

THE EUROPEAN UNION EMERGENCY TRUST FUND FOR STABILITY AND ADDRESSING THE ROOT CAUSES OF IRREGULAR MIGRATION AND DISPLACED PERSONS IN AFRICA

T05-EUTF-HOA-SO-57

I. IDENTIFICATION

Title	Inclusive Local and Economic Development - ILED	
Total cost	Total estimated cost: EUR 83 million Total amount drawn from the Trust Fund: EUR 83 million	
Aid method / Method of implementation	Project approach <ul style="list-style-type: none"> • Indirect management with International Organisations including UN Multi-partner trust fund and WB Multi-partner trust fund and European Agencies. • Direct management: procurement and grants 	
DAC Code	43010	Multi-Sector Aid

II. RATIONALE AND CONTEXT

2.1 Summary of the action and its objectives

The Action supports the following objectives of the **EU Emergency Trust Fund for Africa**: Objective (1) creating greater economic and employment opportunities, Objective (2) Strengthening resilience of communities and in particular the most vulnerable, as well as refugees and displaced people and Objective (4) Improved governance and conflict prevention, and reduction of forced displacement and *irregular migration*. The Action is also aligned with the **Valletta Action Plan** priority domain number one: "Development benefits of migration and addressing root causes of irregular migration and forced displacement". This Action also contributes to the three pillars¹ of the **EU Development Cooperation Strategy 2017/2020 for Somalia** adopted in February 2017.

The **overall objective** of the "**Inclusive Local and Economic Development**" programme (**hereafter "the Action"**) is to contribute to stability in Somalia by extending state authority and services, promoting local reconciliation and peacebuilding, creating inclusive economic opportunities and protecting the most vulnerable.

This will be achieved through a geographic approach to programming, which is able to combine in an integrated way the different instruments (political, security, operation and financial) and sectoral strategies and investments focusing on targeted territories.

The **geographical coverage** focuses on four areas (or corridors):

- Juba River Corridor, with an initial focus on Gedo and Kismayo.
- Shabelle River Corridor.
- Central-North Corridor (Adado to Bossaso).
- Somaliland Corridor (Berbera-Hargeisa-Borama).

¹ Pillar 1 "Build effective and sustainable responses to security challenges", Pillar 2 "Respond to vulnerabilities and create economic opportunities" and Pillar 3 "Build state legitimacy and responsiveness, democratic governance and protection of human rights"

These areas have been identified based on consultations and selection criteria linked to Somalia's priorities. These include their potential to enhance the legitimacy of the Federal and Member State governments and enhance relations between local-regional and federal entities; foster reconciliation; generate a significant change in the security and stability environment; accelerate sustainable economic growth; and deliver durable solutions for displaced populations. They are not necessarily defined by administrative units or borders but by strategic economic, political, security and social factors. **Interventions will be tailored to the needs and opportunities of the targeted areas.**

This Action will also support the implementation of the Transition Plan towards a gradual, conditions-based and time-bound transfer of security responsibilities to the Somali Security Forces, and in particular the stabilisation pillar of the Transition Plan.

The main drivers to the EU new integrated territorial approach are:

- Security and access concerns mean that some areas may not be reached in the short term. Hence an incremental and sequential approach is taken. Initially it will focus on areas that offer an environment conducive and real potential for economic and political progress, but expand as areas open up.
- Areas recovered from Al-Shabaab must be stabilised as quickly as possible and put under government control to prevent their return to Al-Shabaab. Hence this action must complement and support the implementation of the Transition Plan.
- Focusing on geographical areas needs to be balanced with continued institutional building of Federal and Member State governments, and designed in a way to reinforce the relations between all levels of government.

The Action has three specific objectives in these geographic areas:

- Increase the reach and legitimacy of local and municipal authorities, and their capacity to provide services; promote reconciliation and peace-building, including by addressing drivers of conflicts; and deliver peace dividends.
- Revitalize and expand the local economy with a focus on livelihood enhancement, job creation, and broad-based inclusive growth, with a particular focus on opportunities for women and youth.
- Provide safety nets to vulnerable people to contribute to strengthening their recovery and resilience.

Although the action will focus on these four geographic corridors, it will also require complementary action at the Federal and Member State level in order to help deliver these objectives. This includes for example the policy reform and enabling environment required for investment and private sector development.

