

PROJECT DOCUMENT
[Somalia Country Office]

Project Title: Support to Somalia Transformational Governance Program

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Implementing Partner: OPM

Responsible Parties: MOPIED, MOLSA, NLA

Start Date: 01 July 2025 **End Date:** 31 December 2026 **PAC Meeting date:** 12th June 2025

Brief Description
The Transformational Governance project in Somalia is a foundational initiative to kick-off the implementation of the National Transformation Plan (NTP) 2025-2029 and will be contributing factor for driving the institutional reforms envisioned under the NTP. Additionally, this project is envisioned to serve as a catalytic initiative, laying the foundation for a comprehensive framework and a long-term programme that will actively support the implementation of the National Transformation Plan (NTP) and enable systematic tracking of its progress throughout the entire NTP cycle. The project will focus on policy, regulatory frameworks and institutional capacity strengthening activities as well as support innovations towards a more accountable, agile and anticipatory governance and mechanisms at all levels from Federal Government to the Federal member States for a strengthened governance ecosystem. UNDP and Office of the Prime Minister (OPM) with support from SIDA in consultation/coordination with other Ministries Department and Agencies (MoPIED, MoLSA, NLA, Office of the President) and stakeholders envision to work to enhance capacity, review and develop regulatory frameworks for business environments and processes. The overall objective of the project is to strengthen inclusive and accountable governance, to advance public sector reform, build institutional capacity, support leadership and digital transformation, and enhance intra-governmental coordination to drive towards transformational governance and sustainable economic development. Thus, the outcome of the project is supporting the effective kick-start and implementation of the National Transformation Plan (NTP) through a cohesive, digitally empowered, and gender-responsive Somali governance system that drives equitable service delivery and sustainable economic transformation through strengthened leadership, institutional capacity, and intergovernmental collaboration. The following three outputs that contribute to the outcome are Output 1: Strengthened whole-of-government leadership and coordination for accountable and gender-responsive governance; Output 2: Improved public administration performance and inclusive leadership at FGS and FMS levels; Output 3: Inclusive and transparent economic governance to foster growth and private sector development.

Contributing Outcome (UNSDCF, CPD, RPD): 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. 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 enterprise (SME) sector. Indicative Output(s) with gender marker: Outputs 1,2,3, and 4 are GEN2	Total resources required: (USD)		6,000,000
	Total resources allocated:	UNDP TRAC:	
		Donor (SIDA): USD	6,000,000
		Government:	
		In-Kind:	TBD
	Unfunded:		

Agreed by (signatures):

Government	UNDP	Implementing Partner
Print Name:	Print Name:	Print Name:
Date:	Date:	Date:



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Acronyms

SIDA:	Swedish International Development Agency
TGP:	Transformational Governance Program
NTP:	National Transformation Plan
OPM:	The Office of the Prime Minister
UNDP:	United Nations Development Programme
MOPIED:	The Ministry of Planning, Investment and Economic Development
MOLSA:	The Ministry of Labour and Social Affairs
CDU:	OPM's Central Delivery Unit
PSPU:	Policy and Strategic Programming Unit
NLA:	National Leadership Academy
POPP:	UNDPs Policy of Operations and Programme and Procedures
FGS:	The Federal Government of Somalia
FMS:	Federal Member States of Somalia
PSC:	Project Steering Committee
PMU:	Project Management Unit
TAC:	Project Technical Advisory Committee
SSC:	South-South Cooperation



I. DEVELOPMENT CHALLENGE

Somalia faces a multidimensional crisis rooted in decades of conflict, institutional collapse, and climate vulnerability, which has entrenched poverty, inequality, and exclusion. The Federal Government of Somalia (FGS) struggles with weak governance systems, including fragmented inter-ministerial coordination, outdated administrative processes, and non-meritocratic human resource practices. These challenges are exacerbated by systemic gender and clan-based discrimination, leaving marginalized groups—women, youth, internally displaced persons (IDPs), and minority clans—disproportionately affected. For instance, only 24% of parliamentary seats are held by women, and 80% of female-headed IDP households survive on less than \$1/day (Somali Women's Development Center, 2023; UNOCHA, 2023). The Office of the Prime Minister (OPM), tasked with leading the National Transformation Plan (NTP), is structurally overloaded, with 12 departments and 5 pillars reporting directly to the Permanent Secretary, causing decision-making delays and redundancy (Functional Review of OPM, p. 14, 23–25). These institutional weaknesses directly hinder progress toward achieving Somalia's NTP and global agendas like the Sustainable Development Goals (SDGs).

Somalia's Federal Government and Governance Overview

The Somalia Government operates under a federal system, established following the collapse of the Somali Democratic Republic in 1991 and the subsequent formation of the Federal Government of Somalia (FGS) in 2012. The FGS, which replaced the Transitional Federal Government, is the internationally recognized central authority.

The President of Somalia serves as the head of state and is indirectly elected by the Federal Parliament for a four-year term. The Prime Minister, appointed by the president and approved by the House of the People, leads the Council of Ministers, which oversees country's day-to-day governance. The Council of Ministers, along with other governmental agencies and departments, convene on a regular basis to discuss, deliberate, and make decisions on national issues across all sectors of development. One of its most recent initiatives is the National Transformation Plan, 2025-2029.

Somalia's bicameral Federal Parliament consists of:

- The House of the People (lower house)
- The Senate (upper house)

Members of both houses are selected through clan-based power-sharing system, which allocates representation among Somalia's major clans and minority groups. The Federal Parliament is responsible for enacting laws, approving the budget, and overseeing the executive branch.

The judiciary is constitutionally independent, though it remains underdeveloped due to decades of conflict. The Constitutional Court, Federal High Court, and Appeals Courts form the core of the judicial system. Sharia law plays a significant role in legal proceedings, especially in civil and family matters.

Somalia consists of federal member states, including Puntland, Galmudug, Hirshabelle, Southwest, and Jubaland. While these states have their own constitutions and regional governments, they operate within the framework of the federal constitution. The relationship between the federal government and member states is often tense, with ongoing negotiations over power and resource sharing. The Provisional Constitution, adopted in 2012 and amended in 2024, defines the federal structure, Islamic principles, human rights, and governance mechanisms. Amendments require a two-thirds majority in both houses of Parliament and a public referendum.

Somalia continues to face challenges such as insecurity, political fragmentation, and limited institutional capacity. However, recent reforms supported by international partners like the World Bank and IMF aim to enhance governance, strengthen fiscal management, and improve public service delivery.

References

- World Bank: <https://www.worldbank.org/en/country/somalia/overview>.
- <https://www.countryreports.org/country/Somalia/government.htm>



Relevance to National, Regional, and Global Priorities

The project aligns with Somalia's NTP Pillar 1 (Transformational Governance) and Pillar 2 (Sustainable Economic Transformation), which prioritize institutional reform, digital governance, and inclusive economic growth. Nationally, it supports the operationalization of the National Leadership Academy (NLA) to build public sector capacity and harmonize e-government frameworks. Regionally and globally, it contributes to UNSDCF Outcome 1.2 (inclusive democratic systems) and Outcome 3.1, as well as SDGs 5 (gender equality), 8 (decent work), and 16 (strong institutions). For example, digital transformation activities, such as developing a national e-government framework and NLA digital training portals, aim to reduce bureaucratic hurdles and improve service delivery, directly addressing Somalia's ranking of 180th on Transparency International's Corruption Perceptions Index (2023).

Linkage to the National Transformation Plan 2025-2029

In Somalia's recent history, successive National Transformation Plans (NTPs) have failed to achieve their full potential due to limited continuity, weak institutional ownership, and political transitions that often-reset reform momentum. To break this cycle, Transformational Governance (TG) must be the organizing principle that not only launches the NTP but also safeguards its implementation and durability across political transitions and administrations. Rather than viewing the NTP as a standalone plan, the Transformational Governance Project (TGP) reframes it as a government-wide commitment anchored in institutional resilience, performance, and accountability—starting from the Office of the Prime Minister (OPM) and extending across all levels of government.

1. Anchoring the project and NTP through institutional ownership and whole-of-government coordination — The TGP aims to position the NTP as a national framework embedded in reformed and empowered institutions, not merely an initiative of the current administration. By strengthening the strategic and operational capacity of the OPM and its coordination mechanisms — such as the Central Delivery Unit (CDU), the Cabinet Secretariat, and cross-pillar working groups — the plan gains protection from political turnover and becomes an instrument of durable, state-led transformation. In short, Transformational Governance ensures the NTP is not politically transactional, but institutionally embedded, driven by systems, not personalities.

2. Operationalizing the NTP through legal and policy frameworks — For the NTP to move from aspiration to action, it must be backed by a coherent legal and regulatory environment, hence the emphasis on strengthening legal and regulatory frameworks throughout the project. State-building and institutionalization of functions is not possible in the absence of effective laws and weak legal compliance. The project supports the strengthening of the Legal Unit, ensuring all NTP-related actions comply with constitutional mandates, legal standards, and human rights principles. Cabinet decisions, sectoral policies, and reform initiatives will undergo preemptive legal reviews, making the NTP not only actionable but enforceable, and making decisions produced by the Cabinet more durable in the medium to long-term. Through cabinet endorsement, legislation, and inter-ministerial consultation mechanisms, the project will protect the NTP from abrupt policy reversals.

3. Strengthening performance monitoring and delivery systems — Historically, poor monitoring and fragmented coordination have undermined national plans. The TGP reorients NTP implementation around results-based governance, leveraging digital

dashboards, Ministry Delivery Units, and public scorecards (where politically viable). The CDU, supported by the Policy and Strategic Programming Unit, will oversee government-wide progress, ensuring that delivery bottlenecks are resolved and performance is continuously tracked against national targets. These tools create a culture of data-driven decision-making, transparency, and accountability — key ingredients for lasting reform.

4. Advancing digital transformation as a delivery accelerator — A modern, digital public administration is central to transformational governance. The project will operationalize the Digital Coordination Framework, support digital workflows in the Cabinet Secretariat, and digitize key governance systems. This builds an agile and anticipatory government, able to respond to citizen needs with speed, precision, and transparency. By digitizing core state functions, the project ensures that NTP reforms are not only scalable but sustainable.

Evidence of the Problem's Magnitude and Impact

Governance and Service Delivery

Somalia's governance systems are plagued by institutional inefficiencies and systemic corruption, severely undermining public service delivery. Only 26% of households have access to clean water, while 35% lack basic healthcare, a consequence of fragmented governance structures and misaligned responsibilities (Somali High-Frequency Survey, 2020). **For instance, the Office of the Prime Minister's (OPM) Cabinet Secretariat erroneously handles performance**

tracking—a role meant for the Public Service Management Department—resulting in untracked progress under the National Transformation Plan (NTP) (Functional Review of OPM, p. 16–17). Compounding these challenges, corruption permeates daily life, with over 60% of citizens reporting bribes as a prerequisite to access basic services, reflecting a crisis of accountability (Transparency International Somalia, 2023).

Economic and Social Exclusion

Marginalized groups face acute economic and social exclusion, perpetuating cycles of poverty and inequality. Youth unemployment stands at 75%, exacerbated by limited access to vocational training and livelihood programs, with only 15% of IDPs benefiting from such initiatives (UNDP, 2023; OCHA, 2023). Women bear a disproportionate burden, constituting just 24% of the formal workforce and facing a 32% gender gap in secondary education enrollment, which restricts their economic mobility and reinforces systemic disparities (UNICEF, 2023). These inequities are further entrenched by clan-based exclusion and underrepresentation in decision-making, leaving minority groups and IDPs with minimal pathways to economic stability.

Climate Vulnerability

Somalia's climate vulnerability has reached catastrophic levels, with five consecutive failed rainy seasons (2020–2023) triggering widespread food insecurity and displacement. Over 6.7 million people are food-insecure, including 1.8 million acutely malnourished children, while climate shocks displaced 1.2 million people in 2022 alone (FAO, 2023; Norwegian Refugee Council, 2023). The collapse of rain-fed agriculture—a lifeline for 80% of the population—has devastated rural livelihoods, forcing mass migration to urban centers like Mogadishu, where overcrowded informal settlements lack basic infrastructure. These climate-driven crises compound existing governance and economic challenges, pushing vulnerable populations deeper into poverty.

Problem Tree Analysis: Root, Underlying, and Immediate Causes

Root Causes	Underlying Causes	Immediate Causes
Decades of conflict and state collapse (UCDP, 2023).	Weak legal frameworks; underfunded public sector (World Bank, 2022).	Redundant OPM departments (Functional Review, p. 23–25); lack of M&E systems (p. 36).
Systemic gender/clan-based exclusion (UNSOM, 2022).	Non-meritocratic HR practices (45% of OPM department heads lack qualifications) (Appendix 2).	Fragmented service delivery; high youth unemployment (75%).
Climate shocks displacing 3.8 million people (OCHA, 2023).	Underinvestment in ICT (85% manual systems) (MOPIED, 2022).	Bureaucratic corruption; low public trust (IIAG, 2022).

Impact on Marginalized Groups

Group	Challenges	Data
Women	Limited political representation and economic exclusion.	98% of women in IDP camps report gender-based violence (UNFPA, 2023).
Youth	Skills gaps and unemployment.	63% lack access to training programs (UNDP, 2023).
IDPs	No access to markets or healthcare.	3.8 million IDPs, 80% displaced for over 5 years (OCHA, 2023).
Minority Clans	Exclusion from federal decision-making.	0% representation in cabinet positions (Heritage Institute, 2023).

Government Capacity Limitations

1. **Institutional:** Redundant departments (e.g., Administration and Public Works) and missing strategic units (e.g., Disaster Preparedness) (Functional Review, p. 23–25, 36–37).
2. **Human Resources:** Non-meritocratic recruitment and lack of performance management systems (Functional Review, p. 28, 42).
3. **Technical:** Outdated ICT infrastructure; 85% of ministries use manual record-keeping (MOPIED, 2022).
4. **Coordination:** Federal-state disagreements on 60% of policies (Somalia Federalism Forum, 2023).

Link to Poverty, Inequality, and Exclusion

Weak governance perpetuates poverty cycles through inequitable resource allocation (80% of the budget allocated to security vs. <5% for health/education) and exclusionary policies. For example, 90% of Somali businesses operate informally with no legal protections, and women own only 12% of enterprises (UNDP, 2023). OPM's structural inefficiencies, such as overlapping roles and untracked NTP progress, exacerbate these disparities.

Somalia's governance crisis requires urgent institutional reforms, as outlined in the Functional Review of the OPM, including merging redundant departments and digitizing governance systems. The Transformational Governance Program's focus on strengthening the NLA, harmonizing e-government frameworks, and enhancing economic governance aligns with the NTP and global priorities. Successful implementation hinges on addressing root causes like conflict and exclusion, leveraging donor partnerships (e.g., UNDP, World Bank), and enforcing merit-based recruitment to build a cohesive, accountable state.

References

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- UNDP (2023). *Somalia Human Development Report*.
- Functional Review of the OPM – Final Report (2023).
- Transparency International (2023). *Corruption Perceptions Index*.
- UNOCHA (2023). *Somalia Humanitarian Needs Overview*.

II. STRATEGY

The ownership of this project is reinforced through the active involvement of the Federal Government of Somalia, represented by the Office of the Prime Minister (OPM), in co-creating and co-designing various aspects of the initiative along with UNDP. This collaborative approach - *which was co-designed with series of validations with a Task Force comprising of MOPIED, MOLSA, the Office of the President, NLA, etc.*- ensures that the project delivers meaningful impact, reflected in strengthened institutional capacities and improved operational efficiency within the OPM and other responsible entities. Ultimately, this will enhance their ability to implement the National Transformation Plan (NTP) and accelerate progress toward achieving national priorities and the Sustainable Development Goals (SDGs).

