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Strategic Partnership Framework
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Executive Summary

1. The purpose of this document is to present the context and strategic objectives of a two-year partnership between UNDP Somalia and BCPR, in support of the UNDP Somalia Country Programmes 2007-8 and 2008-9. The partnership will provide the framework for BCPR programmatic, technical and financial support to UNDP Somalia. It will enhance the capacity and quality of UNDP Somalia's programming in support of prioritized development outcomes, through the delivery of predictable and comprehensive services by BCPR and a more strategic engagement with the Country Office.
2. The partnership framework, developed jointly by BCPR and the CO, identifies the strategic crisis prevention and recovery priorities within the Country Programme into which BCPR technical, programmatic and financial support will be concentrated over the two-year partnership period. The framework also identifies inter-linkages between the CPR priorities within Country Programme outcomes, with the aim of encouraging greater coherence and comprehensiveness of CPR interventions in Somalia.
3. The starting point for identifying areas of strategic engagement for BCPR is a *comprehensive analysis of crisis prevention and recovery issues and needs in Somalia* conducted by the Country Office and with technical support and inputs from BCPR, over the past two years, through consecutive assessment and planning exercises namely:
 - i) the Joint Needs Assessment (JNA), which in turn informs the Reconstruction and Development Framework 2007-11 and the Joint UN Transition Plan for 2008-9 described below,
 - ii) the Country Office's analysis of priority CPR needs stemming from the JNA and related documents, that best correspond to UNDP's mandate and its specific strength and capacity in the Somalia context, and that are presented in the UNDP Somalia Country Programme documents (CPD) for 2007-8 and for 2008-9.
4. Based on the above,
5. Over a two-year period, the partnership between BCPR and the Country Office is expected to contribute towards the achievement, by the CO, of five of the seven outcomes of the UNDP Country Programme for Somalia 2007-2008, and on all three outcomes of the CPD 2008-9. These outcomes are explicitly and strongly related to crisis prevention and recovery, and *their achievement is critical to stabilize the security situation, and advance peace and development for the Somali people*:
 - i) Improved security through security sector reform, disarmament, demobilization & reintegration, small arms control and mine action, and
 - ii) Rule of law and access to justice strengthened with competent civilian police force, judiciary, and custodial corps in compliance with international human rights standards (CP 2007-8)¹
 - iii) Functioning state capacities at federal, state and local level for policy-making, planning and oversight including adoption of early recovery strategies, and
 - iv) Constitution, reconciliation and national governance processes and electoral system founded on democratic principles (CP 2007-8)²

¹ These two outcomes are reformulated in the CPD 2008-9 as "Improved security and protection under the law for all Somalis"

² Formulated in the 2008-9 CPD as "Key federal, Somaliland and Puntland institutions administer and manage core government functions more effectively and local governance contributes to peace and equitable priority service delivery in select locations"

v) Sustainable integration and increased social security of conflict-affected populations (2007-8)³

While BCPR's activities themselves will not directly impact on people's lives, the partnership will help to generate an enabling environment in which the Somalia Country Office the right programmatic and advisory resources to make a positive impact on Somali people's lives. To support selected outcomes, the partnership deliverables will specifically aim to ensure that:

- Programmes are developed in locations targeted for their high capacity and/or vulnerability potential, that integrate community security components, sustainable livelihoods, and local governance components, through an area-based approach that is gender- and crisis-sensitive, and addresses the concerns of special groups including the displaced, youth and ex-combatants
- UNDP's strategy for enhancing security and the rule of law is defined and implemented in Central-South Somalia, with UNDP role clearly defined in context of IMP (in DDR, JSSR, Mine Action and armed violence reduction)
- A security sector reform policy is in place in Somaliland and Puntland
- Key national institutions are strengthened by benefiting from strategic advice and quality training (for the justice sector, mine action, DDR)
- The National Reconciliation Congress is successfully planned and implemented, and UNDP's longer-term engagement with the National Reconciliation Commission is defined and resourced, in line with the consensual recommendations of the National Reconciliation Congress
- Peace-building capacities of district councils and local communities are strengthened through district-based recovery and peace-building initiatives, in line with the above, and with specific efforts in implement gender policies and include women in governance and peace-building
- Crisis risks in Somalia are analysed, and actionable recommendations defined for addressing their root causes, in particular relating to environmental degradation and resource-based conflict
- Conflict sensitivity is mainstreamed into UNDP programmes, including its Civic Education activities
- Early Warning institutions in Puntland, Somaliland and South-Central Somalia are strengthened, with mechanisms functioning in flood-prone areas
- Early recovery principles are integrated in UN livelihoods framework, and across UNTP pillars, through UNDP-led ER network facilitation, and in UNDP's strategy in support of IDPs and reintegration efforts

6. The Country Programme budget requirements for 2007-8 and 2008-9 are estimated to USD 115 million. This Partnership document costs the strategic TRAC 3 and CPR-TTF requirements, to support of three priority CPR outcomes areas to USD 8 million, representing 7% of current funding requirements. In addition, for the successful achievements of these outcomes the required technical support from BCPR for strategy and programme development, and project implementation amounts to USD 435,000 (see Table 1).

³ Formulated in the 2008-9 CPD as "Vulnerable and marginalised groups have improved sustainable food security and economic opportunities"

Table 1: Partnership Financial Summary (2007-9)

Country Prog. Outcome Areas	Programme budget requirements 2008-2009	BCPR tech. support	CPR TTF and TRAC 3 requirement	Allocated / Pledged donor sources	Allocated / Pledged TRAC 3	Outstanding CPR TTF and TRAC 3 requirement
Rule of law and security	\$42,000,000 ⁴	\$205,000	\$2,600,000	\$ 850,000 – Sweden \$1,300,000- Norway \$ 1,100,000- DFID \$ 7,004,090 - EC	-	\$2,600,000
Governance and Reconciliation	\$64,000,000	\$120,000	\$2,400,000	\$ 2,900,000- Sweden \$ 3,728,813- Norway \$ 414,000-Italy \$ 921,863- Denmark \$ 2,112,979- EC \$ 5,823,000- USAID \$ 200,000-Arab League \$ 100,806-Belgium \$ 100,000- Canada \$ 185,186-Netherlands	\$628,500	\$1,771,500
Sustainable Livelihoods	\$18,000,000	\$110,000	\$3,000,000	\$ 1,500,000-Italy \$ 750,000-Arab League \$ 3,411,400-UNOCHA \$ 1,500,000-Zayed Foundation	-	\$3,000,000
Total:	\$113,000,000	\$435,000	\$8,000,000	\$ 33,902,137 *	\$628,500	\$7,371,500

* Under a second phase of partnership with DFID, an additional pledge of £5-10M is under discussion for 2008-2009.

