and access to health, legal and MHPSS services. A total of 18,942 GBV survivors (6,121 girls, 831 boys, 11,565 women, 425 men) received comprehensive GBV case management support.	30,500 GBV survivors	4239 survivors (892 girls, 196 boys, 2817 women and 334 men)
Output 4.1.5					
a) Number of children aged 6-59 months who received vitamin A supplements in semester 1	165,7243	2,802,084	3,312,726	3,326,017	0
b) Number of children aged 6-59 months with MAM who are admitted for treatment	503,072	1,270,000	928,452	676,679	277,778
c) Number of children aged 6-59 months with SAM who are admitted for treatment	467,550	477,446	465,655	280,421	220,989

c) Number of children aged 6-59 months with SAM who are admitted for treatment 467,550 477,446 465,655 280,421 220,989

Outcome 4.2: By 2025, the number of people impacted by climate change, natural disasters, and environmental degradation is reduced

Output 4.2.1: Build state capabilities at federal, state and local level institutions to formulate, implement, and enforce climate change and environmental policies, strategies, and regulations

Output 4.2.2: Enhance resilience of vulnerable communities and ecosystems through implementation of climate change adaptation and mitigation actions

Output 4.2.3: Vulnerable households, communities and local governments have the capacity to withstand natural disasters through implementation of disaster risk reduction measures



**TABLE 11: OUTPUT INDICATORS FOR OUTCOME 4.2:**

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
<b>Output 4.2.1</b>					
a) Number of new climate change and environment policies, strategies and regulatory frameworks developed at federal and state level.	National Environment Policy adopted by cabinet in Feb. 2020; National Climate Change Policy adopted by cabinet in Sep. 2020; National Charcoal Policy validated by the national stakeholders; National Environment Act drafted and ready for approval. Climate change strategies for Livestock, Agriculture and Fisheries	1	1 National environmental management act completed, 1 Nationally Determined Contribution (NDC) revised report and NDC implementation Plan designed	(1) Finalize National Determined Contribution (NDC) implementation plan (mandatory for Paris Agreement Somalia climate adaptation and mitigation framework) (2) Finalize NDC Report (3) Complete the NAP	
b) Number of federal member states and districts implementing environmental policies, strategies and regulations	0 (2020)	6	2	2 Member States (Hirshabelle and Galmaadug) and 2 Districts	
c) Number of sectors implementing sectoral climate compatible strategies	0 (2020)	6	2	1) Climate Smart Agriculture strategy 2) Durable Solutions Action Plan JOSP	
<b>Output 4.2.2</b>					
a) Number of districts implementing local mitigation actions and adaptation plans	0 (2020)	2	2	7	
b) Number of cities implementing waste management and environmentally sustainable urbanization initiatives	0 (2020)	1	0	1	
c) Number of communities and districts implementing the Joint Resilience Programme initiatives (JRP 2.0)	0 (2023)			Communities: 74 Districts: 4	

d) Number of people benefiting from/ reached with the Joint Resilience Programme initiatives (JRP 2.0) (Students, farmers, PLW, MCHN, vulnerable people etc)	0 (2023)			Direct beneficiaries: 605,500 Indirect beneficiaries: 1,440,00	
SDG indicator 12.a.1_1: Number of sector-specific training programmes offered by state institutions on natural resources management (including climate change adaptation, biodiversity conservation, chemicals management, renewables, Disaster Risk Management (DRM) and emergency response preparedness), with UN support	0	1%	1	Districts: 4	
Output 4.2.3					
a) Existence of operational Disaster Risk Management and Early warning systems at Federal and Federal Member State Level (gender and age sensitive)	Disaster management policy adopted in 2018; National Humanitarian Strategy drafted, 2019	1	1	1 EWS4ALL,	
b) Number of government issued early warning and climate information products produced and disseminated prior to event to at risk communities and other stakeholders.	0%	1	1	30 Flood and drought alerts/bulletins	JRM
c) % of men and women served under the disaster early warning and climate information services	30% (to be validated by FAO)	50%	50%	40%	
13.2.1 Number of countries with nationally determined contributions, long-term strategies, national adaptation plans and adaptation communications, as reported to the secretariat of the United Nations Framework Convention on Climate Change	0	1	0		

Outcome 4.3: By 2025, the proportion of vulnerable Somalis with scaled-up and sustained resilience against environmental and conflict-related shocks is increased, based on better management of life cycle risk, food security, and better nutrition outcomes

Output 4.3.1: Adequate and stable consumption of nutritious food in the face of recurrent shocks (idiosyncratic and covariate and hazards), increase household and community resilience in urban and rural populations

Output 4.3.2: Federal and state level to establish inclusive, accountable and evidence-based systems and policies resulting in incremental ownership and gradual uptake of state-led service delivery for Government social protection, food security and nutrition initiatives and sustainable livelihoods

Output 4.3.3: Effective government led coordination of humanitarian and development assistance at national and Federal Member States

**TABLE 12: OUTPUT INDICATORS FOR OUTCOME 4.3:**

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
Output 4.3.1					
a) Number of people in need assisted with assets and short-term employment opportunities through diversified livelihood support activities	35%	77,586 (Beneficiaries WFP) 13,327 FAO	77,424 (WFP Beneficiary) 13,327 (FAO Beneficiaries) Total 90,751	WFP: 969 HHs (5,814 beneficiaries)	13,830 Beneficiary
b) Increase in average land cultivated by households	0.81 ha per HH (2019)	65,832 (Beneficiaries)	WFP 72,186 Beneficiaries (FAO) 2.5 ha	(FAO) 35% increase	
c) % increase in Cereal crop yield at household level	1.67 (2019)		(FAO) 1.41	FAO) Maize: 30% increase (FAO) Sorghum: 25% increase	
d) Number of nutrition sensitive value chains made available, accessible, affordable and appealing for rural population through improved processing, storage and preservation	0 (2020)	0 (FAO)	0	TBD	