The Somalia Transformational Governance Program is grounded in a Theory of Change that addresses the root causes of the country's governance fragility—decades of conflict, institutional collapse, exclusionary systems, and climate vulnerability. By strengthening institutional capacity, fostering inclusive governance, and leveraging digital innovation, the program aims to create a transparent, accountable, and resilient governance system. This approach is designed to break cycles of poverty and inequality by ensuring that reforms directly target systemic inefficiencies, empower marginalized groups, and build adaptive capacity to climate shocks. For example, restructuring the Office of the Prime Minister (OPM) to eliminate redundancies and operationalize the National Leadership Academy (NLA) for capacity-building will address institutional weaknesses highlighted in the *Functional Review of the OPM* (p. 14, 23–25). Simultaneously, digitizing governance systems and prioritizing gender-responsive policies will ensure that women, youth, and displaced populations benefit equitably from reforms. These interventions are aligned with Somalia's *National Transformation Plan (NTP)* and the *UN Sustainable Development Cooperation Framework (UNSDCF)*, ensuring coherence with national and global development priorities.

Theory of Change Statement

The theory of change of the project is designed to contribute to the NTP progress through supporting the following aspects of NTP:

- Overarching Enabler of Delivery Mechanism

- Pillar 1: Transformational Governance
 - Chapter 4: Public Sector Management and Results Delivery,
- Pillar 2: Sustainable Economic Transformation
 - Chapter 6: Sustainable Economy,
 - Chapter 8: Macro-Economic Stability, and
 - Chapter 10: Employment and Labour

And those NTP aspects are reflected in the following Theory of Change statement (*See Annex VI: Theory of Change Diagram*):

If the Office of the Prime Minister and Council of Ministries are strengthened through a whole-of-government approach,

If public sector management capacities are improved at both national and sub-national levels,

and if gender mainstreaming and inclusive leadership are institutionalized,

If inclusive and transparent economic governance mechanisms are strengthened at both FGS and FMS levels,

and if barriers to doing business are reduced,

If digital tools, inclusive policies, and institutional capacity development are mainstreamed across all outputs,

Then governance will become more coordinated, gender-responsive, transparent, and accountable, enabling better implementation of national priorities.

Then public service delivery will be more effective and equitable, building trust in government and ensuring no one is left behind.

Then the business environment will improve, fostering economic growth, job creation, and greater participation of marginalized groups in the economy.

then reforms will be sustainable, scalable, and aligned with Somalia's long-term transformation agenda.

Selected Approach and Rationale

Whole-of-Government Approach

The project adopts a **whole-of-government approach** by promoting integrated and coordinated efforts across key government institutions at both the FGS and FMS levels. By strengthening institutional capacity, enhancing public sector management, and improving economic governance, the initiative seeks to create a more cohesive and digitally empowered Somali governance system. This transformation relies heavily on the active engagement of relevant ministries, including the Office of the Prime Minister, Ministry of Planning, Investment and Economic Development (MoPIED), and the Ministry of Labour and Social Affairs (MoLSA), the Office of the President and National Leadership Academy (NLA). These institutions play a critical role in driving public sector reforms, advancing digital solutions for service delivery, and fostering intergovernmental collaboration to support sustainable transformational governance and economic growth. By working together, these ministries will ensure aligned policies, improved service delivery, and a governance structure that is inclusive, accountable, and capable of meeting citizen needs.

The OPM occupies a central and unique role in Somalia's governance architecture. It serves as the whole-of-government coordination hub, entrusted with the oversight and strategic direction of national governance under the framework of the National Transformation Plan (NTP). As the institution that developed and now steers the implementation of the NTP, OPM occupies a unique leadership position within the governance structure. It is not merely a supervising body but the strategic hub that ensures whole-of-government alignment, coherence, and accountability across all pillars of national development. Furthermore, through its oversight mandate, the OPM is responsible for orchestrating the efforts of ministries, departments, and agencies to translate policy into tangible outcomes for the Somali people.

Somalia's public sector reform faces various challenges that cut across governance, civil servant management, and digital transformation. The challenges—ranging from institutional fragility, resource constraints, and weak enforcement mechanisms to systemic corruption, insufficient public engagement, and underdeveloped digital infrastructure—pose serious obstacles to reform. These challenges are deeply entrenched, affecting governance, civil servant management, and digital transformation efforts. At the same time, significant opportunities present pathways to strengthen governance, accountability, and service delivery, to rebuild its institutions and restore public trust. Recognizing the urgent need for change, Somalia is undertaking ambitious reforms to improve institutional integrity, strengthen civil servant management, and embrace digital transformation. These efforts aim to modernise public sector operations, enhance service delivery, and create a more transparent and accountable government. (NTP Document)

The NTP itself is organized around four core pillars:

1. **Transformational Governance** (sub-pillars: Rule of Law and Human Rights, Security, Inclusive Politics, and Public Sector Reform)

2. **Social Development Sector**
3. **Economic Development Sector**
4. **Climate Resilience and Environmental Sustainability**

Each of these pillars represents a critical dimension of Somalia's recovery, stability, and long-term development. Importantly, the OPM does not operate as a single office with a narrow mandate, but as the institution responsible for ensuring that these pillars are advanced in an integrated, accountable, and coherent manner across the entirety of government. OPM's unique mandate enables it to convene, coordinate, and oversee the full machinery of the executive branch. It is the only institution that stands above individual ministries and agencies, providing strategic leadership and delivery oversight across all sectors and reform domains. Through its various coordination platforms, the OPM actively breaks down silos, drives joint action, and ensures that government priorities are implemented with unity of purpose.

Examples of cross-government coordination mechanisms led by the OPM:

- Under the governance pillar, the Justice Chain Coordination Mechanism (JCCM) is a prime example of integrated coordination led by the OPM. It brings together the police, prosecutors, judiciary, and corrections to address fragmentation and operational silos across the justice system. This mechanism would not be possible without OPM's central convening power and its mandate to align sectoral institutions toward national justice reform goals.
- The federal government's Cabinet Secretariat supports the policy lifecycle — from legal review and technical development to policy enactment — for all ministries, departments, and agencies. It ensures coherence and consistency in government decision-making, avoiding duplication, conflicting mandates, or policy gaps. This body underscores the OPM's role as the institutional nucleus around which executive governance revolves.
- The Digital Coordination Framework (see output 2 section); the OPM brings together ministries to enable effective whole-of-government oversight and coordination of e-government initiatives, ensuring gender responsiveness and inclusivity.
- Cross-pillar working groups and inter-ministerial platforms — whether in economic planning, humanitarian coordination, climate resilience, or social service delivery, the OPM establishes and chairs coordination forums that transcend sectoral boundaries, anchoring government responses in shared objectives and measurable outcomes

The Constitution and the evolving governance framework in Somalia grant the OPM the oversight mandate to supervise, align, and ensure delivery across the entire spectrum of government operations. This role is especially critical in the context of institutional fragility, where uncoordinated efforts can lead to inefficiencies, duplication, or policy incoherence. As such, the OPM is not simply another node in the system — it is the nerve center of governance and the primary engine for ensuring that national priorities, as articulated in the NTP, are implemented effectively, accountably, and in lockstep with the broader goals of peacebuilding, state-building, and sustainable development.

OPM Hierarchy Diagram (See Annex VI)

OPM Units That Will Be Supported Through the Project

The **Central Delivery Unit (CDU)** serves as the primary engine for tracking, driving and overseeing the implementation of Somalia's National Transformation Plan (NTP), coordinating whole-of-government efforts to prioritize initiatives, resolve inter-ministerial bottlenecks, and track performance against national targets. It drives accountability through digital dashboards, score-carding, and Ministry Delivery Units (MDUs) embedded in line ministries, reporting directly to the Permanent Secretary.

The Legal Unit ensures legal coherence and regulatory compliance across government. It chairs quarterly inter-ministerial forums to harmonize legislation, conducts compliance audits, and maintains a digitized legal library for real-time access to laws and rulings. Its mandate includes pre-emptive review of Cabinet submissions for legal and constitutional alignment. The Legal Unit is under the Rule of Law and Human Rights pillar.

The **Office of the Permanent Secretary (PS)** acts as the central authority for public service reform, wielding government-wide influence to enforce accountability. This role oversees the CDU, Legal Unit and Policy & Strategic Programming Unit; chair all Technical Sub-Committee to drive performance and ensure oversight; appraises ministry Permanent Secretaries; and resolves cross-governmental disputes using cascaded performance contracts and public scorecards.

The **Policy and Strategic Programming Unit (PSPU)** provides evidence-based policy analysis, strategic foresight, and research support to ensure decisions align with national priorities. It validates all Cabinet memos for data rigor and NTP/SDG alignment, hosts collaborative policy labs with ministries, and publishes annual strategic outlooks anticipating emerging risks and opportunities.

Both the Legal Unit and the PSPU are staffed by some civil servants, though they both require expert capacity injection. These units operate under a unified framework steered by the PS: the PSPU supplies evidence and foresight; the CDU executes and monitors NTP delivery; the Legal Unit safeguards constitutional and regulatory integrity; and the PS enforces accountability across all tiers of government. Shared digital tools and interlocked KPIs ensure cohesive advancement of Somalia's national transformation goals.

The project strategy centers on two synergistic pillars aligned with Somalia's National Transformation Plan (NTP):

Institutional Transformation & Digital Enablers

The TGP will anchor Somalia's governance reforms in NTP Pillar 1 (Transformational Governance) by strengthening core institutions to drive accountability and inclusivity. This includes operationalizing the Central Delivery Unit (CDU) under the Prime Minister's Office to monitor NTP progress through gender-disaggregated digital dashboards, restructuring the Cabinet Secretariat with digital workflows, and enhancing the Legal Unit to uphold human rights-aligned rule of law. Concurrently, the National Leadership Academy (NLA) will develop inclusive leadership curricula, while a harmonized e-government framework and justice sector digitalization will enhance service accessibility—directly advancing NTP Chapters 4 and 9 on public sector capacity and digital governance.

Economic Governance & Inclusive Growth

Aligning with NTP Pillar 2 (Sustainable Economic Transformation), the project will catalyze pro-growth reforms by bolstering intergovernmental coordination for investment, streamlining business regulations through regulatory mapping, and improving labor market governance via TVET assessments and dispute-resolution SOPs. Community-driven initiatives like crowd-funded market facilities will foster local production, directly supporting NTP Chapters 9–10 and 13 on private sector development and job creation. Gender equality (SDG 5), institutional effectiveness (SDG 16), and partnerships (SDG 17) are mainstreamed throughout, ensuring marginalized groups benefit equitably.

This strategy ensures the project acts as a catalytic enabler for Somalia's NTP, prioritizing whole-of-government coordination, digital innovation, and inclusive economic opportunities to achieve cohesive, accountable governance and sustainable growth.

Integration of Gender and Digital Considerations

Gender Mainstreaming is embedded across all activities. For instance, the NLA's 30% enrollment quota for women ensures their representation in leadership roles, while GBV-sensitive programming in IDP-focused livelihood initiatives responds to findings that 98% of women in camps experience violence (UNFPA, 2023).

Digital Inclusion is prioritized through skills training for women and youth via the NLA portal, ensuring marginalized groups can leverage e-government tools. This dual focus addresses systemic barriers, such as the 32% gender gap in secondary education (UNICEF, 2023) and aligns with global best practices like Rwanda's e-governance reforms, which reduced corruption by 30% (World Bank, 2020).

Evidence-Informed Strategy and Key Assumptions

The project's design is informed by rigorous evidence, including evaluations of UNDP's 2021 Federalism Program in Somalia, which underscored the need for phased implementation to mitigate federal-state tensions. Lessons from the *World Bank's Digital Somalia Assessment (2022)* informed the harmonized e-government framework to prevent duplication. Key assumptions include:

- **Internal Factors:** Political commitment to OPM reforms, such as merging departments, is critical.
- **External Factors:** Sustained donor funding and stability in conflict-affected areas are essential. UNDP's 2023 conflict analysis notes reduced Al-Shabaab influence in urban centers, suggesting feasible implementation in target regions like Mogadishu and Baidoa.
- **Contextual Risks:** Climate shocks remain a threat, and the project Annex I shows the Social and Environmental Screening.

Linkage to UNSDCF/CPD Outcomes

The project directly contributes to:

- **UNSDCF Outcome 1.2** (*Inclusive Democratic Systems*) by improving institutional accountability through OPM restructuring and digital dashboards that enable citizen feedback.
- **UNSDCF Outcome 3.1** via strengthen whole of government coordination mechanisms to accelerate sustainable economic governance and promote foreign direct investment and the mapping of ease of doing business of all regulatory fees, licenses, time and payments imposed by the FGS and FMS.

Expected Output-Level Changes

1. **Output 1:** A restructured OPM with merged departments will improve inter-ministerial coordination, measured by a 50% reduction in delayed Cabinet decisions (baseline: 17 direct reports to the Permanent Secretary).
2. **Output 2:** The operational NLA will train 1,000 civil servants annually (50% women), enhancing public sector competence and gender parity.
3. **Output 3:** A harmonized e-government framework will reduce bureaucratic delays by 40%, tracked via reduced bribery rates (baseline: 60% of citizens pay bribes).

III. RESULTS AND PARTNERSHIPS

Expected Results

The overall objective of the project is **to strengthen inclusive and accountable governance, to advance public sector reform, build institutional capacity, support leadership and digital transformation, and enhance intra-governmental coordination to drive towards transformational governance and sustainable economic development.**

The outcome of the project is **to have a cohesive, digitally empowered, and gender-responsive Somali governance system that drives equitable service delivery and sustainable economic transformation through strengthened leadership, institutional capacity, and intergovernmental collaboration**—supporting the effective kick-start and implementation of the National Transformation Plan (NTP).

Output 1: Strengthened whole-of-government leadership and coordination for accountable and gender-responsive governance.

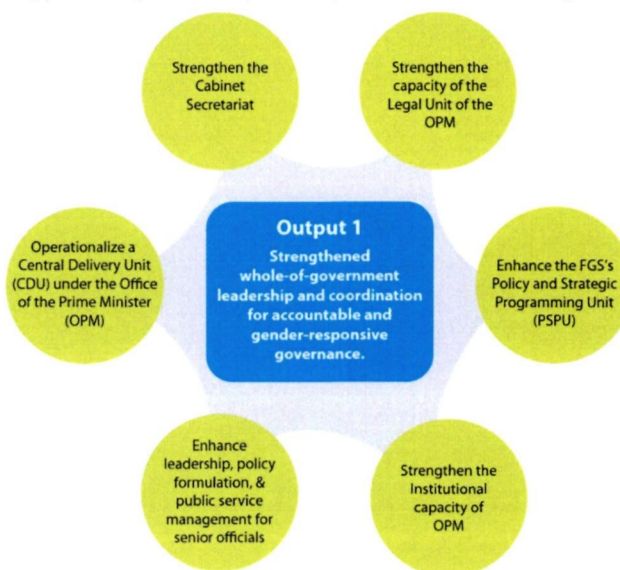
Digital transformation is a game-changer in public sector reform agenda. The government is investing in e-governance systems, data-driven decision-making, and interoperability across ministries to improve efficiency and reduce bureaucratic bottlenecks. The establishment of the Performance Management System (PMS) for the Central Delivery Unit (CDU) aims to create a unified, government-wide framework for tracking, assessing, and accelerating the implementation of national priorities as outlined in the National Transformation Plan (NTP). Anchored within the Office of the Prime Minister (OPM) but extending across all government institutions, the PMS will enhance coordination between the CDU and Ministerial Delivery Units, fostering a culture of accountability and results-driven governance. By operationalizing the OPM's facilitative role of convening stakeholders, enforcing accountability, and providing technical support, the system will ensure that policies and programs are not only well-designed but also effectively executed in a measurable, citizen-centered manner. Ultimately, the PMS will serve as a critical tool for enabling data-driven decision-making, reinforcing the OPM's position as the nerve center of national delivery.