Hence, the Action will increase the capacities of different levels of government to assume their roles and responsibilities, notably policy setting at federal/state level and service delivery at local level. It will provide local governments, communities, households, including those headed by women, and the private sector with opportunities to cooperate more effectively through a combination of investments facilitating socioeconomic development, while at the same time reducing vulnerabilities and inequalities, and promoting a developmental approach to durable solutions and resilience building.

Major outcomes will include:

- Improvement of the institutional framework and functioning of local administrations.
- The formation of district and city councils, and the delivery of core services.
- Reconciliation and peace-building.
- Mitigation of conflict drivers in the geographic areas, including land issues.
- Promotion of durable solutions for internally displaced people (IDPs) and returnees.
- Revitalization and strengthening of resilience, including by recovering and developing traditional productive sectors and value chains.
- Diversification of the economy and building a more conducive business environment.
- Social protection and inclusion, and the creation of livelihood opportunities for vulnerable households and groups.
- Inclusion of women and marginalized groups in governance, economic development and reconciliation.

The Action responds to the National Development Plan and priority needs identified in the Drought Impact and Needs Assessment and emerging Recovery and Resilience Framework (e.g. physical sectors, productive sectors, urban development and municipal services, safety nets).

The programme will be overseen by a Programme Steering Committee. A Territorial Integration and Planning Facility will be set up to ensure tailor-made interventions are created and coordinated within each territorial corridor, as well as making sure there is consistency and synergies across and within the three interlinked results. The Action will be implemented using a combination of contracts in indirect management with International Organisations and in direct management (procurement and grants) based on the expected results to be achieved and the specific added value of partners.

2.2 Context

2.2.1 Country context

After 25 years of state disintegration, conflict and continuous displacement, Somalia is showing timid but promising signs of increased security and stabilisation. The electoral process held at the beginning of 2017 brought Somalia a more representative government charged with urgent tasks, notably security sector development, stabilisation, political inclusion and economic recovery.

The newly formed Federal Member States (Jubbaland, SouthWest, Galmudug and Hirshabelle) are in the process of establishing their institutions amid political, security and resource challenges, while a number of local governments have been formed primarily in the more stable northern states. **Capacities of institutions at federal, state and local level remain weak** with very limited capacity to deliver services. Furthermore, the federal architecture is yet to be agreed.

On the security front, Al Shabaab, despite its diminished influence, continues to control parts of the country and to retain the ability to carry out attacks. AMISOM and the Somalia National Army (SNA) are engaged in taking control of areas, but the capacity of Somali security forces remains weak. Following the Security Conference in Mogadishu on 4 December 2017, a Transition Plan for the progressive transfer of security responsibilities to Somali security forces has been approved by the Council of Ministers of the Federal Government, and endorsed by the African Union (AU) Political and Security Committee, and international partners at the Somalia Security High Level Meeting in Brussels on 2 May.

Somalia is urbanizing at the highest rate in the region. By 2050 at least 58% of Somalis will live in urban settlements, pushed by high population growth, rural-urban migration, and massive displacement.

High vulnerability to shocks of traditional agricultural and livestock livelihoods and lack of economic diversification are contributing to food insecurity, and pushing large portion of young population to migrate or engage in illegal activities and join Al Shabaab's ranks. **Humanitarian support remains a life-saving reality for many.** Famine was averted in 2016-2017 due to the early scale-up of humanitarian response. Damages and losses caused by the latest drought are estimated to exceed \$3.25 billion, the productive sectors (crops, livestock and fisheries) account for 59 percent of the impact. **Somali entrepreneurs have been leading the development of trade and services,** but the lack of infrastructure, combined with insecurity, weak institutional and legal frameworks, are creating high costs of doing business.

Gender inequality is prevalent in Somalia. It has many causes, key among these are tradition and culture which define the roles for men and women. These roles take root early in life, starting from the family setting and extending to the neighbourhood and larger community. Public sector workers are predominantly men. Women's low social status, lack of access to political power, decision-making, education, and capital severely constrains their economic opportunities and productivity.

An initial analysis of the challenges and opportunities in the four geographic target areas, which will be further explored during the implementation of the Action, is included in Annex III of this Action Document.

2.2.2 Sector Context: Policies and Challenges

The **National Development Plan (NDP)** was endorsed by the new Federal Government and Member States in 2017. While comprehensive, it lacks prioritisation. In the past months, the government has led the **Drought Impact Needs Assessment (DINA)** and is developing the **Recovery and Resilience Framework (RRF)** with the support of EU, World Bank and UN. This is aligned with the NDP and is complementary with the Humanitarian Response Plan. The NDP and the DINA/RRF constitute the cornerstone of Somalia's development of Somalia.