e) Number of households befitting from emergency preparedness and response interventions to save lives, reducing vulnerability and protecting lives and livelihoods	150,025 households (2020)	3,500,000 Beneficiaries	3,500,000 Beneficiaries (FAO) 188,842 Beneficiaries	WFP: 200,000 Households (1,200,000 beneficiaries/individuals)	WFP: 200,000 Households (1,200,000 individuals)
h) # Children under 5 years of age receive unconditional nutritious food support for treatment and prevention of stunting and malnutrition and promote healthy lives.	753,000 children per year	1,500,219		WFP: 1,104,352 CU5 (treatment + prevention)	710,319
i) # Pregnant and Lactating women receive unconditional supplementary nutritious food during Pregnancy and early child growth periods.)	323,000 women per year	802,721		WFP: 425,447 PLWs (treatment + prevention)	310,501
j) # Food- insecure people receive safety net assistance in the form of conditional in-kind or cash-based transfers for vocational training and rehabilitation of community assets in order to reduce vulnerability to climate related shocks, protect access to food and enhance self-reliance	32,000 HHs per year			4,200 HHs (FAO)	
k) # School-aged children in targeted areas receive a nutritious meal every day they attend school in order to improve learning, meet basic food and nutrition needs and increase school attendance and retention, and benefit from gender informed social behaviour change communication	100,000 children per year	348,000 children	187,459 school children	WFP: 348,000	63,642
SDG Indicator 2.4: Number of nutritionally vulnerable people receiving with UN support: food/cash-based transfers/commodity vouchers/capacity strengthening transfers through malnutrition treatment and prevention programmes	TBC	5000 HHs	1270	5000 (FAO)	4,500

Output 4.3.2					
a) Number of policies, strategies, evidence and research documents developed on social protection with linkages to agriculture, food and nutrition security, resilience and livelihoods	0 (2020)	1	3 (FAO) 2	WFP (4): IFPRI study and Nutrition-Sensitive Pathways to Social Protection Study; Somaliland social protection diagnostic study; Mapping integration of social protection to anticipatory action in East Africa. FAO: Design of Public Works Programme (PSN Component)	WFP (2): IFPRI study will be completed in July, Somaliland diagnostic will be completed by late August, AA mapping of social protection for the region completed. In addition, the Productive safety net study for urban Banadir is currently being undertaken.
b) Number of government officials trained on social protection and linkages to agriculture, food and nutrition security and livelihoods	0 (2020)	1	1 (FAO)	1	1
c) Number of seasonal IPC reports on livelihood, food security, nutrition produced and shared with stakeholders	2 (2020)	2 (FAO)	2 (2023)	2 (FAO)	The 2023 Post Deyr multi-partner IPC report (1 report) was produced and disseminated to stakeholders in February 2024.
E) Capacitation of beneficiaries on the adoption of micro-gardening	470 HH Borama District, Somaliland	470HHs	470HHs (FAO)	FAO: 5000 HHs - Kismayo, Baidoa, Cabudwaaq, Afgooye, Jowhar, Hargeysa, Gabiley, Kismaayo, Baydhaba, Buur Hakaba (with inputs)	400
F) Support vulnerable households with the adoption of micro-gardening, provision of inputs to start a multistory cone garden which is highly productive compared to normal gardening. Provision of complementary training and social behavior change communication (SBCC) designed to facilitate the voluntary adoption of healthy food choices and other nutrition-related behavior that prevent new and relapse cases of malnutrition	800 Households Galmudug, Cabudwaaq District	800HHs	800HHs (FAO)	FAO: 5000 HHs - Kismayo, Baidoa, Cabudwaaq, Afgooye, Jowhar, Hargeysa, Gabiley, Kismaayo, Baydhaba, Buur Hakaba (with capacity building/training)	500



G) information system supported and related capacity developed among relevant government institutions on early warning systems	FSNAU/SWALIM led systems with substantial Government participation at Federal and FMS level	1	FAO-SWALIM designed and implemented an environmental information platform for MoECC (FGS); staff from the MoECC was trained in its management	FAO: 4 information systems (SWALIM)	
H) # Food- insecure urban and rural households receive government led safety net and shock responsive programme in the form of unconditional cash-based transfers that mitigate shock and improve their food security status and enhance self-reliance	2,299,548	2,130,000 individuals	WFP: 1,194,000 people reached with predictable long-term safety nets and 888,000 people received drought emergency cash transfers for 6 months; plan to reach additional 169,548 people through HARBS	WFP: Baxnaano and post flood shock response safety net activated 1,848,000 people	WFP: 215,034
f) Number of households receiving predictable transfers through national systems as a direct result of UNICEF programming cooperation  Agency: UNICEF	27,000 (2023)			40,500 (UNICEF)	27,700 (all female)
Number of households reached with UNICEF-supported humanitarian cash transfers  Agency: UNICEF	2,200 (2023)			4,000 (UNICEF)	0
The number of government- led social protection programmes utilizing the newly developed social protection delivery system (Operations manual and MIS)  Reporting agency: UNICEF	0 (2023)			2 (2024) UNICEF	
SDG Indicator:  I): Number of new or revised national social protection policies to extend coverage, enhance comprehensiveness and/or increase adequacy of benefits, with UN support	2	2	USR policy guidance on census approach to data collection Productive safety net guidance developed with the assistance from FAO	0 (UNICEF)	

Output 4.3.3					
a) Number of multi-stakeholder platforms created and utilized to advocate and promote integration of social protection, food security and nutrition, resilience and sustainable livelihoods	0 (2020)	4 for the period (2021-2025)	1	WFP: 4 (one per quarter)	
b) Number reached through Anticipatory Action (cash/food assistance & early warning messages)	0 (2020)			WFP: 200,000	

Outcome 4.4: By 2025, the capacities of local, national, and customary institutions and communities are strengthened to achieve durable solutions and increase the resilience, self-reliance, and social cohesion of urban communities affected by displacement

Output 4.4.1 Capacitate formal and informal institutions, citizens, displacement affected communities, women, youth, persons with disabilities to collaborate and empower groups that have been marginalized

Output 4.4.2: Strengthen the social and political accountability systems between formal and informal institutions and communities that have been marginalized (affected by displacement, women, youth, persons with disability and urban poor) through inclusive municipal planning processes and initiatives promoting political participation, economic and livelihoods support schemes, tenure security and equitable service delivery

Output 4.4.3: Support formulation and enforcement of policy and legislation protecting the rights of displacement affected communities, inclusive of women, youth and persons with disabilities, and their legal, physical and material safety