Beyond performance management, the intervention also focuses on enhancing the functionality and efficiency of the Cabinet Secretariat by streamlining decision-making processes, digitizing workflows, and improving coordination with ministries. Improvements to the Legal Unit of the OPM will enable more effective collaboration with legal departments across government, ensuring that laws and regulations are inclusive, rights-based, and consistently applied. The Policy and Strategic Programming Unit (PSPU) is being strengthened to better align decision-making with national development goals and societal needs. These efforts are supported by leadership development initiatives and systems to modernize internal operations. Together, these interventions reinforce the OPM's role as the strategic nerve center of governance, enabling it to convene stakeholders, enforce accountability, and drive forward a cohesive, inclusive, and digitally empowered governance ecosystem.

In conclusion, Output 1 will result in:

- Improved policy coherence across government institutions
- More inclusive and gender-responsive decision-making
- Enhanced service delivery through digital governance
- Stronger institutional capacity and accountability at the center of government
- Greater citizen engagement in policymaking processes



Output 2: Improved public administration performance and inclusive leadership at FGS and FMS levels.

The operationalization of the National Leadership Academy (NLA) is expected to transform it into a fully functional, inclusive, and future-ready institution for leadership development and public sector capacity-building in Somalia. By developing comprehensive strategies, policies, and legal frameworks that explicitly promote gender equality and social inclusion, the NLA will serve as a model for equitable leadership training. The delivery of specialized curricula, integrating gender mainstreaming, diversity, and equity principles will empower civil servants with the necessary competencies to ensure a motivated and capable workforce driving governance and national development goals. Furthermore, delivering the curriculum to women, youth, and marginalized groups will ultimately ensure that leadership development reflects the full spectrum of Somali society. Equipping the campus with accessible e-learning systems and a digital training portal will enhance reach and inclusivity, while operational upgrades will ensure a safe, gender-responsive learning environment.

The recruitment of diverse subject-matter experts will ensure knowledge and skills transfer while the establishment of a digital media unit will enrich the Academy's content and outreach. Furthermore, by leveraging the expertise of the Somali diaspora and establishing a National Research Fund and innovation lab, the NLA will foster evidence-based governance reforms and public sector innovation. The lab will also serve as a platform to promote inclusive narratives, counter gender stereotypes, and amplify the voices of women and marginalized groups in governance and development. Collectively, these interventions will position the NLA as a center of excellence, nurturing a new generation of competent, ethical, and inclusive leaders capable of driving Somalia's sustainable development and spearheading transformative public sector reforms that are transparent, accountable, and citizen-centered.

Digital transformation is a strategic imperative for Somalia's national development, essential for enhancing governance, improving service delivery, and fostering socio-economic growth, as outlined in the National Transformation Plan (NTP) 2025-2029. Somalia's current E-Government Development Index (EGDI) score of 0.14677 (ranking 191 out of 192 countries) reflects significant challenges, including deficiencies in online services, infrastructure, and human capacity. A key impediment to progress is the fragmentation of digital initiatives across government entities and the absence of a unified, well-supported national coordination framework. To overcome this fragmentation and accelerate progress towards the NTP's digital goals, including elevating the EGDI score to 0.40 by 2029, the Federal Government is establishing a high-level national coordination framework, anchored within the Office of the Prime Minister (OPM). This framework requires dedicated technical capacity and an evidence-based understanding of the current digital landscape. This concept note proposes a project focused on two critical components: (1) securing funding for core digital

transformation experts currently supporting this high-level coordination effort on a voluntary basis, and (2) conducting a comprehensive inventory and gap analysis of existing digital systems and infrastructure across government ministries and agencies. This foundational support and analysis are crucial for enabling the coordination framework to provide strategic direction, ensure cross-governmental alignment, prioritize investments in line with the NTP's flagship digital projects, and drive Somalia's digital transformation effectively. This initiative is directly aligned with Somalia's national development priorities and UNDP's mandate in governance and capacity building.

The development and harmonization of a national e-government framework will establish a unified digital governance architecture across the Federal Government of Somalia (FGS) and Federal Member States (FMS). Strengthening the technical secretariat of the National Digital Coordination Framework will enhance whole-of-government oversight and coordination of digital initiatives, ensuring that digital transformation efforts are inclusive, gender-responsive, and aligned with national priorities. A comprehensive digital landscape study will be conducted to assess existing public service systems, data platforms, and digital initiatives across all Ministries, Departments, and Agencies (MDAs). This will provide a critical evidence base for designing interoperable, citizen-centered digital solutions and identifying gaps and opportunities for reforms. Furthermore, expanding digital access will ensure inclusive service delivery, particularly benefiting marginalised communities in rural and remote areas. By harnessing technology, Somalia can build a more agile, transparent, and citizen-centric government.

In parallel, the project will focus on establishing integrated, transparent, and timely digital systems within the justice and security sectors, guided by international best practices and innovations from South-South cooperation. A comprehensive assessment of workflow systems across the Criminal Justice Chain, including police, prosecutors, and courts, will identify inefficiencies and opportunities for digital modernization to improve case management, coordination, and accountability. Similarly, an assessment of the Immigration and Citizenship Agency (ICA) will evaluate its operational workflows and identify areas for digital transformation to enhance service delivery, data integrity, and institutional responsiveness. Collectively, these interventions will strengthen institutional capacity, promote intergovernmental collaboration, and accelerate the adoption of digital tools that improve public sector performance. The result will be a more cohesive, efficient, and inclusive governance system capable of delivering high-quality services and advancing Somalia's broader public sector reform and development agenda.

In conclusion, Output 2 will result in:

- Strengthened human resources and performance management systems
- Increased representation and leadership of women and marginalized groups
- Enhanced monitoring and evaluation for results
- Better service delivery to citizens, especially vulnerable populations



Output 3: Inclusive and transparent economic governance to foster growth and private sector development.

This output intervention aims to catalyze Somalia's economic transformation by enhancing whole-of-government coordination, institutional capacity, and inclusive, evidence-based policy-making. Anchored in the Office of the Prime Minister's (OPM) constitutional mandate and its central role in steering the National Transformation Plan (NTP), the initiative reinforces the OPM's leadership in aligning national priorities, breaking down institutional silos, and ensuring coherent implementation of economic reforms across all levels of government. Strengthening high-level and technical coordination mechanisms will enable more effective cross-sectoral collaboration, with gender-balanced representation, to drive sustainable economic transformation. Institutional capacity-building for the Somalia Investment Promotion Agency (SOMINVEST) will support the development of gender-sensitive investment strategies and international partnerships, enhancing Somalia's ability to attract responsible foreign direct investment (FDI).

Capacitating the Pay and Grading Committee, a cornerstone for institutional sustainability

Sustainable implementation of the NTP requires a capable, motivated, and fairly compensated public workforce. The Pay and Grading Committee, established under the Ministry of Labour and Social Affairs (MoLSA), plays a critical role in this regard. It is responsible for developing and institutionalizing a standardized, transparent, and equitable public service remuneration system across all levels of government.

Capacitating this committee is a foundational investment in the long-term viability of Somalia's public administration. A fair and predictable pay structure not only strengthens recruitment and retention of qualified civil servants, but also reduces patronage, enhances accountability, and fosters merit-based career development—core principles of transformational governance.

By supporting the Pay and Grading Committee, the project contributes directly to:

- institutionalizing civil service reform, as outlined in NTP Pillar 1 (Transformational Governance), particularly under the Public Sector Reform sub-pillar.
- creating fiscal sustainability by linking pay structures to budgetary planning and reducing fragmented, ad hoc compensation schemes; and
- enhancing cross-government coherence, enabling standardized HR practices across federal and member state institutions

Ultimately, a functioning and empowered Pay and Grading Committee is a critical system enabler. It ensures that Somalia's governance reforms are staffed by qualified professionals, paid fairly and predictably, and retained within a rules-based public service system capable of delivering on the NTP's ambitious goals.

At the local level, the project will catalyze community-driven economic development by conducting pre-feasibility studies and engineering designs for market infrastructure, and by launching a crowdfunding platform to mobilize resources not just for the market facility but other development projects aligned with the government's durable solutions pathway. Ultimately, this will stimulate local production, create jobs, and promote inclusive economic growth from the ground up. Collectively, these interventions will position the OPM to deliver on its mandate as the strategic engine of national development ensuring that economic transformation is not only technically sound and institutionally coordinated, but also inclusive, accountable, and aligned with the broader goals of peacebuilding, state-building, and sustainable development.

In conclusion, Output 3 will result in:

- Improved public financial management and domestic resource mobilization
- Streamlined regulatory frameworks and business processes
- Increased participation of women and youth in the economy
- Strengthened intergovernmental coordination for economic reform



Partnerships

The project is grounded in a whole-of-government and whole-of-society approach, recognizing that sustainable governance reform in Somalia requires coordinated action across institutions, sectors, and levels of government. The Office of the Prime Minister (OPM), as the lead implementing agency, will work in close partnership with key ministries such as MoPIED, MoLSA, and the National Leadership Academy (NLA), as well as with Federal Member States (FMS), to ensure alignment with the National Transformation Plan (NTP) and to drive institutional coherence and accountability.

The project's theory of change assumes that if institutional capacity is strengthened, digital systems are integrated, and inclusive leadership is fostered, then public sector performance will improve, leading to more accountable, citizen-responsive governance and inclusive economic growth. To achieve this, UNDP will provide technical assistance, policy advisory support, and catalytic funding. These partners are expected to contribute to key results such as the operationalization of OPM's Central Delivery Unit (CDU) and the rollout of digital governance systems. Their support is

critical in ensuring that reforms are not only designed but also implemented with the necessary resources, expertise, and monitoring mechanisms.

The project will also align with and complement other relevant initiatives, such as UNDP's digital transformation programs and public financial management reforms. These efforts are assumed to create enabling conditions such as improved data systems, regulatory clarity, and workforce readiness that are essential for the success of this project. Coordination platforms and joint planning mechanisms will be used to avoid duplication, leverage synergies, and ensure that all partners contribute to a shared vision of transformational governance in Somalia.

Risks and Assumptions

The implementation of the project may be affected or may encounter disruptions due to unfavorable conditions that arise from sudden changes in political, economic, operational, and security situations, both at national and local levels. The main anticipated risk categories, along with their mitigation measure are detailed in Annex 2 to the Project Document.

Stakeholder Engagement

The project will engage a broad range of stakeholders to ensure inclusive and accountable implementation. Key stakeholders include the Office of the Prime Minister (OPM), Office of the President federal ministries such as the Ministry of Planning, Investment and Economic Development (MoPIED) and Ministry of Labour and Social Affairs (MoLSA), Federal Member States (FMSs), Private sector actors through SOMINVEST, and Somali diaspora community. These stakeholders will be involved through structured consultations, coordination mechanisms, and capacity-building initiatives to ensure alignment with national priorities and inclusive governance outcomes. Target groups include public sector officials/civil servants, women, youth, marginalized communities, and entrepreneurs who will benefit from improved service delivery, leadership development, and regulatory reforms. The project will use participatory approaches, gender-sensitive outreach, and digital platforms to identify and engage these groups effectively.

Coordination:

The project aims to enhance coordination at FGS and FMS level. The project will ensure that overlaps are avoided, and gaps bridged, and will strengthen coordination through existing mechanism e.g. NTP pillar working groups of NTP. Furthermore, the project will promote collaboration and synergy among donors, and other stakeholders. The project will hold an inception workshop with relevant Ministries, Departments and Agencies and other stakeholders including development partners.

South-South and Triangular Cooperation (SSC/TrC)

The project intends to leverage on South-South Cooperation (SSC) to modernize Somalia's Justice and Security Sectors by learning from peer countries in the Global South that have successfully implemented digital governance reforms. Specifically, SSC will guide the comprehensive assessment and potential redesign of workflow systems within the Criminal Justice Chain (police, prosecutors, and courts) and the Immigration and Citizenship Agency (ICA). These assessments will draw on innovations and best practices from countries with similar institutional challenges, ensuring that solutions are contextually relevant, cost-effective, and scalable.

Through SSC, Somalia will engage in peer learning, technical exchanges, and collaborative innovation with other developing nations. This approach will not only support the adoption of integrated, transparent, and accountable digital systems but also promote inclusive governance by embedding gender responsiveness and human rights principles into institutional reforms. The emphasis on mutual benefit and shared development goals aligns with Somalia's broader vision for sustainable, citizen-centered public sector transformation.

Digital Solutions

The project will embed digital solutions across all three outputs to modernize public institutions, improve service delivery, and enhance accountability. These innovations will directly benefit citizens, civil servants, and institutional partners by making governance more inclusive, transparent, and responsive.

Under **Output 1**, digital tools will support the operationalization of a Central Delivery Unit (CDU) and a Performance Management System (PMS) to track progress on the National Transformation Plan (NTP). The Cabinet Secretariat and

Legal Unit will be strengthened through digital workflow systems, while the Policy and Strategic Programming Unit (PSPU) will use data tools to align decision-making with national priorities. An Enterprise Resource Planning (ERP) system and a digital media lab will further streamline OPM operations and improve public communication.

Under **Output 2**, the National Leadership Academy (NLA) will be equipped with e-learning systems and a digital training portal to deliver inclusive leadership development. A digital media unit and innovation lab will promote inclusive narratives and evidence-based reforms. The project will also develop a national e-government framework and assess digital systems across MDAs. In the justice and security sectors, digital assessments will guide modernization of workflows in the Criminal Justice Chain and Immigration and Citizenship Agency (ICA).

Under **Output 3**, digital platforms will improve the business environment and labor market governance. These include mapping regulatory burdens, digitizing investment promotion through SOMINVEST, and developing SOPs for labor dispute resolution. A crowdfunding platform will also be launched to support community-driven economic development by mobilizing resources for local infrastructure projects—such as market facilities—that stimulate local production and job creation. This platform will enable citizens, diaspora members, and development partners to contribute directly to vetted, high-impact local initiatives, fostering transparency, ownership, and inclusive economic participation at the grassroots level.

These digital interventions will strengthen institutional performance, empower citizens, and accelerate Somalia's transition to a more resilient, inclusive, and citizen-centered governance system.

Human Rights:

All three outputs reflect a strong alignment with human rights principles. **Output 1** promotes accountable and gender-responsive governance, reinforcing the rights to participation, equality, and non-discrimination, particularly for women and marginalized groups. By strengthening whole-of-government coordination, it supports institutional accountability and the right of citizens to transparent, inclusive governance. **Output 2** advances the right to effective public services by improving public administration performance at both national and sub-national levels, ensuring equitable service delivery and inclusive leadership that upholds the rights of all communities, including minorities. **Output 3** fosters inclusive and transparent economic governance, which is essential to fulfilling economic and social rights. By promoting transparency and private sector development that benefits the broader population, it contributes to reducing inequalities and creating equitable access to opportunities. Collectively, these outputs embed a human rights lens in governance, ensuring that institutions are responsive, inclusive, and uphold the dignity and rights of all Somalis.

Gender:

Support to Transformational Governance Project in Somalia will embed gender equality across all components, ensuring that governance reforms are inclusive and responsive to the needs of both women and men. The project will promote women's leadership and participation in decision-making processes at all levels of government. Capacity development activities will incorporate gender-sensitive approaches, and all data collection and analysis will be disaggregated by sex to inform evidence-based policies. Special attention will be given to strengthening institutional frameworks that support gender equality, including the enforcement of gender-responsive legislation and within public institutions to the extent possible.

All training expected to target at least 30% women on FGS and FMS levels in accordance with UNDP's Somalia Gender Equality and Women's Empowerment Strategy and UNDP's Gender Equality Strategy (GES).