7. The UNDP Somalia - BCPR partnership is expected to deliver a number of institutional benefits such as increased relevance, predictability and comprehensiveness of BCPR support. These are presented in section 50

I Situation Analysis

a) Country CPR Context

8. Somalia presents immense humanitarian and recovery challenges. An estimated 400,000 Somalis are long-time displaced with no or limited access to basic social services and shelter. Intermittent clan-based conflicts and repeated clashes between militia have caused the loss of lives and livelihoods in large numbers and contribute to extreme human insecurity. The population suffers a protracted emergency with acute food and livelihoods crisis due to frequent droughts and flooding. The recent flooding in 2006 was the worst in decades. The delivery of emergency assistance is hampered by volatile security and limited access. The recent war between Ethiopia in support of the Transitional Federal Government displaced an additional tens of thousands of people (although many can return to their place of origin once the situation settles) and further exacerbated the humanitarian needs. It highlighted the urgent need for peace and security and the establishment of basic

⁴ This figure will increase substantially in the event that the country situation allows for the launch of a comprehensive DDR programme as envisaged in the UN Transition Plan.

governance institutions to provide the conditions for social, economic, and political recovery. Conditions vary within the country, from relative stability in the North-West, to anarchy and absence of security control in areas of the South.

9. The Transitional Federal Institutions were formed in the latest Peace Conference under the auspices of IGAD, launched in October 2002 in Kenya, leading to the signing of the Transitional Federal Charter which lays out a roadmap for a period of 5 years to develop state building, rule of law and security and democracy. Security remains the single greatest hurdle to the establishment of a peaceful and prosperous Somali Republic which impacts on the implementation of development programmes in Somalia. As mandated by UNSC 1744(2007) and reiterated by the UNSC Presidential Statement PRST/2007/13, the UN agencies, programmes and funds in Somalia, but first and foremost UNDP, support the Transitional Federal Institutions and the process of reconciliation and transition toward democratic governance through a constitutional process and elections laid out in the Transitional Federal Charter.

10. The recurrence of armed conflict in 2006 and 2007 in Somalia has caused devastating human and material losses, has created new grievances and exacerbated old disputes, and has set back the process of reconciliation and establishment of credible transitional government institutions. Deadlines set out in the Federal Charter are tight and support for the Transitional Federal Institutions is required to enable leadership and citizen participation toward the aims of the Transitional Federal Charter. Inclusive reconciliation and the rebuilding of representative and accountable institutions are central to a lasting peace.

11. The Reconstruction and Development Framework 2007-11 (RDF) is the overarching programming framework for development in Somalia, defined through a participatory Joint Needs Assessment exercise undertaken in 2005-6 that focused primarily on identifying stabilization and recovery needs across their social, economic, governance, and security dimensions. In support of the overarching RDF goals of deepening peace and reducing poverty, a strategy for implementation was proposed by the Government and with the support of the international community that is structured around three programming pillars:

- Deepening peace and security and establishing good governance through DDR and the establishment of core public and private sector institutions and conflict resolution mechanisms;
- Investing in people through improved social services (especially education and health) to raise human skills, and actions to address the needs of specific vulnerable groups such as IDPs; and
- Establishing an enabling environment for rapid poverty-reducing development, to expand employment and reduce poverty e.g. infrastructure, policies and actions to overcome constraints facing the livestock and agriculture sectors and ensure protection of the environment and sustainable use of natural resources.

12. In line with the outcome of the high level panel on UN reform, a strong push for reform and emphasis on joint programming in Somalia amongst UN agencies have motivated the formulation of a Joint UN Transition Plan for 2008-9, in support of the RDF. UN agencies are moving forward on joint offices in the field and the first UN house has been established this year in Puntland. Initiatives for joint programming have been undertaken in support of Local Governance, IDP reintegration and Sustainable Livelihoods. Furthermore, UNDP Somalia has strengthened its relationship with UN political office and wishes to embark on a joint peace building initiative.

13. The recent UNDPKO-led Technical Assessment Mission sent to Somalia at the request of the Security Council recommended further monitoring of the ongoing reconciliation and

security challenges before full-fledged planning process for a possible integrated peace operation can start, which will be further discussed in the Security Council end of June 07. The deployment of such peace operation, which would replace the current AU peace operation (AMISOM), would have significant implications for the UN presence in Somalia and would require close coordination with existing UN programmes, in particular UNDP programmes in the field of the rule of law, security and governance.

b) Country Office Capacity

14. A functional analysis of the UNDP Somalia's field and Nairobi-based office structure was carried out in 2006, that highlighted the requirement for an increasing regionalization of the programme with more decision making power in Somaliland, Puntland and Central-South and the presence of resident UNDP programme coordination capacities, moving away from the current relative "Nairobi-centric" model.

15. To operationalise these recommendations and support the effective implementation of its strategic outcomes, UNDP Somalia is presently adopting a new operational model. The model aims at enhancing the field office structure with i) more decision-making power in Somaliland, Puntland and Central-South and stronger mechanisms for coordinated action between thematic programming groups, provided through appointed Heads of Field Offices; ii) stronger monitoring and reporting, provided through M&E officers that will ensure consistent communication with Nairobi, under a comprehensive reporting system; and iii) strengthened logistics and administrative support functions in support of all UNDP's field operations, over and beyond individual project needs.

16. The new operational model will need to be rolled out and supported in its initial stages – until cost-recovery mechanisms are sufficient to meet all field operation costs with regular programme funding sources. In Central-South additional funding will be required to meet the MOSS and ensure the presence of a UNDP Security Advisor to reinforce the UNDSS team. In addition, UNDP Somalia is also strengthening its capacities in term of security, with the recruitment of security personnel (including one international FSA) and additional investments in the different UNDP-managed UN Compounds to meet EMOSS standards.

17. The Country Office has started to develop an overall monitoring and evaluation framework, to ensure outcome-oriented consolidated reporting to its main donors. However, the framework is in its early stages of development and requires further improvement, with quality outcome and output indicators, and a workable system for regular M&E activities between the field offices and Nairobi.