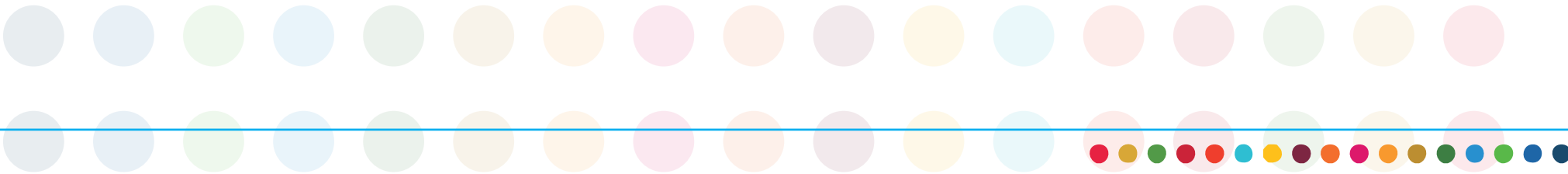
**TABLE 13: OUTPUT INDICATORS FOR OUTCOME 4.4:**

Indicator	Baseline	Target (to 2023)	Progress/ Reached Data 2023	Target (to 2024)	Progress/ Reached Data June 2024
<b>Output 4.4.1</b>					
a) % of targeted DAC report local (re) integration in location of choice	[2019] 37%	50%	Survey report not available yet.	50%	UN-HABITAT: Completed, rehabilitation works on public infrastructure including two schools and one football pitch were completed, 100 shelters were upgraded, and 200 permanent houses constructed for IDP families coupled with solar street light installations. Title deeds were successfully issued to 200 households in Baidoa ADC area.
b) Number of regular dialogue forums and social cohesion platforms formed at community level	20 (since 2016)	50	9	10	8+HRPG trained 116 participants, with 49 males and 67 females. UN-Habitat: Baidoa Municipality and Bosaso Municipality lands department officials (No TBD).
c) Number of public initiatives organized by men and women affected by displacement, youth, persons with disability and minority groups	11 (Since 2016 based on combination of CAPs and social cohesion events)	50	11	11	UN-HABITAT: Discussions on going on workplan arrangements as agreements signed in August 2024. Assessment reports especially dialogue sessions, city extension plan and Bosaso City Strategy.
d) # of Community Action Planning formulation and review events including distribution participatory budgeting processes/year	11 (since 2016)	25	Bosaso (2023)	2	IOM: Saameynta has updated the existing Integrated District Community Action Plan (CAP) in Baidoa through an extensive community consultation process held in March 2024. The format of the CAP has since been upgraded from a thematic priority mapping to a more structure village-based priorities listing, based on the learnings from the Bosaso CAP exercise. Besides the list of priorities, the community-based planning process also functions as interaction platform where DACs can raise their grievances and needs directly to the local authority.
e) # of Persons of concern receiving return assistance	131,000 Somali returnees assisted in by end of 2020	100,000 expected to return by 2025	7,885	1,500	UNHCR: 1,018 households comprising of 1,663 individuals have received return assistance as at June 2024

SDG Indicator 10.3: Number of people who are internally displaced, migrants, refugees or part of the host communities, or communities left or affected populations, benefiting from integrated and targeted interventions, including on strengthening social cohesion, with UN support	TBC	1,000,000 (pledge by FGS during Robert Piper Mission)	2638	0 25,000 (Saame-nyta - IOM)	Jan/Jun 2024: 3.570 people received a land title deed in Baidoa and Bosaso / overall: 31.420 individuals (9.456 IDPs). Jan/Jun 2024: 25 DAC members trained in M&E and co-funding mechanisms / overall: 342 community members trained to enhance technical skills
Output 4.4.2					
a) % of men and women affected by displacement, youth, persons with disability and minority groups have participated in district council elections	0 (2020)	25%		25%	
b) Number of government endorsed city plans that makes provisions for slum/ settlement upgrading, relocation sites for DACs as city extensions	9 (Bosaso, Garowe, Gabiley, Hargeisa, Lasanod, Erigabo, Wajale, Baidoa, Kismayo)	15	Baidoa City Extension Plan	5 (Bosaso/2/, Berdhale, Hudur, Baidoa) TBD: 3 Afgoye, Jowhar, Burcao (Breach)	UN-Habitat - Bosaso city-wide strategy, drafted documents were presented during a joint mission to the Deputy Mayor of Bosaso and the technical team of Public Works Department and a technical team by the Ministry of Public Works, Transport and Housing led by the Director General on 16 January 2024; and again, in the joint meeting of Saameynta partners with the municipal leadership in Nairobi on 18 June 2024. An agreement of cooperation with Bosaso Municipality will have the launching exercise in September 2024. The city-extension plan Bosaso-East has been derived from the City Strategy and encompasses the area east of the Eastern bypass. This area is of strategic value for further city expansion, as the wadis on the western side of Bosaso are essential for protection of water resources and farming activities.
c) % decrease in the number of verified displacement sites.	2,344 (2020 source Detailed Site Assessment)	40%	0	20%	
d) # of displacement affected men and women, youth, persons with disability receives legal identification document	4600	56,000	1,638	1,600	



e) \$ value of investments in slum upgrading, social infrastructure and relocation sites	\$2,6 million	\$10 million	1,2 Mio. USD for ADC site upgrading and housing in Baidoa through UN-Habitat	\$4 million (Saameynta figures, Norway additional fund)	UN-Habitat- Development briefs are being prepared for both Baidoa and Bosaso, proposing projects such as sustainable water supply, job opportunities, affordable housing, solid waste management, improved connectivity, and the Bosaso Corniche (Public Beach development). These briefs, designed to increase investment potential and tenure security for vulnerable IDPs, are set to be presented at upcoming forums, including the World Urban Forum in Cairo in November 2024. The proposed mix land use facility development in Gribble relocation site in Gribble area of Bossaso, Puntland is an intervention that seeks to contribute to the Saameynta Programme is currently being prepared for procurement processes to commence.
f) Percentage of districts where local authorities support basic social services.	0.12	25%		25%	
g) # of youth, in particular who in the hard-to-reach areas, who access knowledge hubs and products on youth’s participation, citizenship and peace building	0	10,000		5,000	
SDG Indicator 11.3: Number of people with increased access to a) adequate housing; b) urban services, in accordance with international human rights standards, with UN support	TBC	1,000,000 (pledge by FGS during Robert Piper Mission)	1,000 Baidoa-ADC - UN-Habitat		