The detailed gender analysis in the context of transformational governance and economic development will ensure gender equality and advancement under the project has been highlighted in Annex-II: Social and Environmental Screening (SES) form and Annex IV: Gender Analysis. Furthermore, as outlined in the section on Results Framework, the progress of each activity will be measured following gender-based indicators.

Knowledge Management

The project is a unique initiative by UNDP and Government of Somalia that aims to adopt whole of Government/inclusive approach with innovative and blended solutions. The project will put in place mechanisms to track, document, and disseminate its learning, both on programmatic and operational matters.

The project will also share its experiences, both positive and negative, with the Government, donors, UN agencies, and the stakeholders at large. The Analysis and assessment undertaken by the project will be disseminated among partners/stakeholders to share the knowledge created through the implementation of the Project.

The project will involve activities to document best practices, and lessons learned to help scale up project activities for better governance and economic development including management practices. Communication activities will also be supported by the project, with dedicated resources and activities under the project to ensure strong visibility of the project activities and results. The project envisions to catalyze and contribute to learning at a regional scale.

Sustainability and Scaling Up

The project's sustainability approach is anchored in national ownership, capacity development, and a phased transition. It prioritizes institutionalizing tools, capacity building and reforms—especially digital governance and performance management systems—within government structures, supported by policy or legislative backing. Government entities will take full accountability for sustaining reforms.

Capacity will be built through the Project Management Unit (PMU), comprising both government- and UNDP-contracted staff. Over time, support functions will transition to national staff, with government-contracted personnel expected to be absorbed by project end, based on capacity and merit. The strategy promotes: Stakeholder ownership for long-term engagement; Sustained capacity development including training, manuals, and bilingual e-learning modules; Evidence-based approaches that demonstrate cost-effectiveness. It is expected government officials' capacity will be capacitated through the short-term experts and consultants. It is envisioned, capacity building through knowledge transfer will result in not only building systems but also capacitating the government officials to be more efficient and effective and who will be independently run the systems following well-organized procedures after the end of the project.

It is envisioned in the National Transformation Plan (NTP), Somalia is well-positioned to leverage key opportunities for transformation. The Federal Government of Somalia (FGS) has initiated the Medium-Term Revenue Roadmap (MTRR), a bold plan to strengthen revenue mobilization and modernize financial systems. With targeted reforms, Somalia has the potential to enhance domestic resource mobilization, improve fiscal sustainability, thus create similar positions with similar functions with the Office of the Prime Minister. Furthermore, during the project period, the National Leadership Academy is expected to develop financial business models and a resource mobilization strategy aimed at generating revenue. This will enable the Academy to create and fund positions that will eventually become self-sustaining.

Operating in Somalia's fragile context, the project works through existing systems and strong partnerships at federal and state levels to ensure institutional sustainability and local legitimacy. Oversight by OPM and UNDP will ensure alignment with the Somalia National Transformation Plan (NTP 2025–2029), with coordination led by federal and state counterparts. A multi-layered quality assurance system—comprising UNDP (ERID/POQA), PMU, Project Board, Technical Advisory Committee (TAC), and government partners—will safeguard the relevance and contextualization of technical support.

The project will promote scalability and replication through structured knowledge management and a robust communication strategy that enables policy advocacy and results dissemination. UNDP's Adaptation Learning Mechanism (ALM) will serve as a dynamic platform for sharing lessons, case studies, and progress updates.

In summary the sustainability approach targets three key categories of personnel to ensure long-term impact:

1. **Project Staff in PMU:** National staff under government contracts (4) in PMU are expected to be fully absorbed into the Office of Prime Minister. Those on UNDP contracts will primarily offer technical support and facilitate knowledge transfer throughout the project period.
2. **Long-Term Technical Experts (Between 12 and 18 months):** Technical consultants deployed under the project are anticipated to be embedded within the Office of the Prime Minister (OPM) structure, with the aim of transitioning them into the government payroll to ensure institutional continuity.
3. **Short-Term Consultants (less than 12 months):** These experts will work closely with government officials to build technical skills, transfer knowledge, and enhance institutional efficiency. Their support will ensure that Ministries, Departments, and Agencies (MDAs) reach and maintain the required capacity to perform effectively.

Additionally, Diaspora Engagement Pilot: The current pilot initiative to engage diaspora professionals in Somalia's public service will be further explored during the project. If successful, the government will assess its viability and consider formalizing the approach through a dedicated policy framework.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Value for money will be ensured through a combination of transparent and benchmarked competitive purchasing processes for goods and services and a robust monitoring and evaluation framework applied to guarantee inputs and outputs remain relevant and realistic within the time framework of the project to achieve the targets in the outcome sphere.

Cost effective metrics will be designed as part of the monitoring framework with annual reviews and periodic benefit to cost ratio analysis tools employed. Price unit monitoring will be applied by using outputs of UNDP national interventions and external programmes to benchmark deliverables to ensure cost value for money is achieved. On efficiency and effectiveness levels monitoring reviews assessing efficiency and effectiveness are built into the evaluation plan with annual reviews at intervention and outcome and impact levels that will include value for money metrics.

To ensure value for money, UNDP will systematically assure that project funding will be used for project activities including capacity building initiatives planned as per the project document to achieve the intended objectives. Investments in assets, such as equipment, office furniture, IT, vehicles, renovations etc. shall be avoided if not regarded as crucial for achieving the outputs of the project.

Project Management

The project will be implemented under the National Implementation Modality (NIM), with the Office of the Prime Minister (OPM) serving as the Implementing Partner of UNDP Somalia. OPM will be accountable for the overall achievement of results and the management of the project. Project resources will be managed in accordance with UNDP's Financial Rules and Regulations and the relevant Donor Contribution Agreements. Office of Prime Minister will appoint a National Project Director (NPD) for the project with responsibility for providing substantive guidance and support in achieving the outputs. It will engage other Ministries Departments and Agencies (MDA) such as MoPIED, MoLSA, NLA, Office of the President etc., as appropriate.

A Project Management Unit (PMU) will be established within OPM and will be led by a National Project Director (NPD)—a government official or civil servant designated by OPM. The PMU will comprise of government contracted national personnel supported by UNDP contracted national project personnel. The NPD will be responsible for the overall management of the project, while the PMU will support day-to-day implementation, including execution of the Annual Work Plan (AWP). The PMU will comprise project personnel with clear roles and responsibilities, ensuring compliance with both government and UNDP rules and procedures.

The PMU staffing structure will include:

1. Project Coordinator/Project Manager (Government contract)
2. Finance Officer (Government contract)
3. Monitoring & Evaluation (M&E) Officer (Government Contract)
4. Senior Programme Specialist (UNDP contracted personnel)
5. Operations Specialist (UNDP contracted personnel)
6. M&E/Risk Management Specialist (UNDP contracted personnel)
7. Procurement Officer (UNDP contracted personnel)

The first three positions will be under government contracts, while the remaining four will be under UNDP contracts.

UNDP Somalia will maintain overall project quality assurance responsibilities. The project will fall under the Economic Recovery and Institution Development (ERID) Portfolio, which will review the AWP and project activities, including delivery. The Programme Oversight and Quality Assurance (POQA) Unit will oversee compliance and risk management, ensuring that all expenditures align with UNDP and Government regulations.

Operational and technical support will be provided by UNDP's Finance, Administration, Human Resources, and Procurement Units. The UNDP Country Office will manage procurement for goods and services that exceed government thresholds or if requested by the NPD and or the PMU.

UNDP will enter into the agreement with the Implementing Partner (IP) to carry out activities and provide support services for specified procurement and recruitment activities, and engagement of Responsible Parties (RPs) to ensure effective delivery of project outputs. These RP entities will be directly accountable to UNDP under the terms of the signed agreements. Engagement with IP and RPs will adhere to the Harmonized Approach to Cash Transfers (HACT) policy.

To ensure effective coordination and harmony of the project results agreements between UNDP and the responsible parts will be reviewed by the NPD before final signing.

A midterm project evaluation will be conducted nine months after implementation, in accordance with UNDP evaluation guidelines. Followed by end evaluation after the completion of the project. Additionally, the project will be subject to audit under the HACT framework and in line with the UNDP Office of Audit and Investigations' annual audit plan.

A Project Steering Committee (PSC) will be established for the project. It will be chaired by Secretary of the Office of The Prime Minister (OPM). PSC will consist of representatives from the Ministries concerned and development partners. The PSC will be responsible for policy and strategic guidance, facilitate links with national development initiatives and approve the Annual Work Plans and subsequent budget allocations.

The project implementation will adhere to UNDP and the Government's rules and procedures, including UNDP's Policy of Operations and Programme and Procedures (POPP) /Standard Operating Procedures for financial management, accounting, auditing and procurement. Provisions for the financial management would be set out in a Standard Administrative Agreement between SIDA and UNDP.



V. RESULTS FRAMEWORK

Project Outcome: Supporting the effective kick-start and implementation of the National Transformation Plan (NTP) through a **cohesive, digitally empowered, and gender-responsive Somali governance system that drives equitable service delivery and sustainable economic transformation through strengthened leadership, institutional capacity, and intergovernmental collaboration.**

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework:

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.

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 enterprise (SME) sector.

Relevant Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Outcome 1.2:

1.5.1: Number of institutions/districts capacitated

Baseline: 17 (2020)

Target: 41 (4 per Federal Member State)

Outcome 3.1:

'Doing Business' global ranking

Baseline: Rank 190 out of 190 countries

Target: Rank at least 150

3.1.1: Number of policies, legal and regulatory frameworks developed/revised to meet international standards

Baseline: 10 (2020)

Target: 30

Applicable Output(s) from the UNDP Strategic Plan:

Project title and Quantum Project Number: TBD

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 1: Strengthened whole-of-government leadership and coordination for accountable and gender-responsive governance.	1.a: Operationalization of Central Delivery Unit (CDU) and its Performance Management and Delivery system (PMDS)		0	2025			100%	Project reports
	1.b: % of improved efficiency of the Cabinet Secretariat		0	2025			50%	Project reports, pre and post surveys
	1.c: % of improved efficiency of the OPM legal unit		0	2025			40%	Project reports, pre and post surveys
	1.d: % of improved efficiency of the Policy and Strategic Programming Unit (PSPU)		0	2025			60%	Project reports, pre and post surveys
	1.e: # of staff participated in capacity building activities disaggregated by sex		15	2025			TBD	Project reports

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 2: Improved public administration performance and inclusive leadership at FGS and FMS levels.	2.a: Operationalization of NLA		0	2025			100%	Project reports
	2.b: Development of a national e-government framework		0	2025			1	Project reports
	2.c: # of comprehensive assessments for government institutions efficiency		1	2025			2	Project reports
Output 3: Inclusive and transparent economic governance to foster growth and private sector development.	3.a: # of government institutions received institutional capacity activities		0	2025			5	Project reports
	3.b: # of economic assessments and studies developed for the government institutions		0	2025			5	Project reports
Output 4: Project Management	4.a: PMU is functional and operating		0	2025			100%	
	4.b: MEAL activities are implemented		0	2025			100%	
	4.c: Communications materials are developed, and project visibility is increased		0	2025			100%	

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VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Inception Report	This is a requirement by the donor (SIDA), and it allows to finalize the Project document through discussion with and validation of the planned results by the counterparts, partners, and stakeholders.	One time reporting, after completion of the inception period	The inception report will be comprised of the followings: 1. Revised Program Document, 2. Revised program Work plan and Budget, 3. Annual workplan and budget for Year 1, 4. Revised ToRs for Program		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Bi-Annually (December 2025, June 2026, December 2026)	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Reporting on Tracking Progress as per LOAs with the partners	To assess the quality and measure the progress of the planned results as reported by the partners in line with the LOA provisions	Quarterly	Areas of strength and weakness will be reviewed by the partners and project management and used to inform decisions to improve project performance.		

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Twice in each year – during finalisation of the AWP and in the last quarter	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Programme Evaluation	OPM	Output 1,2 ,3 and 4	Outcomes: 1.2 and 3.1	9th Month of project duration	NLA, MOPIED, MOLSA, Relevant FMS Focal Points	SIDA \$20,000
End of Project Evaluation (Full Evaluation)	OPM	Output 1,2 ,3 and 4	Outcomes: 1.2 and 3.1	15th Month until 3 months post end of project	NLA, MOPIED, MOLSA, Relevant FMS Focal Points	SIDA \$50,000