18. BCPR support should be structured to contribute to strengthened programming in the field, and closer coordination between CO programme areas by supporting:

- iii) integrated programmes in field locations that bring in components from all three programme areas; and contributing to strengthening programme office structures and staffing in the field to enhance cross-programme planning and coordination;
- iv) knowledge events that bring together different programme teams around key thematic areas and cross-cutting issues in particular gender equality; and that bring together staff from Country Offices in the region with similar operational challenges.

c) Past BCPR support to UNDP Somalia (2004-June 2007)

19. UNDP Somalia's operations have more than trebled over the past three years from some 12M in 2004 to over 40M in 2006. BCPR has provided critical support during this time, allowing the initiation of a number of key interventions which have contributed to the current positioning of UNDP as central partner for Somali institutions in the areas of rule of law and security, governance, and disaster risk reduction and reintegration. Albeit mainly triggered by ad hoc requests, BCPR's engagement during this period has provided:

- a) Technical advice to programme implementation (e.g. the Rule of Law and Security programme) and project definition (community peace support, peace-building and reconciliation), primarily by means of BCPR staff missions to UNDP Somalia and also remotely through regular contact by phone and e-mail.
- b) Operational support: identification of human resources (consultants, project staff).
- c) Financial support to projects. Between 2004-6 a total of USD 9,5 million were executed by UNDP Somalia, as summarized below:

Table 2: Delivery of TRAC3 and TTF (2004-6)

Sum of Expenditure	Source		
Year	TRAC3	TTF	Grand Total
2004	100.00	834,228.00	834,328.00
2005	237,992.00	2,661,508.00	2,899,500.00
2006	270,126.00	5,578,295.00	5,848,421.00
Grand Total	508,218.00	9,074,031.00	9,582,249.00

Examples of key projects supported (in allocated amounts) are as follows:

- Disarmament, demobilization, reintegration (DDR) and small arms control (ROLS programme): USD 242,900 from TRAC 3 and USD 224,564 from TTF
- Somali emergency budgetary support (Governance programme): USD 226,000 from TRAC 3
- Tsunami early response (Poverty Reduction and Sustainable Livelihoods programme): USD 100,000 from TRAC 3
- Institutional capacity building for Mine Action (ROLS programme): USD857,142 from TTF
- Somalia Institutional Support Project (part of Governance programme): USD 1,9 million from TTF

20. Early in 2007, BCPR approved a Preparatory Assistance project to pave the way for a broader partnership with UNDP Somalia, focusing on the following deliverables:

- Formulation of Early Recovery/Livelihoods programme (with FAO/ILO)
- Formulation of Peace building/reconciliation programme (with UNPOS and Interpeace): this component has been postponed due to the Reconciliation Congress which is to take place from July – September 2007. BCPR's support to the formulation of this initiative will therefore be included in this partnership document
- Strengthening of UNDP's field presence and M&E capacity in Somalia
- Formulation of a two-year strategy for predictable and comprehensive engagement from BCPR in support of key CPR priorities of the Country Office.

II UNDP Country Programme

21. Based on the priorities of the RDF, the UNDP Country Programme 2007-8 defines eight strategic outcomes. Under each outcome, annual targets have been defined through a consultative process held in January 2007 with national counterparts from Government institutions and civil society in Somaliland and Puntland. A UN Plan of Action for Central-South Somalia was also developed at that time indicating areas of engagement and priority targets for the crisis-affected region. Regional priorities were consolidated in early February 2007, into a CO-wide annual work-plan (UNDP work-planning retreat, 8th – 9th February 2007). The strategic outcomes and related outputs are presented in annex 1.

22. In order to align the Country Programme with the UN Transition Plan for 2008-9, a revised Country Programme Document has been developed which will be presented to the

Executive Board in September 2007, which reduces the number of strategic outcomes to six. The revised Country Programme aims to address human security and support democratic governance in all regions and provide targeted assistance in accessible areas, supporting the transition from humanitarian to recovery assistance where possible, and balancing upstream and downstream interventions by increased focus on community livelihoods recovery in partnership with civil society and the private sector. The 2008-9 Country Programme outcomes although somewhat reformulated focus on the same core areas defined in the current Country Programme Document, all of which, given the current country context are mainly geared to address medium- to longer-term prevention and recovery needs under three thematic core areas, or programming groups: Rule of Law and Security; Governance and Reconciliation; and Sustainable Livelihoods.

23. The Rule of Law and Security (RoLS) programme aims to contribute to Somali efforts to restore a peaceful and secure environment that will promote social and economic recovery. The overall goal is to strengthen rule of law and security through the creation and development of competent police, judiciary, and custodial corps, bolstered by security initiatives to demobilize militia and downsize standing security forces, control small arms and address the challenges of land mines and explosive remnants of war (ERW). The ROLS programme, active in all regions of Somalia, is expected to further develop in Central-South Somalia as soon as the political and security context shows signs of stabilization. As the lead agency for the UN in this area, UNDP will continue to advise and assist national partners in strengthening the security and justice sectors and reduce armed violence through comprehensive rule of law and security programming including progressive voluntary DDR with community-based reintegration; assistance to security sector reform including small arms control; capacity building for removal of Explosive Remnants of War (ERW); continued improvement of quality justice dispensation and access to justice for vulnerable groups; and the continued build-up of a civilian police force with adequate equipment and structures.

24. The Governance and Reconciliation programme places strong emphasis on state building. The key objectives of the Governance programme include capacity building for key institutions, supporting their systems and procedures, accountability mechanisms and provision of emergency assistance to key Ministries such as planning and finance; Peace building, dialogue and reconciliation through supporting the National Reconciliation Congress Committee, and the reconciliation process, and the development of joint programme with UNPOS and Interpeace; and support to Constitutional process through inclusive dialogue and support to Federal Constitutional commission through a consortium of partners. Under the joint UN Transition Plan (2008-9), and to support the operationalisation of recommendations expected to result from the National Reconciliation process, UNDP plans to support the establishment and operationalization of district councils, developing platforms for citizen participation and on-going reconciliation and conflict resolution, putting in place policies, systems and structures created for general administration, financial management and resource mobilization, building capacities for District Councilors and staff and developing a platform for service delivery and social investment, especially education, through a Local Development Fund.

25. The Sustainable Livelihoods (SL) programme focuses on enabling the return and reintegration of IDPs (e.g. local recovery, protection of IDPs, rehabilitation of large scale productive infrastructure for sustainable employment creation); strengthening early warning systems; and developing flood control and drought mitigation capacities (e.g. river bank protection, water management and environmental protection). UNDP's role in livelihoods and poverty reduction will expand under a joint UN livelihoods programme that will form the basis of the UN's work under the joint UN Transition Plan. Joint programmes have also been formulated for the reintegration of IDPs. It is foreseen that UNDP's role will also focus on developing strategies for the exploration of alternative household energy options, legal frameworks for natural resource management, and strengthening environmental institutions, range management and soil and water conservation as part of drought and flood mitigation

as well as supporting to local recovery and livelihoods of vulnerable groups including IDPs. As UNDP Somalia is already quite focused on state-building and upstream interventions, more concrete and visible results on the ground are needed to balance the risks and consolidate peace.