Output 4.4.3					
a) # of legislation and policies enacted and/or enforced in protection of the displaced persons, including minorities affected by displacement in line with human rights standards	4	7	3	3	UNHCR: The IDP Bill is currently with the House Committee; consultative review is pending. OHCHR: From 19-21 February a mission was undertaken to gather data on Protection of civilians Beletweyne – Dhusamarreb.
b) # of displacement affected men and women with secure land tenure and documents	234,492	60,000 per year	N/A	60,000	
c) # of forced evictions involving DACs and vulnerable groups prevented	74,024 (2019, data collected since 2017)	49,999	50,196	50,000	26, 470 evictions prevented in 2024 (Eviction Tracker Portal). OHCHR: M&R plans to have 1 human rights monitoring and reporting training for civil society activists and journalists in the next months. UNHCR: 30,125 internally displaced people, were registered through biometric enrollment and received a one-time assistance following vulnerability assessment.
d) # of key religious leaders' and adolescents' and youth networks/platforms that advocate to end FGM	UNFPA Somalia GEWE reports 2020	800		800	



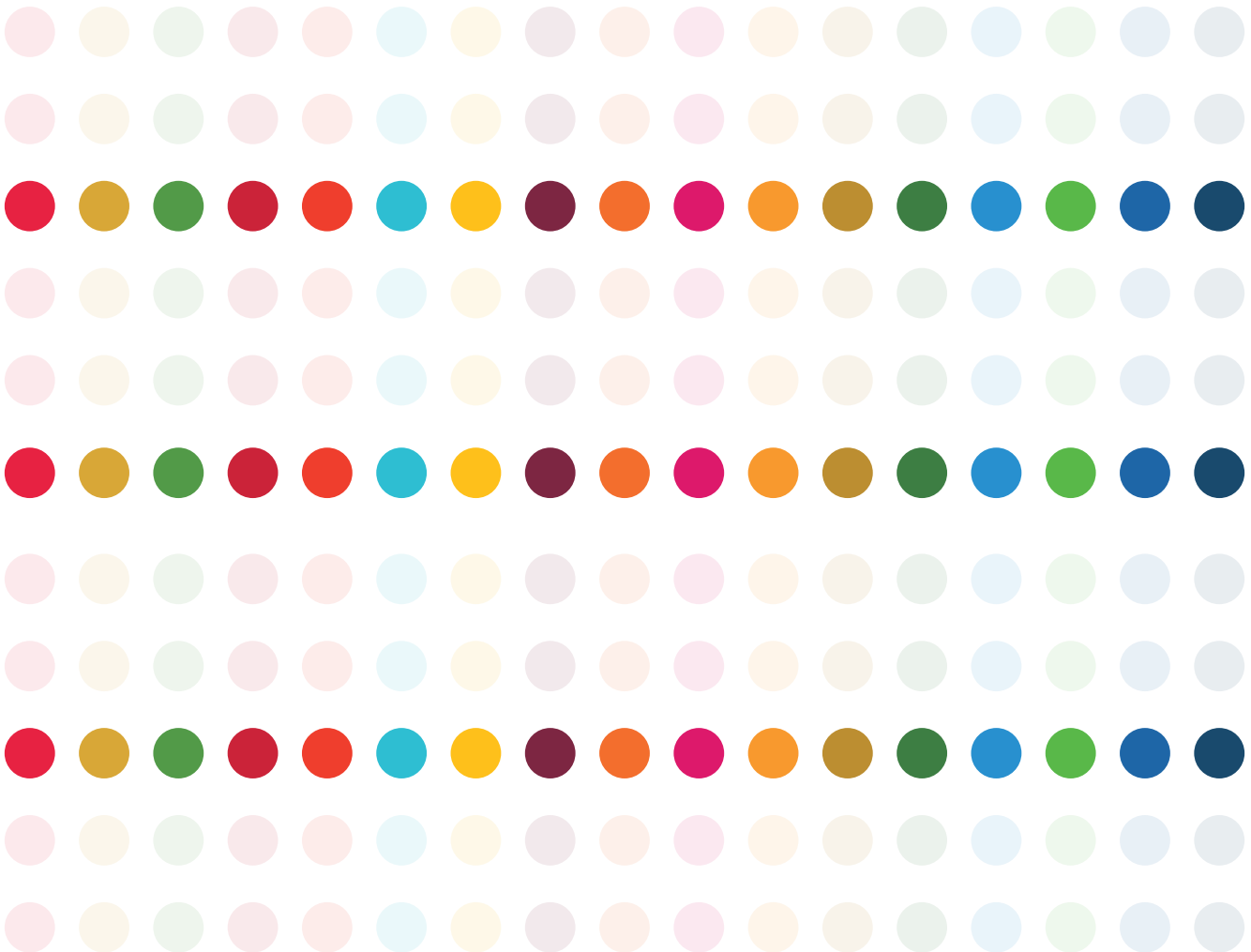
## INFORMATION ON BENEFICIARIES AND DISAGGREGATION OF DATA

Result groups 1 (Inclusive Politics and Reconciliation) and 2 (Security and Rule of Law) are not focused on beneficiaries. The output indicators are not linked to specific beneficiaries, household, or similar units.

Some output indicators of Results group 3 (Economic Development) provide data on beneficiaries:

- √ “Number of people trained on improved production methods and practices”
  - ☐ Target of 2024: 6000 (50% female) FAO; [50, (60% Female) UNCDF]
  - ☐ Progress data (June 2024): 7657 People trained on gender-sensitive climate- smart and nutrition- sensitive agricultural practices to get data from PAID
- √ “SDG 5 5.5 Number of women-led businesses with improved performance, increased business transactions, and/or income generation as a result of UN support”
  - ☐ Target of 2023: 240 Women Led SMEs
  - ☐ Progress 2023: 80 (UN-Habitat)
  - ☐ Target of 2024: 120
  - ☐ Progress 2024: Not reported
- √ “2.2.6 # of beneficiaries receiving agricultural inputs, tools and extension services for food production”
  - ☐ Target of 2024: FAO: 8,000 farmers; WFP: 13,794
  - ☐ Progress 2024: WFP: 16,374
  - ☐ “3.1.3 # Beneficiaries receiving TVET, disaggregated by gender, age and vulnerability group”
  - ☐ Progress 2023: UN-Habitat: 550 UNHCR: 290
  - ☐ Progress 2024: UNHCR: 944 beneficiaries (SSBs and TVET) (577 refugees and asylum seekers, 207 IDPs, 122 returnees and 38 vulnerable host communities)
- √ “# Beneficiaries successfully completing entrepreneurship training, disaggregated by gender, age and vulnerability group”
  - ☐ Progress 2023: 193 [note: the measure is not disaggregated]
  - ☐ Results group 4 (Social Development): the measures in terms of % are not disaggregated.
  - ☐ “Number of out-of-school children and adolescents who accessed education through UN supported programmes”
  - ☐ Progress 2023: 249,477 (not disaggregated)
  - ☐ Progress 2024: 99,991 (47,765 girls and 52,226 boys)
  - ☐ Number of people reached with at least basic water that is safe and available when needed with UN support.”
  - ☐ Progress 2023: 544,238 (not disaggregated)
  - ☐ Progress 2024: 211,389 (not disaggregated)
  - ☐ Number of people in humanitarian contexts reached with appropriate sanitation services”
  - ☐ Progress 2023: 241,964 (not disaggregated)
  - ☐ Progress 2024: 115,157 (not disaggregated)
  - ☐ SDG Indicator 1.4: Number of people accessing basic services, with UN support
  - ☐ no data available
- √ “# of women and girls who received essential services package for GBV survivors, including in IDP settlements”
  - ☐ Progress 2024: 4239 survivors (892 girls, 196 boys, 2817 women and 334 men)
  - ☐ “Number of children aged 6-59 months who received vitamin A supplements in semester 1”
  - ☐ Progress 2023: 3,312,726
  - ☐ “Number of children aged 6-59 months with MAM who are admitted for treatment”
  - ☐ Progress 2023: 928,452
  - ☐ Progress 2024: 277,778
  - ☐ “Number of children aged 6-59 months with SAM who are admitted for treatment”
  - ☐ Progress 2023: 465,655
  - ☐ Progress 2024: 220,989
  - ☐ “Number of people in need assisted with assets and short-term employment opportunities through diversified livelihood support activities”
  - ☐ Progress 2023: 77,424 (WFP Beneficiary); 13,327 (FAO Beneficiaries); Total 90,751
  - ☐ Progress 2024: 13,830 Beneficiary
- √ “Number of households befitting from emergency preparedness and response interventions to save lives, reducing vulnerability and protecting lives and livelihoods”
  - ☐ Progress 2023: 3,500,000 Beneficiaries; (FAO) 188,842 Beneficiaries
  - ☐ Progress 2024: WFP: 200,000 Households (1,200,000 individuals)

- √ “# Children under 5 years of age receive unconditional nutritious food support for treatment and prevention of stunting and malnutrition and promote healthy lives.”
  - ☐ Progress 2023: 1,585,123
  - ☐ Progress 2024: 710,319
  
- √ “# Pregnant and Lactating women receive unconditional supplementary nutritious food during Pregnancy and early child growth periods.)”
  - ☐ Progress 2023: 771,866
  - ☐ Progress 2024: 310,501
  
- √ “(k) # School-aged children in targeted areas receive a nutritious meal every day they attend school in order to improve learning, meet basic food and nutrition needs and increase school attendance and retention, and benefit from gender informed social behaviour change communication”
  - ☐ Progress 2023: 187,459 school children
  - ☐ Progress 2024: 63,642
  - ☐ “SDG Indicator 2.4: Number of nutritionally vulnerable people receiving with UN support: food/cash-based transfers/commodity vouchers/capacity strengthening transfers through malnutrition treatment and prevention programmes”
    - ☐ Progress 2023: 1,270
    - ☐ Progress 2024: 4,500
  
- √ Other indicators are expressed in terms of number of households.



## APPENDIX I MINUTES OF MEETING UNSDCF (COOPERATION FRAMEWORK) THEORY OF CHANGE REVIEW WORKSHOP

The workshop commenced at 8:30 - 9:00 AM with the arrival and registration of participants. 9:00-9:10 Brenda Kambaila (UNICEF) facilitated the opening session, where she welcomed all attendees, introduced the participants, and outlined the objectives of the workshop. Her introduction emphasized the importance of the Theory of Change (ToC) in aligning development efforts under the Somalia UN Cooperation Framework (2020–2024). Below is workshop agenda.

Time	Activity	Who
8:30 – 9:00	Arrival of participants	
9:00 – 9:10	Introduction participants	Brenda
9.10 – 9.20	Objectives of workshop	Brenda
9:20 – 9:30	ToR Evaluation of the Somalia UN Cooperation Framework (2020 - 2024)	Ephrem
9:30 – 10:15	Introduction of Review of TOC of the UNSDCF	Franke
10:15 – 10:35	Coffee and tea break	
10:35 – 11:45	TOC review in 4 small working groups (organized per pillar)	Franke and Shafie moderate
11:45 – 12:45	Feed-back presentation from groups and plenary discussion	Franke moderates
12:45 – 13.15	Conclusions, comments, and closing	Franke

### Participants

The meeting included over 20 participants from UN Agencies namely:

Participants UN Cooperation Framework Evaluation			
No	Agency	Name	Position
1	World Food Programme	John Sitor	M & E Specialist
2	World Food Programme	Serene Philip	Social Protection Specialist
3	FAO	Lanyon Andrew –	Resilience Coordinator
4	FAO	Brighton Nhau –	M&E Specialist
5	FAO	Segun Tekun –	Social Protection Specialist
6	IOM	PRANDELLI Carolina	MEAL Coordinator
7	UNDP	Garikai Mabeza	M & E Specialist
8	UNDP	Nasra Barre	Inclusive Politics M&E
9	UNDP	Mohamoud Mohamoud	Rule of Law M & E
10	UNFPA	Mariam Alwi	Head of Population and Development Unit
11	Integrated Office /RCO	Jean Ives Bonzi	Coordination Officer
12	UNIDO	Abdisalan Salat	National Coordinator
13	UNIDO	Ahmed Mahadalle	National Coordinator
14	UNICEF	Mohamed Hassan Dakane	Planning & Monitoring Specialist

15	UNICEF	Irene Amongin	WASH Manager
16	UNICEF	Chandrakala Jaiswal	Nutrition Manager
17	UNCDF	Dr. Mkhululi Ncube	Country Manager
18	UNTMIS	Isabel Matos Dias Ramos	Climate and Environment Specialist
19	ACT for Performance	Franke Toornstra	Cooperation Framework- Lead Consultant
20	UNICEF	Brenda Kambaila	Research and Evaluation Officer
21	UNMAS	Rahma Aden	Senior Monitoring & Evaluation Associate/ Gender Focal Point Person.
22	SRA	Shafie Sharif Mohamed	Senior Researcher: CF Evaluation Consultant
23	UNICEF	Ephrem Belay	Chief Planning, Monitoring and Evaluation