VII. MULTI-YEAR WORK PLAN

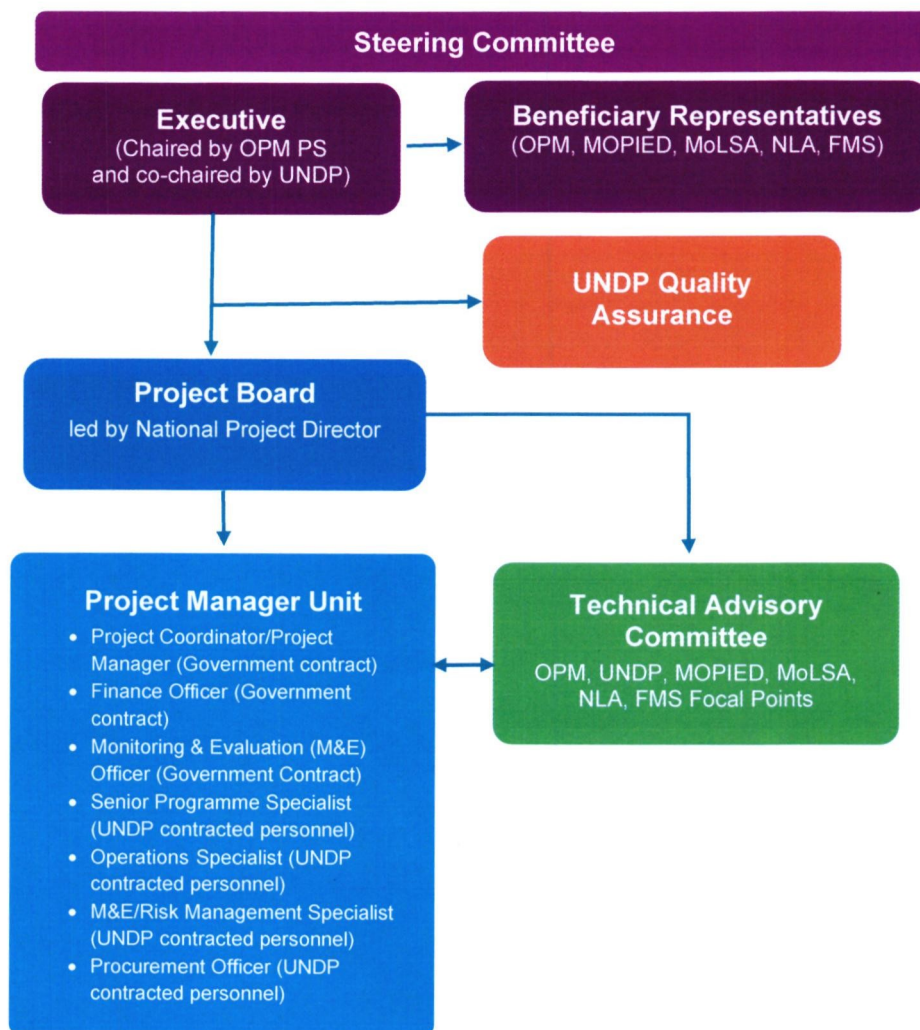
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (2025)	Y2 (2026)		Funding Source	Budget Description	Amount
Output 1: Strengthened whole-of-government leadership and coordination for accountable and gender-responsive governance. <u>Output Indicators:</u> 1.a: Operationalization of Central Delivery Unit (CDU) and its Performance Management and Delivery system (PMDS) 1.b: % of improved efficiency of the Cabinet Secretariat 1.c: % of improved efficiency of the OPM legal unit 1.d: % of improved efficiency of the Policy and Strategic Programming Unit (PSPU) 1.e: # of staff participated in capacity building activities disaggregated by sex Gender marker: GEN2	1.1. Establish Performance management and Delivery system by operationalizing a Central Delivery Unit (CDU) under the Office of the Prime Minister (OPM) to strengthen accountability and enable monitoring, learning and evaluation process including track progress of NTP.	\$345,000	\$805,000	OPM	SIDA	Consultants, Equipment, Suppliers	\$1,150,000
	1.2. Strengthen the Cabinet Secretariat to enhance Cabinet capacity by digitalizing workflows, improving file management systems, and enhancing coordination with ministries to enable effective planning, tracking of Cabinet decisions, and secure gender responsive documentation through integrated digital systems.	\$40,500	\$94,500	OPM	SIDA	Consultants, Suppliers	\$ 135,000
	1.3. Strengthen the capacity of the Legal Unit of the OPM — and its structure, the cross-governmental Rule-of-Law Pillar — to effectively coordinate with relevant legal units across the government to oversee the development, implementation, and review of laws and regulations, ensuring inclusivity and adherence to human rights principles.	\$ 58,200	\$ 135,800	OPM	SIDA	Consultants, Suppliers	\$ 194,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (2025)	Y2 (2026)		Funding Source	Budget Description	Amount
	1.4. Enhance the FGS's Policy and Strategic Programming Unit (PSPU) ensuring that decision-making aligns with priority development goals, is inclusive, and reflects diverse societal needs.	\$ 81,063.31	\$ 189,147.72	OPM	SIDA	Consultants, Suppliers	\$ 270,211.03
	1.5: Enhance leadership, policy formulation, and public service management for selected senior government officials and other technical staff.	\$ 28,200	\$ 65,800	OPM	SIDA	Consultants, Suppliers, Travel	\$ 94,000
	1.6: Strengthen the Institutional capacity of OPM (including digital systems and communications capacity).	\$114,300	\$ 266,700	OPM	SIDA	Consultants, Equipment, Suppliers, Travel	\$ 381,000
	Sub-Total for Output 1: \$2,224,211.03						
Output 2: Improved public administration performance and inclusive leadership at FGS and FMS levels. <i>Output Indicators:</i> 2a: Operationalization of NLA 2b: Development of a national e-government framework 2c: # of comprehensive assessments for government institutions efficiency	2.1: Operationalize the National Leadership Academy (NLA) for leadership development and public sector capacity-building, integrating gender equality and social inclusion principles throughout training curricula and leadership frameworks.	\$502,470	\$1,172,430	NLA	SIDA	Consultants, Equipment, Suppliers, Travel	\$1,674,900
	2.2: Develop and harmonize a national e-government framework.	\$57,600	\$134,400	OPM	SIDA	Consultants, Suppliers	\$ 192,000
	2.3: Establish integrated, transparent, accountable, and timely digital systems/processes in Justice and Security Sectors, guided by the best international practices and innovations drawn from South-South cooperation.	\$ 6,000	\$ 14,000	OPM	SIDA	Consultants	\$ 20,000
	Sub-Total for Output 2: \$1,886,900						
Output 3: Inclusive and transparent economic governance to foster growth and private sector development.	3.1: Strengthen whole of government coordination mechanisms to accelerate sustainable economic governance and promote foreign direct investment.	\$ 57,750	\$ 134,750	MOPIED	SIDA	Consultants, Suppliers, Travel	\$ 192,500

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (2025)	Y2 (2026)		Funding Source	Budget Description	Amount
<i>Gender marker: GEN2</i> <i>Output Indicators:</i> <i>3.a. # of government institutions received institutional capacity activities</i> <i>3.b. # of economic assessments and studies developed for the government institutions</i>	3.2: Enhanced economic policy, evidence-based and regulatory reform for business environment improvement at FGS and FMS levels.	\$ 23,400	\$ 54,600	MOPIED	SIDA	Consultants, Suppliers, Travel	\$ 78,000
	3.3: Improve the employment environment through better labour market governance, institutional capacity, and inclusive regulatory frameworks.	\$60,600	\$141,400	MOLSA	SIDA	Consultants, Suppliers, Travel	\$202,000
	3.4: Catalyze community-driven programs to drive local production for inclusive local economic development	\$ 15,000	\$ 35,000	OPM	SIDA	Consultants, Suppliers	\$ 50,000
	Sub-total for Output 3: \$522,500						
Output 4: Project Management <i>Output Indicators:</i> <i>4.a: PMU is functional and operating</i> <i>4.b: MEAL activities are implemented</i> <i>4.c: Communications materials are developed, and project visibility is increased</i> <i>Gender marker: GEN2</i>	4.1: Establish PMU	\$148,500	\$346,500	UNDP/OPM	SIDA	Salaries	\$ 495,000.00
	4.2: UNDP Support Service	\$ 98,756.26	\$ 230,431.27	UNDP	SIDA	Cost Recovery	\$ 329,187.53
	4.3: Project MEAL operations	\$ 15,000	\$ 35,000	UNDP/OPM	SIDA	Cost Recovery	\$ 50,000
	4.4: Project Communications	\$14,327.23	\$33,430.21	UNDP	SIDA	Suppliers	\$47,757.44
General Management Support (8%)						\$ 444,444.00	
TOTAL						\$6,000,000.00	
Levy (1%)						\$59,406	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be managed in consistent with NIM. Project management includes the following structures – as illustrated in the figure below:



Steering Committee:

The Office of the Prime Minister (OPM) will be on the overall supervision of the project and the Steering Committee will be chaired by the Secretary, OPM. The Committee will be responsible for providing policy guidelines to the Program. It will also provide policy advice and guidance to facilitate the link between project activities and national development initiatives. Representatives from the Ministries, Departments and Agencies concerned will be Director General or a delegated official by the leadership. The recommended memberships of the Steering Committees are as follows:

- o Permanent Secretary, Office of the Prime Minister, Federal Government of Somalia
- o Representative of MOPIED
- o Representative of MoLSA
- o Representative from National Leadership Academy (NLA)
- o Representatives, Cabinet Division – as applicable
- o Representative from UNDP
- o Representation of Donors – as appropriate
- o National Project Director as Member Secretary.

The Steering Committee will meet twice a year.

Project Board (PB):

It will remain responsible for the implementation of the Transformational Governance project activities. The PB will remain responsible for preparing and endorsing the quarterly work plan, quarterly progress report, annual work plan and annual progress report. It will supervise the overall project implementation and day-to-day management of the project. It will meet quarterly in the first year and no less than twice a year for the rest of the project's lifetime. The PB will be chaired by the NPD and his/her responsibilities will be as per NIM policies and procedures. The PB will consist of:

- With "Executive" role:
 - National Project Director, as Chairperson
 - PMU staff (Project Coordinator/Project Manager, Senior programme Specialist, Operations Specialist, M&E Officer, M&E/ Risk Management Specialist, Finance officer,
- With "Supplier" role:
 - UNDP representative (in a project assurance role)
- With "Beneficiary" role
 - MOPIED, MoLSA, NLA, Office of the President, representative from FMS – as applicable

Project Assurance:

The Project assurance role will be responsible for carrying out oversights and monitoring functions. This group, comprised by UNDP CO level teams, the role will be to ensure that the project management delivers planned outputs as per the annual work plan on the basis of the monthly, quarterly and annual progress reports. The team will organize monthly reviews with at the level of the PB.

Project Implementation:

A Project Coordinator/Project Manager and Senior Programme Specialist will be appointed who will report to the PB and be accountable to the NPD (and UNDP) for day-to-day activities and provide feedback on any project issues, as and when required. S/he will also remain responsible for overall coordination between project and the responsible parties in achieving planned outputs, producing progress and financial and remain responsible for the effective implementation of the project. The Project Coordinator/Project Manager and the Senior Programme Specialist will remain responsible for delivering the work plans. Project Coordinator/Project Manager and Senior Programme Specialist will be assisted by a number of staff namely Operations Officer, Finance Officer, M&E Officer, Operations Specialist, M&E/Risk Management Specialist.

Technical Advisory Team

The project will establish a Technical Advisory Committee (TAC) that will ensure technical review and scrutiny of the key deliverables and promote synergy across the three Outputs. The TAC, chaired by the Project Coordinator/Project Manager, co-chaired by Senior Programme Specialist or the Portfolio Manager (ERID) UNDP will be comprised of the Technical Focal Point from responsible parties. The TAC will serve the function of the Technical Committee body that is defined in the project management structures and align to those respective TOR. The TAC may consider co-opting new member (s) or invite experts to join its meetings to clarify a technical topic or facilitate technical discussion as deemed necessary.

TAC meetings will be held at least twice each year and or more – as and when required. Every Project Board Meeting will be preceded by a TAG meeting held at least two weeks before.



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Federal Government of Somalia and UNDP, signed on 16 May 1977. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by OPM (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Any designations or references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

X. RISK MANAGEMENT

Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.



5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
- i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds.
10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.
11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
12. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit

and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

13. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegation of fraud or corruption or other financial irregularities with due confidentiality. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
15. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors, and sub-recipients.
16. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
17. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
18. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening**
- 3. Risk Analysis.**
- 4. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)
- 5. OPM Hierarchy**
- 6. Theory of Change Diagram**
- 7. Project Procurement Guidelines**
- 8. Draft Letter of Agreement – UNDP Support Services to NIM**
- 9. Gender Analysis**



ANNEX I: Project Quality Assurance Report

Evidence Reference List	Evidence 1	Project Document (ProDoc)
	Evidence 2	Results Framework (ProDoc Page 20)
	Evidence 3	Gender Analysis (ProDoc Annex IV)
	Evidence 4	Risk Management Plan (ProDoc Annex III)
	Evidence 5	Multi Year Workplan/Budget (ProDoc Page 24)
	Evidence 6	Monitoring and Evaluation Plan (ProDoc Page 22)

☒	PROJECT QA - DESIGN	
	1. STRATEGIC	EVIDENCE
	1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?	
☐	3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.	Evidence 1: ProDoc Yes. The project has a clear theory of change that explicitly shows the changes of the pathway to achieve to the desired change that addresses the root causes of the country's governance fragility that existed in the decades of conflict, institutional collapse, exclusionary systems, and climate vulnerability.
☒	2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.	
☐	1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. *Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the information icon for these cases. Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
	2. Is the project aligned with the UNDP Strategic Plan?	
☐	3: The project responds to at least one of the development settings as specified in the Strategic Plan¹ and adapts at least one Signature Solution². The project's RRF includes all the relevant SP output indicators. (all must be true)	Evidence 1: ProDoc Yes. The project is aligned with development settings that are linked with Somalia's National Transformation Plan (NTP) and the UN Sustainable Development Cooperation Framework (UNSDCF), ensuring coherence with national and global development priorities. The introduction section and the results framework of the ProDoc
☒	2: The project responds to at least one of the development settings as specified in the Strategic Plan³. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)	
☐	1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.	

¹ The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

² The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

³ The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

☒	PROJECT QA - DESIGN	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
☒	3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme) • Yes	Evidence 2: Results Framework. Yes. The project is aligned with Somalia's National Transformation Plan (NTP) and the UN Sustainable Development Cooperation Framework (UNSDCF), ensuring coherence with national and global development priorities.
☐	• No (Project QA cannot be approved by the Project QA Approver)	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
2. RELEVANT		
☒	4. Does the project identify target groups, and particularly those marginalized, vulnerable and left further behind (LNOB)? ⁴ • 3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.	Evidence 3: Gender Analysis Yes. The project clearly stated and specified the target groups include public sector officials/civil servants, women, youth, marginalized communities, and entrepreneurs who will benefit from improved service delivery, leadership development, and regulatory reforms. The project will use participatory approaches, gender-sensitive outreach, and digital platforms to identify and engage these groups effectively.
☐	• 2: The target groups are clearly specified, prioritizing groups left furthest behind.	
☐	• 1: The target groups are not clearly specified.	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
☒	5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? • 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.	Evidence 1: ProDoc Yes. The project is a unique initiative by UNDP and Government of Somalia that aims to adopt whole of Government / inclusive approach with innovative and blended solutions. The project will put in place mechanisms to track, document, and disseminate its learning, both on programmatic and operational matters through coordination mechanisms to share its experiences, both positive and negative, with the Government, donors, UN agencies, and the stakeholders at large. The Analysis and assessment undertaken by the project will be disseminated among partners/stakeholders to share the knowledge created through the implementation of the Project. Furthermore, the project will be backed by credible result monitoring, corporate platforms updates following the policies, strategies,
☐	• 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.	
☐	• 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	

⁴ Operationalizing Leaving No One Behind good Practice Note for UNCT (<https://unsdg.un.org/resources/leaving-no-one-behind-unsdg-operational-guide-un-country-teams>)

☒	PROJECT QA - DESIGN	
		continuous monitoring of the results to contribute to outcome level, and document best practices, and lessons learned to help scale up knowledge management and learning practices.
	6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?	
☐	3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)	Evidence 1: ProDoc Yes, Analysis on the root , underlying and immediate cause, policy analysis, conflict analysis, and analysis of the different role and responsibilities of project management unit comprise of government contracted national personnel supported by UNDP contracted national project personnel were conducted. Additionally, some analysis was conducted on the operationalizing of the OPM's facilitative role of convening stakeholders, enforcing accountability, and providing technical support to effectively executed in a measurable, citizen-centered manner.
☒	2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.	
☐	1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
3. PRINCIPLED		
	7. Does the project apply a human rights-based approach?	
☒	3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)	Evidence 1: ProDoc Yes. The core principle of the project is aligned with human rights principles as the Provisional Constitution, adopted in 2012 and amended in 2024, outlines the federal structure, Islamic principles, human rights, and governance mechanisms. One of the key pillars which the project is committed to transforming at the governance structure reform is the human rights promotion to uphold human rights aligned with rule of law.
☐	2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)	
☐	1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.	