26. Cross-cutting issues are mainstreamed into the Country Programme. Within the context of a human-rights based approach, the office identifies Gender, Environment, HIV/AIDS, ICT and peace building as key drivers of progress. During the 2007-2009 period, particular effort will be made to increase the impact of the programme on **gender**, through new projects and integration of new activities in existing programmes. Essential objectives will be to promote the protection of women's rights in UNDP's work on law enforcement and access to justice; the development of gender sensitive policies and legal frameworks; the mainstreamed participation of women in public institutions and in all governance and reconciliation mechanisms; and promoting women as active agents in livelihoods recovery.

27. The Country Programme budget requirements for 2007-8 and 2008-9 are estimated to USD 115 million. UNDP Somalia has developed partnership agreements with its key donors, which allow for greater flexibility in fund allocation to changing priorities, greater predictability in funding and a reduction of transaction cost through harmonization of monitoring/evaluation and donor reporting requirements. Existing partnership agreements with donors amount to:

- DFID: 14M USD for two years until July 2008
- EC: 10M Euro for 2008 for support to institutions (contribution to the ROLS programme is foreseen but not yet costed)
- Norway: 5 million USD for one year
- Sweden: 3 million USD until July 2008
- USAID: 5 million USD until end 2008

III Strategic Partnership Framework

28. The two-year partnership between BCPR and UNDP Somalia is developed in the context of on-going consultations between RBAS and BCPR, and the bi-annual director-level consultations. In 2006 these consultation concluded that:

- a) Priority countries for crisis prevention and recovery support in the Arab States region include Somalia, Sudan, Lebanon, Palestine (PAPP) and Iraq, emphasizing the central role of Somalia and Sudan in terms of BCPR-RBAS collaboration; and
- b) the desired support should be comprehensive nature including operational capacity, monitoring and evaluation for CPR-programming, training and institutional support, and CPR mainstreaming at the regional level.

29. Preliminary areas of engagement were identified during a BCPR / Arab States regional team (ARB) scoping mission to the CO in February 2007, on the basis of the existing analyses of CPR priorities crystallized in the JNA, RDF, and CPDs for 2007-8 and 2008-9. This included BCPR's participation in, and facilitation of, the CO's annual work-planning exercise including a review of priority CPR needs and responses, and was followed by structured discussions with the CO programme teams on CPR programming priorities, capacities, and areas of potential BCPR support. The initial analysis and identification of strategic areas of support was reviewed, further defined and detailed through subsequent round-table discussions between BCPR Technical teams and CO programme staff from April to June. These exercises were completed by a review of proposed areas of engagement by CO Senior Management and the BPCR/ARB team leader, and discussions on modalities for partnership implementation inclusive of management arrangements involving BCPR POSC Chief.

30. The proposed partnership framework provides the main gateway for BCPR's engagement with the Country Office over a two-year period starting July 2007, following from

the Preparatory Assistance phase as mentioned in section 19. The partnership purpose is to enhance the capacity and quality of UNDP Somalia's programmes to address CPR priorities, in support of strategic development outcomes. This will be supported through the delivery of predictable and comprehensive services by BCPR.

a) CPR priorities within Country Programme outcomes

31. The partnership focuses on 5 of the 7 outcomes of the UNDP Country Programme for Somalia 2007-2008, and on all 3 outcomes of the CP 2008-9, which are all explicitly and strongly related to CPR. The strategic priorities presented below are those towards which BCPR's technical, programmatic and financial support will be concentrated over the two-year partnership period. Inter-linkages between CPR priorities are also highlighted to encourage an integrated and coherent approach to CPR in Somalia:

1) Rule of law and security / reduction of armed violence : CPD outcomes 1 and 2 (Rule of law and security outcome in CPD 2008-9)

32. Much of the ROLS programme objectives for the forthcoming two-year period will depend on access and security conditions in Central-South Somalia. Under an optimistic scenario, where security allows UN presence in Mogadishu, ROLS will drastically step up its activities in Central-South. These will aim to support the disarmament, demobilization and reintegration (DDR) process and the definition of a DDR policy (inclusive of criteria for military/civilian disarmament and prioritization of locations), to reestablish a functional police and judicial system, and to define and support comprehensive means of dealing with explosive remnants of war (ERW – inclusive of landmines and small arms). ROLS programme activities in Puntland and Somaliland will also be reassessed in 2008, in support of a wider Security Sector Reform process that is expected to take place in both regions with the support of UNDP.

33. BCPR support will be required as soon as the programme team can begin to plan a re-entry into the capital, initially by fielding an integrated mission of advisors (conflict and early recovery teams) to support the definition of a comprehensive ROLS strategy for Central-South, and subsequently through programmatic support, focusing on capacity building and training of judiciary and security institutions. BCPR will seek to identify and support an integrated approach to the reduction and prevention of armed violence, including the formulation and implementation of pilot initiative in support of community security in selected areas (e.g. Mogadishu and its surroundings in Central-South Somalia). This initiative will preferably be integrated with and complement other localized initiatives (livelihood support and local governance) under a wider area-based approach. If needed BCPR will extend advise for the strategic positioning the ROLS programme alongside a UN mission when such is deployed. BCPR will also support the codification of lessons learnt across ROLS activities and in particular with pilot initiatives.

2) Peace building, reconciliation and local governance: CPD outcomes 3 and 4 (Governance and Reconciliation outcome in CPD 2008-9)

34. UNDP Somalia's support to national reconciliation and peace-building is implemented on two levels.

i) Support to the National Reconciliation Congress:

35. UNDP is managing the coordinated funding mechanism for the international community to urgently make available advisory, financial and technical support for the National Reconciliation Congress. As the coordinating agency UNDP provides management, technical and financial support to the National Governance and Reconciliation Committee (NGRC), the independent body responsible for the delivery of an inclusive Somali National Reconciliation Congress.

36. An International Advisory Committee (IAC), chaired by the UN SRSG for Somalia, offers political advice to the NGRC. A technical Working Group established under the IAC, and co-chair by the NGRC and UNDP, ensure the coordination of financial and technical support to the Congress.