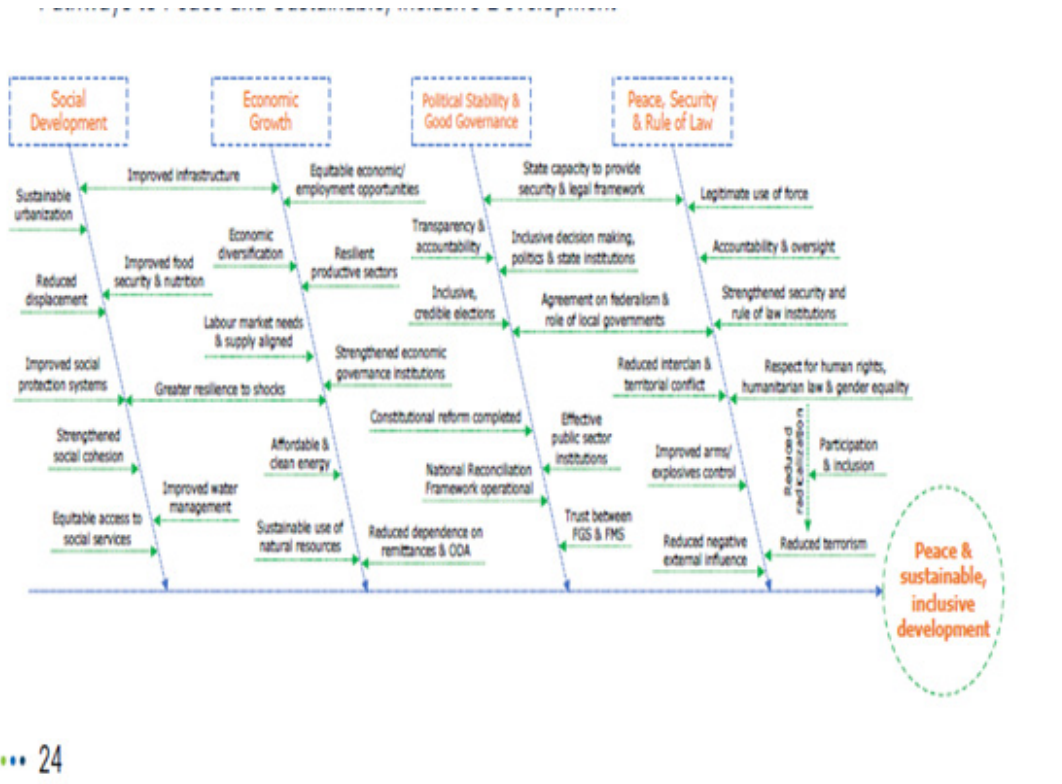
Following the opening remarks, Ephrem delivered a concise presentation on the Terms of Reference (ToR) for the evaluation of the Cooperation Framework, providing the necessary context for the review process. Ephrem stated the importance of aligning the UNSDCF with Somalia's National Development Plan (NDP-9). This was followed by Franke's introduction to the Theory of Change Review, where he outlined the objectives, structure, and methodology of the review exercise. A brief coffee and tea break was held between 10:15 and 10:35 AM.

After the break, the participants divided into four small working groups organized four strategic pillars Inclusive Politics and Reconciliation, Security and Rule of Law, Sustainable Economic Development of the UNSDCF, moderated by Franke and Shafie. Each group reviewed assigned sections of the Theory of Change and assessed the underlying assumptions, outputs, and logical connections. The results of these group discussions were later presented during a plenary session moderated by Mr. Franke Toornstra, where feedback was shared and debated.

Strategic Priorities of the UNSDCF (2020 – 2024)	CF Outcomes	Joint Workplan outputs	CF Evaluation
<ol style="list-style-type: none"> <li>1. Inclusive politics and reconciliation</li> <li>2. Security and Rule of Law</li> <li>3. Sustainable economic development</li> <li>4. Social development</li> </ol>	<ul style="list-style-type: none"> <li>• Underlying TOC</li> <li>• Risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Programs and their outputs contributing to Outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment with NDP#9</li> <li>• Soundness</li> <li>• Adaptability</li> <li>• Comparative advantage of UN</li> </ul>

## CF Theory of Change

During the workshop, participants reviewed the Theory of Change (see diagram hereafter) outlining the core pathways that contribute to Social Development, Economic Growth, Political Stability, Good Governance, Peace, Security and Rule of Law. Each pillar outlines a sequence of desired outcomes that build toward the overarching goal of national stability and resilience. The discussion emphasized the need for synergy across these pillars to avoid fragmented interventions. There was consensus on the importance of aligning programming not only with sectoral goals but also with cross-sectoral transformation.



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## Probing questions

### Probing questions

- How to link the outcome indicators and targets to the UNSOM, UNSOS and AFP operations? Do the operations use the same indicators?
- JWPs are very detailed and comprise outputs, sub-outputs (activities) and budgets. Comparable to project / operations planning. Useful/appropriate for CF, which is a strategic framework, not an operational framework
- To what extent new large operations (e.g. emergency) have been accounted for in the JWPs and thus in the reporting on indicators?
- Is the portfolio with contributing operations known and if so, adaptable on an annual basis?
- Geographical focus in the JWPs, not in the Annual Report? Why?
- How and how often have indicators been measured?
- Who measures the indicators? AFPs, RCO, independent data collectors?
- Are the targets too ambitious? Or are the data not complete?
- Has a quality review been done on the data gathered (e.g. to avoid double counting)
- Is there a need for cross-cutting issues as a 5<sup>th</sup> strategic priority area (pillar)
- Who has access to the CF database? RCO only, AFPs/UNSOS and UNSOM, Government?
- Should all HRP outputs be integrated in the UNSDCF? Or only the ones with a systematic, structural impact (strengthening readiness and resilience versus saving lives)

A key part of the workshop was the discussion on how flexible the Cooperation Framework (CF) is when emergencies happen. Participants noted that sudden events like drought or conflict are not always reflected in the Joint Work Plans (JWPs), which can create gaps in how activities are planned and reported. There was a strong suggestion that the CF should include a fast way to update outputs when emergencies arise. Some participants also mentioned that resilience should include not only economic factors but also social and environmental aspects.