PROJECT QA - DESIGN		
☒	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
☒	8. Does the project use gender analysis in the project design? 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)	Evidence 3: Gender Analysis Yes. The detailed gender analysis in the context of transformational governance and economic development was conducted to ensure gender equality and advancement under the project has been highlighted in the Annex-II: Social and Environmental Screening (SES) form. Furthermore, as outlined in the section on Results Framework, the progress of each activity will be measured following gender-based indicators.
☐	2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)	
☐	1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
☒	9. Did the project support the resilience and sustainability of societies and/or ecosystems? 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)	Evidence 1: ProDoc Yes. Notably, the OPM does not operate as a single office with a narrow mandate, but as the institution responsible for ensuring that these pillars are advanced in an integrated, accountable, and coherent manner across the entirety of government. Cross-pillar working groups and inter-ministerial platforms in economic planning, humanitarian coordination, climate resilience, or social service delivery, the OPM establishes and chairs coordination forums that transcend sectoral boundaries, anchoring government responses in shared objectives and measurable outcomes
☐	2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)	
☐	1: Sustainability and resilience dimensions and impacts were not adequately considered.	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
	10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the	

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☒	PROJECT QA - DESIGN	
	preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If SESP is not required, Select all exemption criteria that apply.]	
☒	• Yes	Yes. The Social and Environmental Screening Procedure (SESP) has been conducted that identified potential social and environmental impacts (Annex II) and risks.
☐	• No (Project QA cannot be approved by the Project QA Approver)	•
☐	• SESP not required because project consists solely of (Select all exemption criteria that apply) *Applicable only to option "SESP not required" ☐ 1: Preparation and dissemination of reports, documents and communication materials ☐ 2: Organization of an event, workshop, training ☐ 3: Strengthening capacities of partners to participate in international negotiations and conferences ☐ 4: Partnership coordination (including UN coordination) and management of networks ☐ 5: Global/regional projects with no country-level activities (e.g. activities such as knowledge management, inter-governmental processes) ☐ 6: UNDP serves as Administrative Agent ☐ 7: Development Effectiveness projects and Institutional Effectiveness projects	•
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
4. MANAGEMENT & MONITORING		
	11. Does the project have a strong results framework?	
☒	• 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)	Evidence 1&2: ProDoc & Results Framework Yes. The project has a robust and clear results framework that identifies SMART outputs, indicators, and activities. These are aligned with specific targets, milestones, baselines, data sources, and channels of dissemination, all of which are gender sensitive.
☐	• 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)	
☐	• 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been	

☒	PROJECT QA - DESIGN	
	populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
	12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?	
☒	3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)	Evidence 1: ProDoc Yes. The project sets clear governance structure of project including project management unit, technical advisors' group, project board members and government partners with clear terms of reference. The Project Board is responsible for holding bi-yearly project review, to capture lessons learned and discuss opportunities for scaling up to achieve the intended output/results of the project and share with other with relevant stakeholders.
☐	2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)	
☐	1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
	13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk?	
☒	3: Project risks related to the achievement of results are fully described in the project risk register, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)	Evidence 4: Risk Management Plan Yes. The project conducted a comprehensive risk assessment through consultative meeting held with project beneficiaries, government partners and other stakeholders at national and international level. The risks were identified that may challenge the progress of the project implementation and deviate achieving results and reputational risks that were built-in the project theory of change, SESP (Annex II), situational analysis (Annex III), and PCAT (Annex IV).
☐	2: Project risks related to the achievement of results are identified in the initial project risk register based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.	
☐	1: Some risks may be identified in the initial project risk register, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This	

☒	PROJECT QA - DESIGN	
	option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
	5. EFFICIENT	
	14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available. ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions. iii) Through joint operations (e.g., monitoring or procurement) with other partners. iv) Sharing resources or coordinating delivery with other projects. v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.	
☒	• Yes	Evidence 1: ProDoc Yes The project design explicitly incorporates several measures to ensure cost-efficient use of resources. These measures align with the PQA guidance and reflect both strategic planning and operational integration: • Theory of Change Analysis: The project design is grounded in a theory of change that was used to explore various pathways for achieving maximum results with available resources. This approach helped prioritize interventions that offer the highest impact relative to cost . • Synergies Through Portfolio Management: The project leverages a portfolio management approach by aligning and coordinating with other ongoing initiatives within the country office. This includes mutualizing efforts with other projects operating in the same geographical zones to create operational synergies and avoid duplication • Joint Operations with Partners: While not always explicitly labeled as joint operations, the project has engaged in collaborative arrangements, particularly in procurement and monitoring, to reduce overhead and streamline implementation. For example, procurement thresholds were negotiated with government counterparts to ensure timely and cost-effective delivery. • Resource Sharing and Coordination: The project coordinates delivery mechanisms with other UNDP-supported initiatives, particularly in areas

☒	PROJECT QA - DESIGN	
		such as risk management and financial oversight. This coordination is evident in the shared use of monitoring tools and reporting platforms, as highlighted in internal updates on transparency and PQA systems • Innovative Approaches: The project team has been encouraged to adopt innovative technologies and adaptive management strategies to reduce delivery costs. This includes digital tools for monitoring and evaluation, and streamlined reporting systems that reduce administrative burden
☐	• No	•
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
	15. Is the budget justified and supported with valid estimates?	
☒	• 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.	Evidence 5: Multi Year Workplan/Budget Yes. The project developed an annual work plan with appropriately justified budget plan vs activities and output with time bound to implement. The multi-year budget clarifies activities with the adequate cost required to achieve them.
☐	• 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.	
☐	• 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
	16. Is the Country Office / Regional / Global Project fully recovering the costs involved with project implementation?	
☒	• 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)	Evidence 5: Multi Year Workplan/Budget The project budget allocation is meticulously aligned with the costs of activities attributed to the project outputs. This alignment ensures compliance with UNDP policies and procedures related to financial administration and project management approaches. By adhering to these guidelines, the project guarantees that financial resources are effectively managed and utilized, promoting transparency and accountability throughout the project's lifecycle.
☐	• 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.	
☐	• 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.	

☒	PROJECT QA - DESIGN	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
6. EFFECTIVE		
	17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project? ⁵	
☒	3: Credible evidence that all targeted groups, prioritizing discriminated, vulnerable, and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)	Evidence 1: ProDoc Yes. The primary target group engaged in the project design include government counterparts involved in extensive co-creation. The project is premised on Somalia's NTP, an ambitious development plan that was formulated through countrywide consultations – using local languages - with all populations at the Federal government and member states. Notably, the NTP labs were a series of extensive discussions that engaged all the stakeholders to determine actions to drive Somalia's national priorities forward.
☐	2: Some evidence that key targeted groups have been consulted in the design of the project.	
☐	1: No evidence of engagement with targeted groups during project design.	
☐	Not Applicable	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
	18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?	
☒	Yes	Evidence 1: ProDoc Yes. The project developed a robust and clear monitoring plan to regularly monitor the implementation plan, activities implementation, challenges, risks and indicators to highlight the achievement of the desired results. Addition, during the monitoring will document lessons learned, strategies that require changes and context analysis to drive the smooth implementation of the project
☐	No	
	Evidence (Enter a short explanation and upload a document that provides evidence for your response):	
	19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.	
☒	Yes	Evidence 3: Gender Analysis Yes.

⁵ Operationalizing Leaving No One Behind Good Practice Note for UNCT (<https://unsdg.un.org/resources/leaving-no-one-behind-unsdg-operational-guide-un-country-teams>)

☒	PROJECT QA - DESIGN	
☐	No	The gender marker of the project scored GEN 2 that was mainstreamed into all outputs.
	Evidence (Enter a short explanation and upload a document that provides evidence for your response):	
☐	20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results?⁶	
☐	3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards⁷ and data principles⁸. (All must be true)	Evidence 1 & 4: ProDoc & Risk Management Plan Yes, The project has a very strong element on digitization and clearly states how digital solutions will be utilized through the activities e.i adopting the PMS system to bolster the operationalization of the CDU. Additionally, digital modalities have been identified as a risk treatment to enhance the efficiency, effectiveness
☒	2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards⁹ and data principles¹⁰, but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change.	
☐	1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards¹¹ and data principles¹² are not taken into account when intending to use digital or data technology solutions in project activities.	
☐	- Digital considerations are not relevant to this project. *Applicable only to option "Digital considerations are not relevant" ☐ 1: Societal digital transformation is not a government or contextual priority ☐ 2: A non-digital approach yields higher effectiveness and efficiency ☐ 3: Other (specify in the "Evidence" section)	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
7. SUSTAINABILITY & NATIONAL OWNERSHIP		

⁶ For a checklist and evidence template, please see the Embedding Digital Thinking into Project Design Guidelines (<https://rebrand.ly/DbDPProjectGuideEN>).

⁷ The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (<https://www.undp.org/digital/standards>).

⁸ The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (<https://data.undp.org/data-principles>).

⁹ The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (<https://www.undp.org/digital/standards>).

¹⁰ The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (<https://data.undp.org/data-principles>).

¹¹ The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (<https://www.undp.org/digital/standards>).

¹² The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (<https://data.undp.org/data-principles>).

☒	PROJECT QA - DESIGN	
☒	21. Have national / regional / global partners led, or proactively engaged in, the design of the country / regional / global project, respectively?	
☐	3: National / regional / global partners have full ownership of the country / regional / global project and led the process of the development of the project jointly with UNDP.	Evidence 1: ProDoc Yes, The project design actively engaged all relevant stakeholders, including national-level ministries and regional governments, within the framework of the federal constitution. This engagement was achieved through comprehensive consultations to ensure stakeholder ownership and commitment. By involving these key players, the project aims to foster a collaborative environment and ensure that the strategies and outcomes are aligned with the broader national development goals. Also, the project will support to Establish integrated, transparent, accountable, and timely digital systems/processes in Justice and Security Sectors, guided by the best international practices and innovations drawn from South-South cooperation.
☒	2: The project has been developed by UNDP in close consultation with national / regional / global partners.	
☐	1: The project has been developed by UNDP with limited or no engagement with national partners.	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
☐	22. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?	
☐	3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.	Evidence 6: Monitoring and Evaluation Plan Yes. UNDP applies HACT and PCAT. UNDP has conducted capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment) and the findings will be monitored regularly by UNDP through clear indicators and benchmarks ensuring data collection aligns with the national-level capacity development strategy.
☒	2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.	
☐	1: Capacity assessments have not been carried out.	
☐	Not Applicable	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
☒	23. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	
☒	Yes	Evidence 1&6: ProDoc & Monitoring and Evaluation Plan Yes, there is strategy embedded in the project to use national systems of procurement, and clear monitoring and evaluation that is agreed by all parties in accordance of government and UNDP policies and procedures.
☐	No	
☐	Not Applicable	

☒	PROJECT QA - DESIGN	
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	
	24. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	
☒	• Yes	Evidence 1: ProDoc Yes, The project's sustainability approach is anchored in national ownership, capacity development, and a phased transition. It prioritizes institutionalizing tools, capacity building and reforms, especially digital governance and performance management systems within government structures, supported by policy or legislative backing. Government entities will take full accountability for sustaining project after the phaseout.
☐	• No	•
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):	

ANNEX II: Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Support to Somalia Transformational Governance Program
2. Project Number	N/A
3. Location (Global/Region/Country)	Somalia

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project embeds a comprehensive human-rights based approach by ensuring that all governance reforms and institutional strengthening efforts uphold the principles of equality, accountability, participation, and transparency. This approach is integral to addressing Somalia's governance fragility and advancing sustainable peace and development.

Key institutional mechanisms, particularly the Legal Unit within the Office of the Prime Minister, ensure that all legal and policy frameworks are aligned with constitutional mandates and international human rights standards. Through regular legislative harmonization and compliance audits, the project safeguards rights related to justice, freedom, and non-discrimination. This legal oversight strengthens the rule of law as a foundation for protecting citizens' rights and ensuring government accountability.

The project also prioritizes inclusive participation by actively engaging marginalized groups—including women, youth, displaced persons, and minority communities—in decision-making processes at both national and sub-national levels. The establishment of gender quotas, such as the 30% enrollment of women in the National Leadership Academy, and targeted GBV-sensitive programming are direct responses to systemic inequalities and abuses. These interventions aim to empower vulnerable populations and foster social inclusion.

Digital innovation under the project enhances transparency and access to public information, enabling citizens to monitor government performance and demand accountability. This fosters a governance environment where rights holders are informed and empowered, and duty bearers are held responsible for delivering equitable and just public services.

The intended results of mainstreaming this human-rights based approach include a governance system that is more transparent, accountable, and responsive to the needs of all citizens; increased trust between the government and communities; strengthened legal protections for human rights; and sustainable, inclusive development that leaves no one behind. Ultimately, the project contributes to peacebuilding, social cohesion, and the realization of Somalia's National Transformation Plan and global human rights commitments.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project places gender equality and women's empowerment at the core of its design and implementation. Gender mainstreaming is systematically embedded across all project pillars to ensure that women and marginalized groups fully benefit from governance reforms and economic opportunities.

A key initiative is the National Leadership Academy (NLA), which enforces a 30% enrollment quota for women, promoting their inclusion in leadership development and public sector management. This quota addresses historical underrepresentation and cultivates a pipeline of skilled female leaders who can influence policy and institutional reforms.

The project also integrates gender-responsive policies and practices throughout government institutions, strengthening their capacity to implement and monitor gender equity frameworks aligned with Somalia's national commitments and international standards. For example, digital governance tools are designed to be accessible and inclusive, providing women and youth with the skills and platforms necessary to engage in public service and economic activities.

By fostering institutional reforms that prioritize gender equality, strengthening leadership pathways for women, and enhancing digital inclusion, the program aims to dismantle systemic barriers. This comprehensive approach contributes to advancing Sustainable Development Goal 5 on gender equality, promotes women's rights and empowerment, and helps build a more inclusive and equitable governance system in Somalia.

Briefly describe in the space below how the Project mainstreams sustainability and resilience

The project mainstreams sustainability and resilience through a robust approach anchored in national ownership, capacity development, and phased transition to government leadership. By institutionalizing tools, reforms, and digital governance within existing government structures—supported by enabling policies and legislation—the project ensures long-term government accountability for maintaining and scaling reforms beyond its lifespan.

Capacity building is central to sustainability. The Project Management Unit (PMU), composed of government- and UNDP-contracted staff, will foster knowledge transfer and develop competencies through continuous training, manuals, and bilingual e-learning modules. Over time, government-contracted staff are expected to be absorbed into permanent government roles, while technical UNDP staff provide ongoing support and facilitation, embedding a culture of self-reliance and system ownership.

Operating within Somalia's fragile context, the project leverages existing federal and state systems and strong partnerships, reinforcing local legitimacy and institutional resilience. Alignment with the Somalia National Transformation Plan (NTP 2025–2029) and coordinated oversight by the Office of the Prime Minister and UNDP ensure the project's relevance, contextualization, and adaptive capacity.

Sustainability is further strengthened through multi-layered quality assurance mechanisms involving government, UNDP, and external advisory bodies. The project also promotes scalability and replication via structured knowledge management, a dynamic communication strategy, and utilization of UNDP's Adaptation Learning Mechanism (ALM) to share lessons and support policy advocacy.

Finally, targeted personnel strategies ensure long-term impact: PMU national staff will transition fully into government roles; embedded long-term technical experts will be transitioned into the government payroll; and short-term consultants will build government capacity for independent, effective operation. A pilot initiative to engage Somali diaspora professionals in public service adds innovative potential for sustainability, with prospects for formalizing diaspora engagement policy if successful.

Through these comprehensive measures, the project cultivates resilient institutions, sustainable reforms, and scalable solutions that endure well beyond the project lifecycle.

Briefly describe in the space below how the project strengthens accountability to stakeholders

The project enhances accountability through a robust multi-level management and oversight framework. Implemented under the National Implementation Modality (NIM), the Office of the Prime Minister (OPM) serves as the key Implementing Partner, ensuring government ownership and accountability for the achievement of project results.

A dedicated Project Management Unit (PMU), led by a National Project Director and staffed by both government and UNDP personnel, will manage day-to-day implementation with clear roles and responsibilities, ensuring compliance with UNDP and government rules and financial regulations. This structure supports transparent resource management, regular monitoring, and timely reporting.

Accountability to stakeholders is further reinforced through inclusive participatory mechanisms, enabling engagement of government ministries, development partners, civil society, and marginalized groups to provide feedback and oversight. The establishment of a Project Steering Committee chaired by the OPM ensures strategic guidance, alignment with national priorities, and public accountability.

Independent midterm and final evaluations, regular audits under the Harmonized Approach to Cash Transfers (HACT), and adherence to UNDP's stringent financial and operational procedures guarantee transparency and integrity in project delivery. These measures collectively foster trust, strengthen governance, and enhance responsiveness to citizens' needs.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?

Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.

QUESTION 3: What is the level of significance of the potential social and environmental risks?

Note: Respond to Questions 4 and 5 below before proceeding to Question 6

QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?

Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: Impact of climate change (e.g., droughts, flash flooding, resource depletion) affecting community-based initiatives	I = 2 P = 3	Low	Somalia is prone to climate shocks such as droughts; flooding and the project will take advantage of early warning systems in order to be better prepared in case of shocks.	Early warning system, adoption of digital tools and modalities.
Risk 2: Gender inequalities, exclusion of marginalized groups, gaps in human rights-based approaches and other concerns limiting inclusivity.	I = 3 P = 3	Moderate	As a result of lack of consultations, disaggregated data, inclusive participatory approaches, and limited transparency and accountability mechanisms. Inadequate	Promote and uphold UN values of gender equality, social inclusion, disability rights, and human rights embedded in all programming activities with associated targets and indicators. Ensuring adequate representation of project beneficiaries in the project committee.

			representation of the beneficiaries.	
Risk 3: infrastructure degradation due to environmental and climate shocks	I = 3 P = 3	Moderate	Somalia is prone to climate shocks and harsh weather conditions which make building, infrastructure vulnerable to extreme weather conditions resulting in corrosion, and degradation. The project will put in mechanisms to have proper protection mechanisms against adverse weather conditions including maintain ace plans.	Regular monitoring against adverse weather conditions that may destroy or result in the wear and tear of assets and buildings. In addition, provision of insurance against assets, transferring the risk.
Risk 4: Community mistrust on the implementation of the programme	I = 4 P = 2	Moderate	Somalia clan-based dynamics are a source of potential conflict and friction, which may affect the smooth implementation of activities and disrupt the social fabric.	Ongoing consultations and transparency as well as communication of project objectives and selection of sites and beneficiaries to reduce wrangling.
Risk 5: Data privacy issues	I = 4 P = 2	Moderate	The project intends to procure ERP and software tools, which have data gathering and management abilities. Data has potential to fall in the wrong hands if not management properly.	Procurement procedures will endeavour to secure reputable service providers and supplier in order to safeguard data that will be in this project.
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)			Comments	
<i>Low Risk</i> ☐			Countermeasures for risk mitigation are available. Continuous monitoring measures are put in place.	
<i>Moderate Risk</i> ☒				
<i>High Risk</i> ☐				
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				

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Check all that apply		Comments
<i>Principle 1: Human Rights</i>	☒	
<i>Principle 2: Gender Equality and Women's Empowerment</i>	☒	
<i>1. Biodiversity Conservation and Natural Resource Management</i>	☐	
<i>2. Climate Change Mitigation and Adaptation</i>	☒	
<i>3. Community Health, Safety and Working Conditions</i>	☒	
<i>4. Cultural Heritage</i>	☐	
<i>5. Displacement and Resettlement</i>	☐	
<i>6. Indigenous Peoples</i>	☐	
<i>7. Pollution Prevention and Resource Efficiency</i>	☒	

Final Sign Off

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

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹³	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	No

¹³ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

<i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Would Project activities pose risks to endangered species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation	

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2.1	Will the proposed Project result in significant ¹⁴ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		

¹⁴ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

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4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁵	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No

¹⁵ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

ANNEX III: Risk Analysis

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Treatment and Treatment Owner
1	Unpredictable security situation, either within Mogadishu or in the FMS	As a result of Somalia's security situation	Which will impact in affecting/delaying the project activities	8. SAFETY AND SECURITY (8.1. Armed conflict) -	Likelihood: 4 - Highly likely Impact:	From: 01-Jul-25 To: 31-Dec-26	Risk Treatment 1.1: Work with security team, UNDSS and local security experts. Risk Treatment 1.2: Conduct risk assessments; focus initial work in accessible areas, adapt

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Treatment and Treatment Owner
	where the project will be implemented			UNDP Risk Appetite: CAUTIOUS	4 - Extensive Risk level: SUBSTANTIAL (equates to a risk appetite of OPEN)		plans as needed and provide security training for staff Risk Treatment 1.3: Establish emergency protocols and utilize digital tools and remote work modalities.
2	Upcoming presidential elections may result in changes in political leadership or shifts in government priorities.	As a result of cabinet reshuffling or presidential election	Which may impact on possible delays in project activities and shifts in government priorities/vision.	8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jul-25 To: 31-Dec-26	Risk Treatment 2.1: Use a whole-of-government approach, hold regular coordination and review meetings through the project PMU, and engage focal points from key institutions and other technical stakeholders early. Risk Treatment 2.2: Early engagement with new government and presentation of the project's rationale to support NTP's implementation and alignment of project with new government vision through the PMU.
3	Non-compliance with agreed corporate procedures – both Government and UNDP rules and regulations.	As a result of limited capacity, corruption, weak oversight, non-application of procedures and inadequate controls and systems.	Which may lead to misuse of resources, reconsideration of risk rating and affect implementation modality.	4. ORGANIZATIONAL (4.4. Accountability) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 3 - Moderately likely Impact: 4 - Extensive Risk level:	From: 01-Jul-25 To: 31-Dec-26	Risk Treatment 3.1: UNDP through PMU/POQA will strengthen the capacity of the partnering institutions ensuring establishment of adequate and sustainable systems and procedures. Risk Treatment 3.2: Perform periodic HACT audits, spot checks and other required quality assurance activities.

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Treatment and Treatment Owner
					SUBSTANTIAL (equates to a risk appetite of OPEN)		Risk Treatment 3.3: Perform quarterly quality disbursements based on satisfactory spending (80% of advances and 100% of old advances) and financial reporting.
4	Impact of climate change (e.g., droughts, flash flooding, resource depletion) affecting community-based initiatives	As a result of climate or natural events	Which will impact as delays in implementation or affect RPs functionality and shift project priorities i.e development to humanitarian.	1. SOCIAL AND ENVIRONMENTAL (1.5. Climate change and disaster risks) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 01-Jul-25 To: 31-Dec-26	Risk Treatment 4.1: Promote climate smart, water and resource-efficient technologies; adapt to local environmental conditions Risk Treatment 4.2: Conduct SESP prior to the project implementation Risk Treatment 4.3: Utilize digital tools and remote work modalities.
5	Gender inequalities, exclusion of marginalized groups, gaps in human rights-based approaches and other concerns limiting inclusivity.	As a result of lack of consultations, disaggregated data, inclusive participatory approaches, and limited transparency and accountability mechanisms. Inadequate representation of the beneficiaries.	Which will impact in inclusivity, underrepresentation, non-compliance in human rights-based approaches and unaccomplished overall desired project outcomes	1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jul-25 To: 31-Dec-26	Risk Treatment 5.1: Promote and uphold UN values of gender equality, social inclusion, disability rights, and human rights embedded in all programming activities with associated targets and indicators. Risk Treatment 5.2: Ensuring adequate representation of project beneficiaries in the project committee.
6	Delays may occur in project implementation	As a result of unexpected circumstances, weak institutional capacity, limited human capital, misaligned priorities, turnovers of staff. unrealistic	Which will impact in project duration, reputational risks and delays in funds transfer.	3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 3 - Moderately likely Impact: 4 - Extensive	From: 01-Jul-25 To: 31-Dec-26	Risk Treatment 6.1: UNDP and PMU to perform due diligence, PCAT, HACT and other institutional assessments for all RPs Risk Treatment 6.2: Strengthen planning, design a backup action for delays and procurement processes, hold regular

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Treatment and Treatment Owner
		planning or delays in foundational activities of the project (e.g onboarding on project teams, consultants...)			Risk level: SUBSTANTIAL (equates to a risk appetite of OPEN)		implementation reviews, and support PMU in troubleshooting bottlenecks early. Risk Treatment 6.3: The project includes capacity support to IM, including training and advisory services. Where needed, technical assistance will be provided.
7	Non-compliant procurement processes resulting in inadequate goods and services (Including consultants) with sub-standard value for money.	As a result of limited capacity, weak oversight, non-application of procurement procedures and inadequate controls and systems.	Which may lead to misuse of resources, reconsideration of risk rating and affect implementation modality	4. ORGANIZATIONAL (4.9. Procurement) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 3 - Moderately likely Impact: 4 - Extensive Risk level: SUBSTANTIAL (equates to a risk appetite of OPEN)	From: 01-Jul-25 To: 31-Dec-26	Risk Treatment 7.1: Apply thresholds based on the OPM Procurement Policy (2019) aligned with the Public Procurement, Concessions and Disposal Act 2015, and UNDP rules and procedures. Above OPM procurement thresholds of 100,000USD, UNDP will handle directly the procurement process. Risk Treatment 7.2: The project will support the development of terms of reference and specific deliverables for performance management and accountability for all positions that RP will recruit under the project. Risk Treatment 7.3: Solid/clear recruitment processes/procedures to be followed as per national system and international standards based on Capacity Injection Mechanisms (CIMs).
8	Inadequate project monitoring, reporting and communication/visibility systems.	As a result of limited capacity, weak oversight, communication strategy, non-application of procedures and inadequate	Which will obscure progress tracking, adaptive management and project visibility	4. ORGANIZATIONAL (4.5. Monitoring and oversight) - UNDP Risk Appetite:	Likelihood: 3 - Moderately likely Impact:	From: 01-Jul-25 To: 31-Dec-26	Risk Treatment 8.1: UNDP as part of the country support will link up with PMU M&E and apply QA regulations to ensure efficient progress and achievement of the deliverables of the project.

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Treatment and Treatment Owner
		controls and systems.		EXPLORATORY TO OPEN	3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)		Risk Treatment 8.2: Allocate adequate resources towards monitoring, reporting, communications and visibility purposes.

ANNEX IV: Gender Analysis

Name: Transformational Gov. Project Date: 12 June 2025 Proposed Gender Marker: 3			
	Question	Analysis YES/NO/ extent	Assessment by the LPAC
Project document	Development challenge		
	Does the development challenge analysis consider the different social, economic, and cultural situations of men and women including the extreme poor (below \$1.90 / day), unemployed / under-employed, youth aged 15-24, elderly, displaced, marginalized, minorities (e.g. race, ethnicity, religion), people living with HIV (PLHIV), persons with disabilities (PwD) and others?	Yes	The project's development challenge analysis is comprehensive and inclusive, addressing the intersectionality of gender, poverty, displacement, youth, and marginalization. It uses disaggregated data and evidence-based insights to inform its strategy, ensuring that the proposed interventions are responsive to the differentiated needs of these groups. 1. Consideration of Diverse Vulnerabilities The document explicitly identifies and analyzes the conditions of: Women: Only 24% of parliamentary seats are held by women. 98% of women in IDP camps report experiencing gender-based violence (UNFPA, 2023). Women constitute just 24% of the formal workforce and face a 32% gender gap in secondary education (UNICEF, 2023). Youth (15–24): Youth unemployment is at 75%. 63% lack access to training programs (UNDP, 2023). Internally Displaced Persons (IDPs): 3.8 million IDPs, with 80% displaced for over 5 years. Female-headed IDP households survive on less than \$1/day. Minority Clans: 0% representation in cabinet positions (Heritage Institute, 2023). Marginalized Groups: The analysis highlights systemic clan-based exclusion and non-meritocratic HR practices. Persons with Disabilities (PwD) and PLHIV: While not explicitly mentioned in the main body, the Social and Environmental Screening commits to non-discrimination and inclusive participation, which implicitly includes these groups. 2. Gender-Differentiated Impacts of Socio-Economic Processes The analysis reflects a clear awareness of gender-differentiated impacts, particularly in the context of: • Economic exclusion: Women face barriers to employment, business ownership (only 12% of businesses are women-owned), and access to education. • Political underrepresentation: Women and minority groups are underrepresented in decision-making structures. • Service delivery: Women and IDPs face greater barriers to accessing healthcare, education, and justice. • Digital divide: The project addresses the gender gap in digital access and includes digital skills training for women and youth.

Does the analysis reflect an awareness of the gender-differentiated impacts of socio-economic and development processes taking into consideration the above-mentioned different vulnerabilities, particularly in the context of the proposed project?		The project demonstrates a strong and intentional understanding of how gender and other vulnerabilities intersect with governance and development challenges. It not only identifies these differentiated impacts but also designs targeted, measurable responses to address them—making it a model of gender-responsive and inclusive development planning.
Data and statistics		
Have data and statistics provided as background and/or justification for the project been disaggregated by sex, age, status, disabilities, level of income, area (urban/rural/semi, conflicted/disaster affected), etc. ? If not, has a reason (e.g., non-availability of such data, inappropriateness of disaggregation against a particular indicator) been given?	To a certain extend	The project includes sex-, age-, and status-disaggregated data in its development challenge analysis.
Is it proposed to address gender gaps in data as one of the activities under the project? For instance, has the collection of sex, age, status, disabilities, level of income, area (urban/rural/semi, conflicted/disaster affected), etc. -disaggregated data been specified in the proposal for baseline survey?		The project demonstrates a strong commitment to data disaggregation and recognizes the importance of closing gender and inclusion-related data gaps. It not only uses disaggregated data to justify its interventions but also integrates mechanisms to generate, monitor, and use such data throughout implementation.
Strategy		
Does the proposed strategy specify how it will address the dimensions of gender inequality taking into consideration different vulnerabilities (the extreme poor (below \$1.90 / day), unemployed / under-employed, youth aged 15-24, elderly, displaced, marginalized, minorities, people living with HIV, persons with disabilities (PwD) and others) described in the analysis? If not, is there an explanation given of why this aspect has not been considered? Does the strategy include any measures to mitigate any possible negative gender impacts of the project? Is gender integrated in the risk analysis and mitigation?	Yes	The strategy is comprehensive and intentional in addressing gender inequality across multiple dimensions of vulnerability. It not only proposes targeted interventions but also includes systemic safeguards to prevent harm and ensure inclusive benefits.
Monitoring Indicators		
Does the monitoring framework include measurable gender indicators appropriate to the intervention and assess the gender transformational impact and not only level of participation? Are all the monitoring framework indicators disaggregated by age, status, disabilities, level of income, area (urban/rural/semi, conflicted/disaster affected), etc ?	Yes	While the project includes sex and age disaggregation, it does not comprehensively disaggregate by all relevant vulnerability dimensions. There is room to strengthen the M&E framework by integrating broader disaggregation and ensuring that baseline and follow-up data collection tools are designed accordingly.
Implementation		
Have specific actions for gender equality been mandated (e.g., a specified percentage of seats reserved for women in decision-making bodies set up under the project, training programmes, study tours and other learning opportunities, job opportunities, equal wages)? ¹⁶ Has it taken into consideration different vulnerabilities (the extreme poor (below \$1.90 / day), unemployed / under-employed, youth aged 15-24, elderly, displaced, marginalized, minorities, people living with HIV, persons with disabilities (PwD) and others)?	Yes	The project includes clear, actionable commitments to gender equality, such as quotas, inclusive training, and institutional reforms. These are not generic but are tailored to address intersecting vulnerabilities—ensuring that women, youth, the poor, displaced, and marginalized groups are not only included but empowered.
Stakeholders and Partners		
Are women's organisations or women/gender units within larger institutions, gender academies, national women union, women Coalitions/networks, PWDs institution included among the stakeholders?	Yes	Women's organizations and PWD institutions are not explicitly listed as stakeholders, which is a gap. Implementing partners have relevant mandates and experience, especially NLA and MoLSA. Capacity gaps are acknowledged and addressed through structured support from UNDP and embedded technical experts.

¹⁶ GEN3 output 100% of gender specific action. GEN2 output at least 15% of gender specific action and 85% of gender mainstreaming

Who are the implementing partners? Do they have experience/competence in implementing gender-responsive programmes and leaving no one behind approach? If not, then how is the capacity gap going to be addressed?		
Communications and Knowledge Products		
Does the project planning to produce communication and knowledge materials on gender equality and women's empowerment through intersectional lens ?	Yes	
Does the project plan for at least 15% of gender equality and women's empowerment messages in social media?		
Capacities and Resources		
Do key staff members have knowledge/expertise around gender issues and leaving no one behind approach? Is gender and social safeguards officer included in the project management team?	Yes	
Budget		
Have adequate resources been provided for the proposed gender and leaving no one behind activities? ¹⁷	Yes	
Will it be possible to track the flow of these resources?		