37. BCPR will extend support to the National Reconciliation initiative by funding UNDP's independent team of technical and administrative advisors that will back the NRC Working Group. BCPR support will also seek to ensure that lessons learnt from the process are captured and fed into global knowledge sharing events/networks.

ii) Local Peace-Building and Governance

38. In parallel, UNDP Somalia supports local governance capacities through a three-pronged approach: i) enabling the actual presence of authorities (formation of district councils through participatory process – ensuring broad based representation inclusive of IDPs where relevant), ii) ensuring capacities and processes for reconciliation and dispute-settlement are in place; iii) supporting district council capacities for social services delivery (including the appointment of district police commissioners). The UNDP district-based reconciliation initiative is expected to expand from two to three / four new regions in 2007. Peace-building efforts at the local level have so far been complemented with a “community peace support initiative” – piloted in 5 regions to date – that supported local business development through small projects in partnership with ILO.

39. Potential BCPR support to an expansion of local peace-building and reconciliation initiatives will be informed by an evaluation and key lessons learnt from the pilot phase, and seek to strengthen synergies with other livelihood-support initiatives of the CO through an integrated area-based approach – in particular in areas of expected return of displaced populations and ex-combatants, where functional reconciliation systems are needed for the peaceful settlement of potential land-based and other disputes and social tension. It is also recommended that leadership skills and conflict-analysis and resolution training be made available to elected district council representatives through UNDP's Somalia's existing civil service institute training project – or its extension as applicable.

40. BCPR will support dedicated efforts to understand and address causes of local conflicts – and in particular issues of access to natural resources, and the interface between conflict and natural disasters. This will be facilitated potentially through the facilitation of a conflict/crisis analysis exercise.

3) Sustainable livelihoods and reintegration: CPD outcome 7 (Early Recovery and Sustainable Livelihoods outcome in CPD 2008-9)

41. UNDP Somalia's approach to supporting livelihoods and reintegration of vulnerable groups will broaden, in the course of 2007, towards more comprehensive goal of supporting early recovery for communities at large, inclusive of IDPs, in selected areas through an area-based programming approach. In support of the CP outcome for 2008-9, reformulated under the broad umbrella of the UNTP and the joint interagency framework for livelihoods, UNDP Somalia will define and implement comprehensive programme that brings together local governance, livelihood recovery, and community security components. UNDP will apply an Early Recovery approach which, within an area-specific joint programme framework, aims to build local capacities for the re-establishment of essential services; revive economic activities of crisis-affected populations; mitigate disaster risk and supports local capacities for early warning and recovery coordination; protect environmental assets; and promote the role of women in recovery.

42. In supporting this wider objective, BCPR will help to ensure that the assessment of target areas and populations, and the definition of programme components, benefit from a gender lens and broad rights-based concept of vulnerability, and are based on an analysis of causes of conflict and disaster risks, drawing particular attention to the effect of environmental degradation on resource based conflicts and disaster risk. The resulting

programme would aim to enhance opportunities for sustainable livelihoods for a range of social groups – supporting groups that drive economic activities within the community and provide employment for others (and in particular women’s activities), as well as supporting specific groups (returning IDPs, ex-combatants) whose successful re/integration in the community is critical for social cohesion. The resulting programme would also define actionable means of addressing gender concerns and crisis risks, and promoting social cohesion and reconciliation through programme linkages with afore-mentioned initiatives under the Governance and ROLS programme.

b) Partnership deliverables and approach

43. BCPR will deliver two broad categories of services:

- **Financial allocations** for TRAC3 and TTF requirements towards CPR projects or CPR components of projects. Funding allocations in support of key partnership outcomes will remain project based, and be disbursed through the regular BCPR allocations process (BPAC).
- **Technical support** delivered through missions of BCPR technical advisors or specialized consultants, and remote technical advise.

44. Under the partnership, BCPR support will promote in depth integration of cross-cutting issues that are critical aspects of both the BCPR strategy and the Somalia context, in particular **Gender, Early Recovery, and conflict and disaster risk prevention**, the latter being strongly linked to environmental degradation in the Somalia context.

- a. Promoting gender equality in crisis recovery and prevention situations and the mainstreaming of gender proactive interventions into CPR strategies, programmes and project proposals is a priority in the new BCPR strategy (see annex 3). Advisory support will be provided to ensure the mainstreaming of gender-sensitivity throughout CPR objectives and activities, and to develop a gender-specific initiative under the partnership. Thematic knowledge sharing events will include dedicated sessions on gender-sensitive programming.
- b. Advisory and programmatic support will be provided to strengthen the CO’s capacity for early recovery planning and programming, through the deployment of dedicated expertise, and the development of comprehensive programmes in selected areas, that are informed by early recovery principles, and integrate local governance, security, and livelihood support components. Technical advise will also be provided to strengthen UNDP’s role in early recovery coordination at field and central level.
- c. CPR will also support the analysis of conflict and disaster risk to inform UNDP programming (and the new Country Programme Document 2008-9), and support a session on conflict and disaster risk analysis in one of the thematic knowledge sharing events. BCPR support for conflict and disaster risk prevention will pay particular attention to environmental issues as a causes conflict and disasters, and will seek to address this by building natural resource management components into prevention and recovery programming.

45. Building staff capacities in specialized CPR knowledge and in crisis-sensitive development programming through a regional-knowledge event will complement programmatic support under each outcome area (listed below under ROLS programme area) and promote knowledge sharing between countries with similar crisis patterns.

46. BCPR will support UNDP Somalia’s M&E capacity which will be integrated in the various projects financed under the Partnership. BCPR’s contribution to the M&E capacity of the office will be increasingly cost shared by other donors and gradually phased out over the two-year period.

c) Risks and assumptions, and mitigation measures

47. In Somalia, and in Central-South Somalia in particular, UNDP operates in a challenging and unpredictable environment: The first half of 2007 has been marred by security incidents in and around Mogadishu, and by difficulties in establishing ground rules for international engagement that guarantee safe access to communities in need, in respect of humanitarian principles. As a result, a number of donor governments are concerned about the perceived lapse of human rights standards by all sides, including the TFI and warlords, who continue to be prevalent politic-military actors. The Ethiopian and AU forces deployed to stabilize security in Central-South are considerably short of troops (1,000 out of an expected 8,000 troops) and have been subject to targeted insurgency attacks attributed to the activities of fighters allied to the UIC. Heavy fighting in the past four months has prompted close to 400,000 people to flee the capital, and prevented the UN from re-engaging effectively in Mogadishu.