The group also reviewed the outcomes and logic behind the Theory of Change (ToC). Many said it's important to keep checking if the outcomes are being achieved and to adjust them as needed. Others pointed out that it should be clear how each output links to the outcomes, especially when many agencies are involved. A recommendation was made to link the JWPs to real-time dashboards and to give UN agencies more access to data, which would help with coordination.

Another part of the discussion focused on the quality of data. It was noted that there should be stronger efforts to make sure different agencies are using similar data and not repeating work. Some participants said the current targets might be too ambitious and need to be reviewed regularly based on actual field data. There was also a proposal to review outcomes more often to reflect changes in the population and the situation in the country.

Participants agreed that there is a need to make JWPs and outputs more connected to the big picture goals. A follow-up technical meeting was suggested to improve indicators, check data quality, and adjust targets. Everyone showed strong interest in making the CF more relevant, consistent, and useful for everyone involved.

### Unpacking outcome and underlying TOC

**Outcome 1.1: Formal Federal system strengthened, and state powers and service delivery effectively decentralized**

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**Institutional mandates defined and codified in Constitution and legislation and in accordance with international human rights obligations**

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**Somalis, particularly marginalized groups engage in political processes, decision making, and district and state planning and national reconciliatory actions**

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**Capacity of Federal Government, Member States and local government and institutions strengthened**

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**Indicators:**

- **(i) Extent of operationalization of the Federal Constitution, (ii) Harmonization of the FMS Constitutions with the FC, (iii) Compliance with Human Rights standards**
- **Federal arrangement and allocation of powers codified**
- **No indicators for the blue outcome and TOC**

The conversation centered on how the agencies could work more collaboratively and strategically, ensuring their efforts align under one Theory of Change (ToC) framework. Some participants shared their experience working with federal and state governments, pointing out that while institutional mandates are outlined in legislation, the actual implementation is fragmented.

They stated that UN agencies must align their technical support to avoid overlapping mandates or sending mixed signals to partners. It was suggested that agencies coordinate their capacity-building programs to reinforce a shared understanding of governance and human rights obligations.

Participants emphasized that marginalized groups' engagement in governance must be backed by measurable indicators. As a solution, it was proposed that the UN country team adopt joint monitoring tools and a shared database to document progress across different agencies. This would allow stronger synergy and help link the work of individual agencies to the broader CF outcomes. The group highlighted the need to strengthen internal coordination through joint planning sessions and more regular updates between agencies.



### Unpacking outcome and underlying TOC

Concerns were raised about the limited resourcing of security and rule of law actors, with one participant suggesting that international partners should prioritize investment in oversight bodies like the Security and Justice Committee. Additionally, climate governance was flagged as a neglected but critical piece of the puzzle. It was highlighted the absence of robust frameworks that tie environmental protection to peacebuilding strategies, urging the development of legal and institutional tools for climate security.

The discussion also centered around whether the listed indicators sufficiently reflect the complex nature of this outcome, which aims to reduce Al-Shabaab's threat while simultaneously sustaining human rights, gender equality, and climate security.

Representative from UNFPA highlighted population safety needs to be locally contextualized. Otherwise, it won't tell us if the reforms are reaching women or displaced persons, who are often most affected.

The environmental governance and climate-related metrics were also labelled as being too vague or lacking definitional clarity. "What qualifies as an 'effective' climate security approach?" asked someone from UNTMIS. It was proposed to develop clearer metrics, particularly around civilian oversight, environmental frameworks, and localized perceptions of safety.

### Link between Outcomes and Outputs (JWPs)

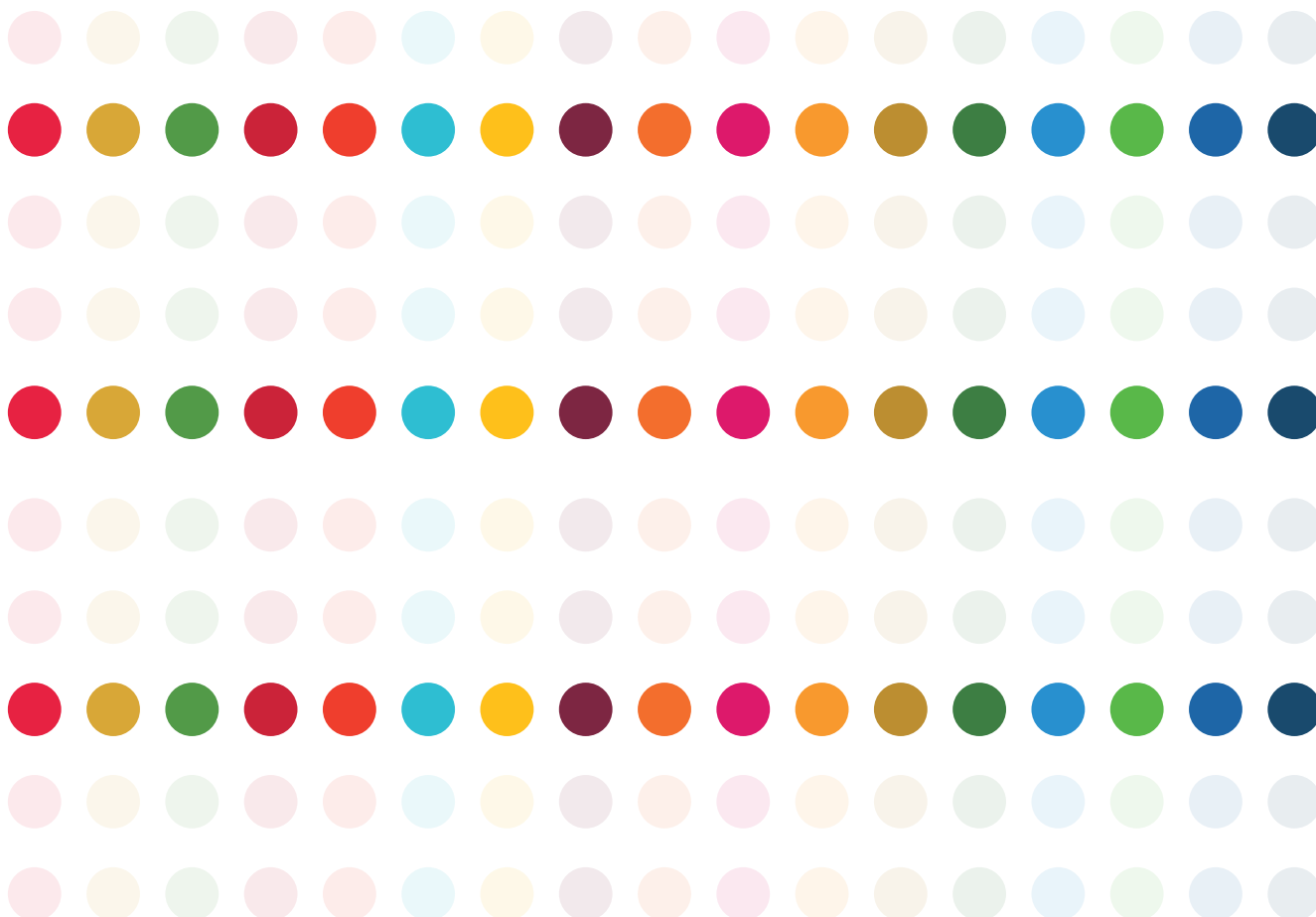
The final session of the Theory of Change Review Workshop addressed the linkages between outcome indicators and operational-level planning and reporting, particularly how these align with UN agencies.