GENDER CODING GUIDELINES AND DESCRIPTION

Gender Marker Code	Description
GEN 3:	The achievement of gender equality and/or the empowerment of women are an explicit objective of the output and the main reason that this output was planned. Narrowing gender inequalities or empower women is the main reason this initiative is being undertaken. E.g., A gender-based violence resource centre is established. [Motivation for rating: Provides support to survivors of gender-based violence; increased awareness, advocacy for reduction of gender-based violence.]
GEN 2:	Gender equality is not the <i>main</i> objective of the expected output, but the output promotes gender equality in a significant and consistent way. Must be evidence that a gender analysis has been done, that there will be change related to gender equality/women's empowerment and there are indicators to measure/track this change. Sometimes called "gender mainstreamed" initiatives, where gender equality is adequately integrated as a cross-cutting issue by the rationale, activities, indicators and budget associated with the output. E.g., Post-crisis community security and cohesion is restored.

¹⁷ GEN3 output 100% of gender expenditures. GEN2 at least 15% of expenditures to GEWE and 85% for gender mainstreaming

	[Motivation for rating: Restoring security and cohesion for the whole community is the principal objective of the project. The project ensures that those women make decisions and benefit from the project, survivors of gender-based violence are reintegrated into their families and communities, etc.]
GEN 1:	Output at the project level contributes in a limited way to gender equality, but not significantly. Gender equality is not consistently mainstreamed and has not been critical in the project design. Nevertheless, some aspect(s) of the output at the project level (i.e., one or more of its activities) are expected to promote gender equality but not in a consistent way. E.g., New systems and procedures are established to enhance efficiency and transparency in public service. [Motivation for rating: The main objective of most of the activities that constitute this output is to promote government accountability and transparency in public service. One or two of the activities includes some punctual activities that will focus on promoting gender equality, for example, by organizing a training to share information with women organizations.]
GEN 0:	Outputs at the project level are not contributing to gender equality. No activities or components of the output contribute to the promotion of gender equality. GEN0 output at the project levels are “gender blind¹⁰” and it is therefore recommended to reduce as much the GEN0 rated outputs. AIDS responses are integrated into poverty reduction strategies. [Motivation for rating: The planned activities that make up this output do not take the different needs and interests of women and men into account. Activities are planned in a way that assumes that services “for people” will meet the needs of everyone.]

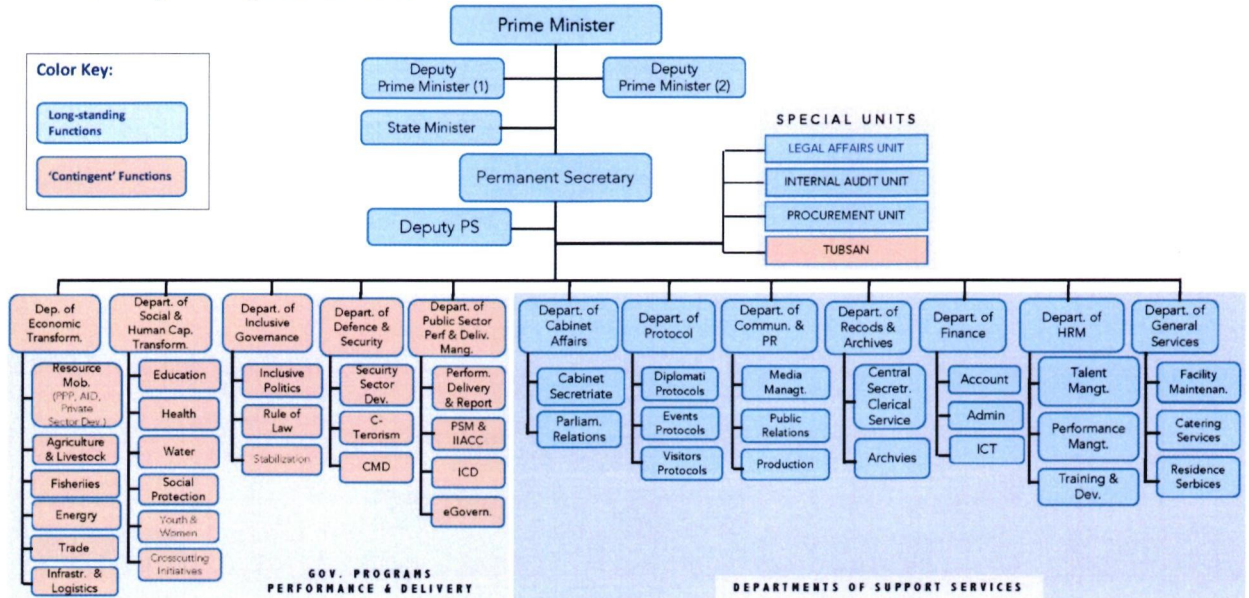
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ANNEX V: Capacity Assessment of The Project Implementing Partner and Responsible Parties

All the responsible parties should go through HACT and PCAT assessments and they will be shared separately.

ANNEX VI: OPM Hierarchy

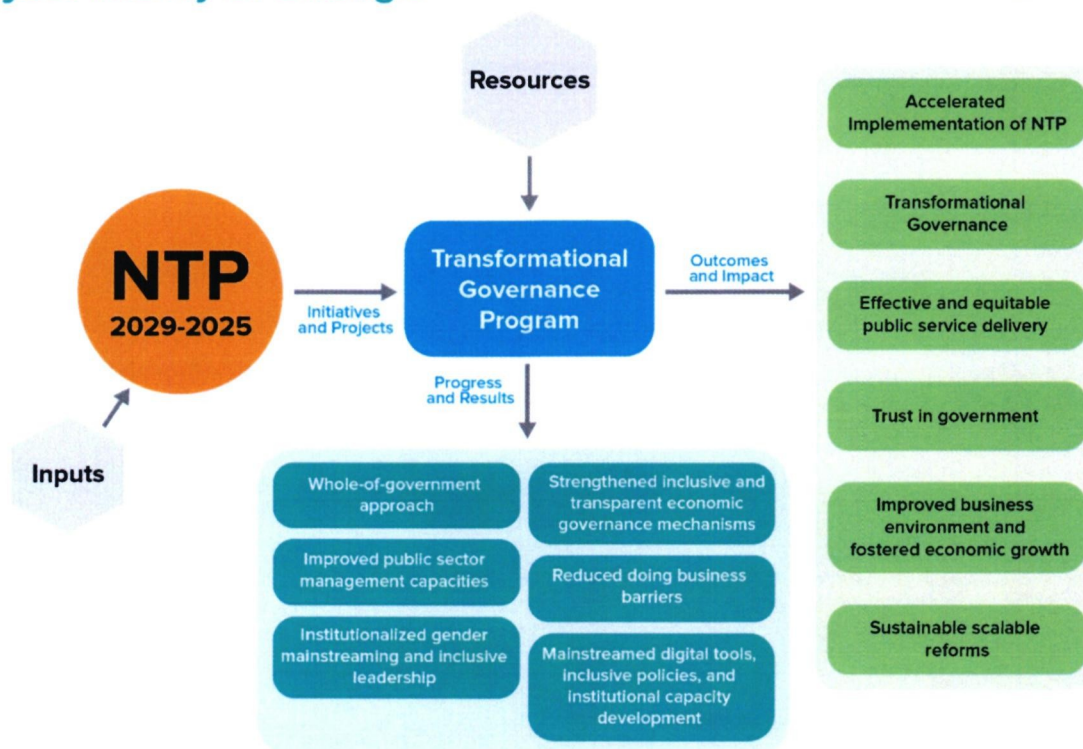
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ANNEX VII: Theory of Change Diagram

Support to Somalia Transformational Governance Program Project Theory of Change



ANNEX VIII: Project Procurement Guidelines

As per OPM procurement policy, below procurement thresholds are followed within OPM projects procurement:

Procurement Method	Goods (US\$)	Services(US\$)	Construction (Works) (US\$)
Open competitive Bidding (International)	Above 100,000	Above 40,000	Above 200,000
Open competitive Bidding (National)	25,001– 100,000	10,001– 40,000	50,001–200,000
Limited competitive Bidding (min. of 3 bidders)	Above 25,000	Above 10,000	Above 50,000
Shopping or Request for Quotations (min. of 3 Quotes)	5,001 – 25,000	5,001 – 10,000	10,001 – 50,000
Direct Contracting (Single Quotation)	101 – 5,000	101 – 5,000	101 – 10,000
Cash & Receipt (micro procurement)	Less than 100	Less than 100	Less than 100

III. Approval of Contract Awards (values in US\$)

The solicitation of Expressions of Interest is required when the estimated value of the consultants' services is above US\$100,000.

IV. Authority Approving Proposed Contract Award

The below table outlines authorizing signatures that are required for awarding contracts depending on the type of contract and contract value (Threshold).

Type of Contract	Contract Value (Threshold)	Authority Approving Proposed Contract Award
Goods/ Non- Consultancy services	Less than US\$10,000	Director of Procuring Department
	Over US\$10,000	Procurement Committee
Works	Less than US\$40,000	Director of Procuring Department
	Over US\$40,000	Procurement Committee
Consulting Services	Less than US\$10,000	Director of Procuring Department
	Over US\$10,000	Procurement Committee

Additionally, UNDP will directly handle (as CO Support to NIM) any procurement request above the OPM procurement threshold or contracts above \$100,000, as mentioned in the OPM procurement policy, under section 10. Procurement Thresholds, point VI on Exceptions for the projects under OPM implementation:

- a) If the contract between the donor and OPM clearly states that procurement procedures to be used must be in line with the donor's procedures, that project shall be exempted from this policy
- b) If the donor's policy contradicts with this, the donor's policy and procedures shall automatically prevail and override this policy until the procurement act is finalized.

V. Contracts over \$100,000

Unless otherwise the award of the contract will be used outside this policy, the procurement unit in the Ministry of Finance will manage the procurement process for the contracts over \$ 100,000 Pursuant to section 1 (b) of the interim Procurement arrangement As the OPM is not certified procurement entity.

VI. Exceptions for the projects under OPM implementation

- a) If the contract between the donor and OPM clearly states that procurement procedures to be used must be in line with the donor's procedures, that project shall be exempted from this policy
- b) If the donor's policy contradicts with this, the donors policy and procedures shall automatically prevail and override this policy until the procurement act is finalized.

ANNEX IX: LOA Draft



[DRAFT]

**LETTER OF AGREEMENT
BETWEEN
THE UNITED NATIONS DEVELOPMENT PROGRAMME
AND
OFFICE OF THE PRIME MINISTER – FEDERAL REPUBLIC OF SOMALIA
FOR THE PROVISION OF SUPPORT SERVICES**

18 June 2025

Dear **[name of official of the Implementing Partner]**,

1. Reference is made to consultations between officials of the **Office of the Prime Minister – Federal Republic of Somalia** (the “Implementing Partner”) and officials of UNDP with respect to the provision of support services by the **UNDP Somalia Country Office** (“UNDP Somalia”) for the **[01004635] Support to Somalia Transformational Governance Program**.
2. UNDP Somalia may, at the request of the Implementing Partner, provide the following support services for the activities of the Project:
 - (a) Assistance with reporting requirements and direct payment; provided that, in providing such support services, UNDP Somalia shall ensure that the capacity of the Implementing Partner is strengthened to enable it to carry out such activities directly.
 - (b) Identification and/or recruitment of Project and programme personnel.
 - (c) Identification and facilitation of training activities.
 - (d) Procurement of goods and services,
3. UNDP shall provide support services, including any procurement of goods and services and the recruitment of Project personnel, in accordance with UNDP’s regulations, rules, policies and procedures.
4. The support services to be provided by UNDP are described in detail in the Schedule hereto. This Letter and the Schedule will be attached to the Project Document. If the requirements for support services by UNDP Somalia change during the life of a project, the Schedule may be amended by mutual agreement of UNDP and the Implementing Partner, and the amended Schedule will be attached to the Project Document (as applicable).
5. UNDP shall recover the costs incurred by UNDP Somalia in providing support services from the Project. The manner and method of cost-recovery by UNDP shall be specified in the Schedule.
6. The relevant provisions of the Agreement concerning assistance from the United Nations Development Programme to the Government of Somalia. Signed at Mogadiscio on 16 May 1977. (the “SBAA”), including the provisions on liability and privileges and immunities, shall apply to the provision of support services. The Implementing Partner shall retain overall responsibility for the Project or the Work Plan(s) of the Portfolio (as applicable). The responsibility of UNDP Somalia shall be limited to providing the support services described in the Schedule hereto.

A handwritten signature in blue ink is located in the bottom right corner of the page.

7. The Implementing Party shall indemnify, defend, hold and save harmless UNDP and its officials, agents and persons performing services for UNDP from and against all suits, proceedings, claims, demands, losses and liability of any kind, or nature brought by any third party against UNDP with respect to the support services.
8. In addition to the indemnification obligations set forth in this paragraph, the Implementing Party shall be obligated, at its sole expense, to defend UNDP and its officials, agents and employees, pursuant to this paragraph, regardless of whether the suits, proceedings, claims and demands in question actually give rise to or otherwise result in any loss or liability.
9. UNDP shall advise the Implementing Party about any such suits, proceedings, claims, demands, losses or liability within a reasonable period of time after having received actual notice thereof. The Implementing Party shall have sole control of the defence of any such suit, proceeding, claim or demand and all negotiations in connection with the settlement or compromise thereof, except with respect to the assertion or defence of the privileges and immunities of UNDP or any matter relating thereto, for which only UNDP itself is authorized to assert and maintain. UNDP shall have the right, at its own expense, to be represented in any such suit, proceeding, claim or demand by independent counsel of its choosing.
10. Nothing in or relating to this LOA shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including UNDP.
11. The provision of the support services may be suspended or terminated by UNDP in the event that the Project or the Implementing Partner's management of the Project is suspended or terminated.
12. Notwithstanding paragraph 11 above, UNDP may suspend or terminate this Letter, in whole or in part, upon written notice to the Implementing Partner if circumstances arise which, in UNDP's opinion, jeopardize the successful provision of the support services.
13. Any claim or dispute arising under or in connection with this Letter shall be addressed in accordance with the relevant provisions of the SBAA.
14. UNDP Somalia shall submit progress reports on the support services provided and shall report on the costs incurred in providing such services, as may be requested by the Implementing Partner. The reporting will be done in accordance with UNDP's policies and guidelines on reporting.
15. Any modification to this Letter or the Schedule shall be effected by mutual written agreement of the Parties.
16. If you agree with the provisions set forth above, please sign two copies of this Letter and return both to UNDP. Upon signature by UNDP, this Letter shall constitute an agreement between the Parties for UNDP Somalia to provide support services for the Project.



For and on behalf of UNDP
Lionel Laurens
Resident Representative
[Date]

For and on behalf of the Implementing Partner
[Name]
[Title]
[Date]

SCHEDULE

DESCRIPTION OF UNDP SOMALIA SUPPORT SERVICES

1. Reference is made to consultations between *Office of the Prime Minister – Federal Republic of Somalia* and UNDP with respect to the provision of support services by UNDP Somalia for 01004635 and **Support to Somalia Transformational Governance Program** (the “Project”).
2. In accordance with the provisions of the letter of agreement signed on [insert date of LOA] and the Project Document, UNDP Somalia shall provide the following support services for the [Project]:

Support services (insert description)	Schedule for the provision of support services	Name of designated recipient institution (where appropriate)	Cost to UNDP of providing the support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Procurement	Ref. 1.1.3 Ref 1.6.1 (tbc) Ref. 1.6.2, 2.1.5 Ref 2.1.4	OPM	Ref 4.2	TBD
2. Contracting Parties Responsible	Ref 2.1 Ref 3.1.2; 3.2.1 Ref 3.3 Ref 3.4	NLA MOPIED MOLSA (TBC)	Ref 4.2	TBD
3. PMU/UNDP recruitments and payments	Ref 4	UNDP	Ref 4.2	TBD

3. Description of functions and responsibilities of the parties:
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