48. In spite of difficulties, a number of critical factors allow UNDP to be well-positioned for providing assistance to the Somali people laid out in its CP, and it is assumed that these conditions will continue to prevail:

- Thanks to a close-knit relation between the UNDP CD and the RR/RC/HC, UNDP is well positioned in the UNCT, as a clear and strong lead within the UN and international community and vis à vis national partners, in the areas of Governance, Rule of Law and Security, and Livelihood support. This is reflected in its leading role in those areas in the UN Transitional Plan for Somalia, in the coordination structure in support of its implementation under the RDF pillars, as well as in the Stabilization Plan for Central-South.
- The operating context in Somaliland and Puntland remains stable, thus UNDP's foreseen activities in those 2 areas over its CP periods are not exposed to any foreseeable impediments.
- The Stabilization Plan for Central-South has received broad support from the Somali authorities and key international actors, as confirmed in successive meetings of the International Contact Group (main donors), as well as by the UNSG who has expressed his support for the UN approach to re-entry and re-engagement in Central South.
- In the UN Transition Plan, and in the Stabilization Plan for Central-South, UNDP has carefully selected its entry points, the main criteria being its capacity to make a direct contribution to reconciliation, law and order, and stabilization.
- As a matter of priority UNDP is the lead agency in support of the National Reconciliation Committee, coordinating and managing all international support towards the National Reconciliation Congress. The results of the Congress is itself will determine the scope and depth of UNDP's engagement in support of capacities for reconciliation and peace-building, and ongoing conflict resolution and prevention at local and national levels in the years to come.
- UNDP has established sound working relations with national partners, strengthened recently through successful processes of participatory planning for annual results and mid-year reviews, involving multiple stakeholders in Puntland, Somaliland, and Central-South. Critically, these exercises enable the CO to ensure the relevance of planned activities and results over a 6-monthly period, and simultaneously manage and rationalize the expectations of both national and international partners.
- UNDP is successful in its efforts to mobilize donor resources, as illustrated by the definition of several partnerships with international donors listed above.
- The strong relation of the CO with BCPR is itself seen as an additional strength in helping UNDP to define relevant and feasible interventions in identified priority areas.

49. Under the partnership framework, BCPR's support to the CO will itself be subject to the potential limitations imposed by existing operating conditions in Somalia. The partnership itself will help identify and manage a number of these by:

- Ensuring that conflict and risk-analysis are at the heart of planned interventions – e.g. by designing clan-neutral activities wherever relevant;
- Conducting bi-annual reviews of partnership priorities, in line with operational conditions on the ground, hence ensuring that planned missions and financial support are do-able over the projected time-frame;
- Helping to strengthen the CO's operational capacity through carefully targeted area-based interventions and strong field coordination role, and through enabling key institutional benefits outlined below.

d) Institutional benefits

50. The partnership is expected to deliver critical institutional benefits, as follows:

- Relevance of BCPR programmatic support: foreseen areas of support relate directly to existing planning frameworks (CPD and UN Plan of Action outcomes, under overall umbrella of the Somalia Reconstruction and Development Framework 2007-11)
- Increased predictability and comprehensiveness of BCPR support through: i) pre-commitment of BCPR funds and advisory services towards selected partnership outcomes; ii) delivery of technical services through joint missions or consolidated remote technical support
- Greater emphasis on building synergies between different CPR programme components under an overall approaches and projects
- Support CO operational capacity to deliver quality CPR interventions with a package of programmatic support:
 - Advisory support for new or ongoing initiatives (guidance on implementing international standards, on gender mainstreaming within projects)
 - Financial support for projects, and pilot initiatives
 - Guidance on mainstreaming gender in overall CPR programming, and on developing specific gender initiatives (through a mission of the BCPR gender advisor, and ongoing technical advise provided to project development).
 - Support for analyzing conflict and natural disaster risks, and integrating crisis risk prevention in UNDP programming
 - Support for the strengthening the quality of the CO M&E framework
 - Support for knowledge sharing events on key thematic and programmatic topics (Sub office structure set-up and management; Gender in CPR; Conflict and disaster risk- sensitive programming)

	<ul style="list-style-type: none"> • TA for addressing gender challenges mainstreamed into early recovery/livelihoods initiative (\$20,000) • TA for Early Recovery network coordination (\$20,000) • TA for strengthening early warning initiative for flood prevention (as part of livelihood programme components) (\$20,000) 		<p>of districts) with high capacity potential / or vulnerability [in CS: Shabelle belt, Juba river, Mogadishu; TBD in SL and P]</p> <p>Early recovery principles integrated in UN livelihoods framework, and across UNTP pillars, through UNDP-led ER network facilitation</p> <p>Strengthened Early Warning institutions [P, SL, SC] and mechanisms in place along Shabelle belt</p> <p>UNDP support to IDPs and reintegration defined strategy</p>
	<p style="text-align: right;">Sub-total CPR TTF and TRAC 3 requirements:</p> <p style="text-align: right;">Sub-total BCPR technical support:</p> <p style="text-align: right;">TOTAL:</p> <p style="text-align: center;">Total CP budget requirements for July 2007-June 2009 (est.):</p>	<p>7,565,000</p> <p>435,000</p> <p>8M (7% total CP budget)</p> <p>115M</p>	

* building on: Recommendations from the joint UN livelihood assessment; Priorities identified by the UNTP pillars for Livelihoods, for Governance, and for ROLS; Evaluation of the Community-Peace support [and other] projects; Priority areas targeted by the joint local governance programme

IV Management Arrangements

51. The strategic direction and oversight of the partnership will be the responsibility of a Partnership Board. The board will meet every 6 months to review progress reported by the Partnership Manager, and updates to the Partnership framework and Annual work plan if applicable. The Partnership Board will be composed of:

- Deputy Director of BCPR with responsibility over the Arab States region. The Deputy Director will act as the chair of the Board.
- UNDP CD in Nairobi.
- A senior member of BCPR/TASC.

52. The BCPR/POSC country focal-point will act as the Partnership Manager. In close consultation with the DCD-P the Partnership Manager will be responsible for:

- Coordinating BCPR support towards selected CPD outcomes, ensuring relevant and available expertise from within BCPR through task force mechanisms.
- Developing TORs for consultancies required to undertake activities towards partnership outputs.
- Presenting to the BCPR Allocations Committee the individual projects defined by the CO and BCPR under the Partnership framework.

V Monitoring and Evaluation

53. The aim of a strong partnership M&E framework is to ensure an appropriate mechanism to follow up on partnership initiatives and inform management and strategy decisions required to ensure the quality and relevance of CPR interventions.

54. Progress made in achieving partnership outputs will be monitored by the Partnership manager. Missions of the Partnership manager to the Country Office will take place twice per year, and will produce updates to the partnership framework and annual work plan (submitted to the Partnership Board). Missions will be undertaken in line with existing CO programming events namely: Annual work-planning and target setting exercise (January- February); mid-year programming reviews (July). Missions will be commissioned and authorized by the Partnership Executive and funded under the Partnership.