During the discussion, participants noted that the Joint Work Plans (JWPs) are very detailed however, participants raised concerns about emergency interventions, which are often developed after the JWPs are finalized and are not always reflected in the reporting indicators. A suggestion was made to include a mid-year review step to allow for the inclusion of these emergency activities. It was also pointed out that while each agency may know their own operations, there is no shared or up-to-date map of all contributing operations across agencies. There was a recommendation to improve portfolio transparency and develop tools that make this information accessible across teams.

On the topic of data and indicators, the group acknowledged that measurement practices are not consistent. Some indicators are tracked once a year, others every six months, and some are based on donor reporting cycles. There was a call for more clarity about who is responsible for each indicator and for setting a consistent measurement schedule. Insecurity in some areas has led to the use of external data collectors. To address issues like double counting and gaps, a Data Quality Review (DQR) system was recommended.

The group also discussed the need to revisit the targets set under the CF, noting that many of them were based on outdated or missing baseline data and may be too ambitious. A proposal to include cross-cutting priorities such as gender, youth, climate change, and disability as a fifth strategic pillar received strong support. Participants also raised concerns about limited access to the CF database, which is currently restricted. They recommended extending at least partial access to other UN entities and government partners based on roles and responsibilities.

Lastly, there was discussion around how Humanitarian Response Plan (HRP) outputs fit into the CF. The consensus was that only long-term, resilience-focused outputs should be included, while short-term, life-saving humanitarian work should remain under its own planning system. This helps keep the CF focused as a strategic development framework, rather than a tool for immediate humanitarian action.



## APPENDIX J DOCUMENTS REVIEWED

1. 2020 - Federal Government of Somalia. "The National Durable Solutions Strategy (2020-2024)"
2. 2020 - Ministry of Planning, Investment and Economic Development, Somalia. "Somalia National Development Plan 2020-2024"
3. 2020 - United Nations. "Somalia United Nations Sustainable Development Cooperation Framework (2021-2025)"
4. 2020 - United Nations. "UN Cooperation Framework Results Framework"
5. 2020 - United Nations. "Common Country Analysis 2020"
6. 2021 - UNDP. "Country Programme Document (CPD) 2021-2025"
7. 2021 - UNICEF. "Country Programme Document (CPD) and Result Matrix"
8. 2021 - United Nations Country Team in Somalia. "2021 UN Country Results Report"
9. 2021 - United Nations. "Common Country Analysis Update"
10. 2022 - FAO. "Country Programming Framework for Somalia 2022-2025"
11. 2022 - Federal Government of Somalia. "Voluntary National Review Report on the SDGs"
12. 2022 - International Organization for Migration (IOM). "IOM Somalia Strategic Plan 2022-2025"
13. 2022 - The Federal Republic of Somalia. "The Federal Republic of Somalia's VNR Main Messages 2022"
14. 2022 - World Food Programme. "Country Strategic Plan 2022-2025"
15. 2022 - World Food Programme. "Summary Logframe for Country Strategic Plan 2022-2025"
16. 2023 - FAO. "Youth in Action: YOU-ACT Project Document"
17. 2023 - Prasol Consult. "External Evaluation of the UN Joint Programme on Local Governance (JPLG III)"
18. 2023 - United Nations Country Team in Somalia. "2023 UN Country Annual Results Report"
19. 2023 - United Nations Somalia Joint Fund. "2023 Annual Narrative Report"
20. 2023 - United Nations Somalia Joint Fund. "2023 JWP Progress Reporting for RG1, RG2, RG3, and RG4"
21. 2023 - United Nations Somalia Joint Fund. "UNSJF Semi-Annual Report 2023"
22. 2023 - UNMAS. "Programme Result Matrix for Somalia 2023-2024"
23. 2024 - Gurbo, Marina. "End-Term Evaluation of the Women Peace & Protection Joint (WPP) Programme"
24. 2024 - Ministry of Planning, Investment and Economic Development, Somalia. "National Solutions Pathways Action Plan 2024-2029"
25. 2024 - UN Somalia Joint Fund. "Dowladkaab Programme: Strengthening Local Governance and Decentralized Service Delivery"
26. 2024 - UN Somalia Joint Fund. "Project Document for Maareynta Isbeddelka Cimilada (Climate Change Governance)"
27. 2024 - UNDP, UN Women, UNSOM. "End-Term Evaluation of the WPP Programme"
28. 2024 - UN-Habitat. "Provisional Theory of Change 2024"
29. 2024 - United Nations Country Team. "UNCT-SWAP Gender Equality Scorecard Report"
30. 2024 - United Nations Somalia Joint Fund. "Building Accountable and Sustainable Security in Somali Federal Member States"
31. 2024 - United Nations Somalia Joint Fund. "Prodoc for Constitutional Review Process"
32. 2024 - United Nations Somalia Joint Fund. "Strategy Note for Climate and Resilience"
33. 2024 - United Nations Somalia Joint Fund. "Strategy Note for Community Recovery and Local Governance"
34. 2024 - United Nations Somalia Joint Fund. "Strategy Note for Human Rights and Gender"
35. 2024 - United Nations Somalia Joint Fund. "Strategy Note for Inclusive Politics"
36. 2024 - United Nations Somalia Joint Fund. "Strategy Note for Rule of Law"
37. 2024 - United Nations Somalia Joint Fund. "UNSJF Semi-Annual Report 2024"