55. Progress made towards achieving partnership outcome will be monitored by the CO Monitoring and Evaluation Framework, given that the partnership outcomes correspond to the CPD outcomes. A consolidated outcome-level report will be provided to the Partnership Board by the CO every 6 months, in line with existing reporting mechanisms. Progress made with respect to the partnership success indicators listed in the Partnership Framework Matrix will be measured and included in this report.

56. BCPR will support the definition of a quality M&E framework and the formulation of adequate indicators including gender indicators, and establishing a baseline, for measuring conflict prevention and recovery programme success. Such support will be delivered preferably through a mission of the BCPR M&E Advisor to the CO, and of the BCPR Gender Advisor, and will also serve to review and as applicable reformulate Partnership success indicators listed above.

VI ANNEXES

a) Annex 1: CPD Outcomes and Outputs 2007-8 (with annual targets 2007)

Country Programme Outcome	Country Programme Outputs	Annual Targets for 2007
Strategic line of action 1: Strengthening security for peace and development		
1. Improved security through security sector reform, disarmament, demobilization & reintegration, small arms control and mine action	1.1 Regular, irregular and freelance militias demobilised and reintegrated 1.2 Comprehensive DDR strategy in place 1.3 Small arms regulatory system, incl. collection and destruction of illegal arms and control capacities, established 1.4 Support to Government in the right-sizing of armed forces, police and custodial corps 1.5 National capacity and policy for mine clearance created	<ul style="list-style-type: none"> Structure and system in place for DDR with 6,000 militia disarmed and demobilised and reintegration plan formulated. Plan and policy established for security sector reform in all three regions with technical assessments, ongoing technical assistance, and multi stakeholder workshops in two regions. Planning and coordination with AU and DPKO, in particular on issues related to SSR, DDR, Police and Mine Action. Development of 3 district/community security pilot projects – in collaboration with PRSL and Governance Programmes, utilizing a task force at both Geneva/BCPR and Somalia levels. Policy and legislation in place and small arms control (including ammunition), and registration of 10,000 police and civilian held weapon. LIS completed in NE and NW Somalia; 7 EOD plus an additional 4 EOD teams operational in all regions; mine clearance capacity built with armed/security forces
2. Rule of law and access to justice strengthened with competent civilian police force, judiciary, and custodial corps in compliance with international human rights standards	2.1 Operational capacity of the police force restored 2.2 Judiciary system with courts, trained legal staff and auxiliary facilities restored 2.3 Conditions in prisons improved to meet international human rights standards 2.4 Increased awareness of fundamental human rights in judicial and custodial corps and among vulnerable groups	<ul style="list-style-type: none"> 8,000 police trained and all regions through at least 3 ROLS supported training academies with harmonized police curriculum and high quality delivery. Command control system strengthened and specialized training for mid level management available for civilian police institutions in all regions. Community policing established in on border regions (phase I), with policies developed, police advisory groups established and awareness raising/public relations undertaken. 800 judicial personnel (600 judges and law professionals; 200 support staff) and 2,000 custodial corps trained. Harmonization of legislation and legal frameworks strengthened in all regions, with 11 courts and 5 prisons newly operational based on international human rights principles. Establishment of 2 new legal clinics and ongoing support for 1 legal clinic with curricula developed, staff supported and female scholarships provided for three Law Faculties
Strategic line of action 2: State-building		

<p>3. Functioning state capacities at federal, state and local level for policy-making, planning and oversight including adoption of early recovery strategies</p>	<p>3.1 Institutional, systemic and individual capacity for effective federal governance developed</p> <p>3.2 Operational capacity of the civil service in place</p> <p>3.3 Capacities of existing regional and local administrations strengthened, new local authorities established, and supportive decentralization policy in place</p> <p>3.4 Early recovery strategies implemented to strengthen local authorities</p> <p>3.5 Access to information and channels for public participation in policy dialogue</p>	<ul style="list-style-type: none"> • Functional key federal and state institutions (office of speaker, etc) equipped, and staffed with strategic work plans • Key institutions deliver measurable functions in line with workplans • Merit based, transparent, equitable civil service recruitment systems, practices adopted and used. • District and Regional councils/ administration equipped, staffed with strategies and workplans and professionalized • Preliminary macro-economic policy in place with interim systems for planning, budgeting, revenue collection (including port management) expenditure monitoring, procurement and oversight
<p>Strategic line of action 3: Enhancing democracy</p>		
<p>4. Constitution, reconciliation and national governance processes and electoral system founded on democratic principles</p>	<p>4.1 Participatory constitution-making process</p> <p>4.2 Electoral system developed and voter register established</p> <p>4.3 Constitutional draft ready for submission to referendum in 2009</p> <p>4.4 National capacities for reconciliation strengthened National capacities for reconciliation strengthened</p>	<ul style="list-style-type: none"> • TFIs consolidated/ strengthened through a systematic participatory bottom-top process of reconciliation with access to public information. • District based reconciliation enabling participatory selection of District Council • Somali public has a good understanding of constitution making process and key issues to be decided. • The effectiveness of the civic education program is measured by comparative evaluation.
<p>Strategic line of action 4: Pro-poor policies and MDG-focused local initiatives</p>		
<p>5. Pro-poor, MDG-based policies mainstreamed into national and regional reconstruction and development</p>	<p>5.1 Capacity for pro-poor and MDG-based data gathering, statistics, and analysis established in Ministry of Planning and at sub-national levels</p> <p>5.2 Capacity for pro-poor and MDG-based planning and policy making in the Ministry of Planning and at sub-national levels</p>	<ul style="list-style-type: none"> • Social and macroeconomic statistics compiled and published (SL – 5 publications; PL – 3 publications; SC – 2 publications with gender disaggregated data) • Training provided to the statistical staff of the line ministries and the municipalities (SL – 15; PL – 10; SC – 8 interns; 2 statistical professionals seconded to each ministry with UNDP/UNFPA collaboration) • TFG National Statistics Office - (phase 1) completed • 18 regional poverty and vulnerability reports and maps produced and online database established
<p>6. Improved income, employment, and livelihood opportunities for poor households based on private sector growth</p>	<p>6.1 Capacity of Government to develop and implement key productive sector strategies and financial sector policies</p>	<ul style="list-style-type: none"> • Business supporting laws reviewed and key selected laws (2-3) improved • Microfinance strategy for Somalia formulated with UNCDF and investment committee

	<p>developed</p> <p>6.2 Key financial sector institutions and regulations in place</p> <p>6.3 National strategy for growth and development of the private sector</p> <p>6.4 Peace dividend at community productive level Peace dividend at community productive level</p>	<p>established</p> <ul style="list-style-type: none"> • Shared Money Transfer platform procured and implemented for SOMTA members and 2 training programmes on compliance delivered • Meat Quality Assurance system designed and implementation initiated, and basic reference labs established • Private sector development strategy for SL developed and PPP policy paper formulated
7. Sustainable integration and increased social security of conflict-affected populations	<p>7.1 Integration of returned refugees and IDPs in host communities assisted</p> <p>7.2 Improved access for IDPs and returnees to basic social services and income opportunities</p> <p>7.3 Enhanced community infrastructures</p>	<ul style="list-style-type: none"> • A joint UN Livelihoods Framework developed with an Early Recovery component • Sustainable livelihoods supported through community-driven interventions to rehabilitate micro infrastructure and natural resource management, including establishment of early warning systems for natural disasters (focus areas: Balad, Beletweyn, Sabun, Hargeisa and Bossaso (feasibility study)). • LP Gas feasibility study completed and comprehensive energy database for all regions of Somalia established. Renewable energy pilot projects in Somaliland, Puntland, and S/C implemented. • Basic services and income generation (water, health, education and community infrastructure) provided to IDPs, returnees and host communities (SL – 6,000; PL – 4,000) • Interagency Resettlement Strategy for IDPs in SL & PL prepared
8. Country capacities for comprehensive multi-sectoral HIV/AIDS responses enhanced	<p>8.1 Institutional framework for HIV/AIDS response coordination strengthened</p> <p>8.2 Country capacity and enabling environment for HIV/AIDS interventions to specific target groups strengthened</p>	<ul style="list-style-type: none"> • HIV and governance strategy developed and recommendations initiated • Enhanced capacity of 3 AIDS Coordinating structures in coordination and management. • Capacity of key ministries and public administration for internal and external integration of HIV/AIDS developed. • BCC programmes for specific groups established.

b) Annex 2: BCPR Strategic Outcomes and Services

BCPR's role is to consolidate UNDP's crisis prevention and recovery knowledge and experience; provide a bridge between humanitarian response and the development work of UNDP; and advocate for crisis sensitivity in the context of development policy.

Since BCPR's inception five years ago, there have been changes in the international environment, some shifts in UNDP's organizational priorities, and an expansion of the Bureau's size and scope. In response to these developments, the Bureau has outlined a five-year Strategy designed to refocus its work and provide a guide for the future. The BCPR Strategy identifies two primary outcome areas: prevention and recovery, and related outputs.

- Prevention interventions will focus on strengthening the mechanisms and institutions that minimize disaster and conflict risk.
- Recovery interventions will focus on initial stabilization, and will lay the foundation for medium to long-term development.

Achieving gender equality is one of UNDP's core commitments. In 2007, the first year of the new Strategy, the overarching substantive priority for the Bureau will be Gender Equality in Crisis Prevention and Recovery. An Eight-Point Agenda has been designed to guide BCPR as the Bureau promotes gender equality in all its programmes and policies (see below).

The strategic emphasis on these two outcomes, and on a agenda for gender equality in CPR aims to help BCPR, UNDP, and their various partners to focus on tangible objectives and results, and should facilitate the design and implementation of holistic approaches to addressing specific crisis situations.

Working with UNDP's Regional Bureaux, the Bureau of Management, and the Bureau for Resources and Strategic Partnerships, BCPR offers the following core services to Country Offices in support of their prevention and recovery activities:

- ✓ Assessment and analysis of risks and recovery needs;
- ✓ Development of post-conflict and post-disaster strategic frameworks and policies;
- ✓ Design of plans and programmes in accordance with these strategies;
- ✓ Incorporation of conflict sensitivity into country programmes;
- ✓ Incorporation of gender considerations into CPR programmes;
- ✓ Technical support for programme implementation;
- ✓ Knowledge codification and policy development;
- ✓ Capacity development for Country Offices and national partners;
- ✓ Support to national authorities in the coordination of UN and international partners; and
- ✓ Resource mobilization including the establishment and management of trust funds.

These core services illustrate the range of deliverables that BCPR will contribute in the framework of a Partnership with UNDP Somalia.

c) Annex 3: UNDP's Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery (December 2006)

1. Strengthen Women's Security in Crisis.

Work to end personal and institutional violence against women. Strengthen the rule of law. Increase the gender responsiveness of security institutions, disarmament, demobilization and reintegration, and small arms reduction initiatives.

2. Advance Gender Justice.

Increase women's access to justice. Ensure the protection of women's economic, social, political and cultural rights. Bring a gender perspective into transitional justice, constitutional, electoral, legislative, judicial, institutional and security sector reforms.

3. Expand Women's Citizenship, Participation and Leadership.

Build women's skills and confidence. Support women's representation in the social, political, and economic spheres. Develop women's networks and institutions for conflict prevention, disaster risk reduction, peacebuilding, and post-conflict/post-disaster reconstruction.

4. Build Peace with and for Women.

Ensure women's meaningful participation in formal and informal peace processes. Bring a gender perspective to the design and implementation of peace missions and peace agreements.

5. Promote Gender Equality in Disaster Risk Reduction.

Incorporate gender analysis in the assessment of disaster risks, impacts and needs. Address women's unique needs and value women's knowledge in disaster reduction and recovery policies, plans and programmes. Strengthen women's networks and organizations to facilitate women's active engagement.

6. Ensure Gender-Responsive Recovery.

Infuse gender analysis into all post-conflict and post-disaster planning tools and processes. Ensure recovery efforts provide equal economic opportunities for women including access to assets, such as land and credit. Promote social protection and sustainable livelihoods. Prioritize women's needs in key sectors such as transportation, shelter and health care.

7. Transform Government to Deliver for Women.

Build capacities and promote accountability within government institutions and processes. Engage women and men to foster gender-equitable relations within these institutions. Ensure gender-sensitive resource mobilization, aid coordination, budgeting and funds allocation.

8. Develop Capacities for Social Change.

Build the skills and the will of men and women to: prevent and respond to violence; reduce vulnerability to natural hazards; achieve equitable post-crisis reconstruction; and build social cohesion.

Achievement of this Eight- Point Agenda will require:

Supporting full implementation of Security Council Resolution 1325;

Incorporating gender equality priorities into advocacy and strategic planning in the development, humanitarian, peace, and security spheres;

Strengthening human resources, policies and programmes to ensure responsiveness and accountability on gender issues;

Building partnerships to maximize impact on gender priorities;

Developing gender-responsive funding mechanisms and resource mobilization strategies;

Supporting data collection that counts women, counts what women value, and values what women count; and

Advancing intellectual leadership, knowledge management, monitoring and evaluation on gender and CPR issues.