In terms of security, the **Transition Plan** is built on the premise that for Somalia to take full responsibility for its own security, a comprehensive approach to security is required, consisting of not only military responses, but also of stabilization efforts that promote social reconciliation, enhance the legitimacy of the state authorities, and provide the population with services.

This Action contributes to all of them.

Sectorial policies and challenges

Stabilisation and Local Governance

Government authority is slowly being established in Somalia but insurgents (notably Al-Shabaab), inter-communal conflict (often based on land disputes), poverty, high vulnerability to natural disasters, internal displacement and weak governance still threaten stability. **Somalia remains fragmented and the federal project requires a range of state-building efforts at**

multiple levels. Stabilising newly accessible areas through community reconciliation, providing tangible dividends to the population, and establishing and strengthening local government are of key importance for advancing the federalism process and generating enduring trust in the Federal Government and Member States. The new National Stabilisation Strategy, officially endorsed in 2017, focuses on four components: Community Recovery; Social Reconciliation; Local Governance and Rule of law. These are **core aspects of the civilian stabilisation component of the Transition Plan.**

The **Wadajir National Framework for Local Governance** provides the necessary link between stabilization and local governance, leading to the creation of district councils and administrations, whose capacity is built over time.

Economic Development

Lack of infrastructure and insecurity has a negative impact on Somalia's economic development, creating high costs of doing business and limiting opportunities for income and employment. Sustainable growth requires investments in physical and human capital as well as institutional strengthening.

The Somali economy is mainly based on traditional, primary productive sectors. Agriculture generates about 93 % of the country's exports and around 46% of employment. Livestock and livestock products represent over 70% of GDP and crops around 7%. This reflects Somalia's narrow economic base and its high vulnerability to shocks.

Productive sectors face a formidable web of constraints: conflict, erratic weather, water scarcity, environmental degradation, poor market access and weakness of the public sector to provide an enabling environment, weak education and skills, and limited services and inputs necessary to improve productivity and trade.

Despite the tremendous challenges, livestock and crop sectors will remain central to the country's economic development and poverty reduction. Supporting their recovery from the recent drought, addressing land issues, strengthening their resilience to increasingly frequent and severe weather shocks, and improving their overall performance will not only strengthen the basis for the country's sustained economic development, but also help cement peace and security, alleviate poverty and malnutrition, and enhance health outcomes in both rural and urban areas. Artisanal fisheries also have a good potential to create new jobs in coastal communities.

However, the displacement of over 2 million people increases the pressure on alternative livelihoods, particularly in the very rapidly growing urban areas. Some **emerging sectors** have potential, notably energy, construction, telecommunications and services. They present a high potential for job creation, business development and private investment. Currently, Somali businesses have to import skilled labour from neighbouring countries for the most dynamic industries. **Rates of under-employment and unemployment are high.**

Youth unemployment is a growing concern, leaving them particularly vulnerable to recruitment by non-state armed groups. Technical Vocational Education and Training (TVET) is a key building-block to help solve this. However, the dysfunctional system of low-quality training mainly in predictable trades that are not linked to markets has not provided many new jobs. Finally, the absence of business development services and financing schemes targeting SMEs, self-employed and microenterprises impedes the creation of new jobs and small businesses.

However, the **Somali private sector is one of the country's main assets**. It has filled the void of government institutions, ranging from basic utilities and security services through to education and health, whilst operating in a legal and regulatory vacuum. A stronger formal economy facilitating access to finance, trade and business development would facilitate investments and allow the government to access revenues necessary to deliver public goods.

The **financial sector** is dynamic with quasi-banking institutions offering deposit accounts, financing facilities and transfer of funds worldwide. Sharia-compliant finance is also growing. In addition, investment in telecommunications is almost exclusively led by Somalis. The **ICT sector** has been able to leverage Somali social and business networks. It has created products uniquely suited to the Somali context making the need of a formal regulatory framework or independent regulatory body a priority for the development and scalability of ICT across the country. For women, lack of access to credit is seen as the main obstacle to business expansion. They are also excluded from Chambers of Commerce.

Food security and social inclusion

Food insecurity significantly worsened during the 2016-17 drought, which led to near-total crop failures, reduced rural employment, livestock deaths and rapidly diminished food access. Over one million people were internally displaced. The UN's appeal for 2018 assesses that 6.2 million people are in need of humanitarian assistance.

The collective, early response to the drought has so far averted famine. Large-scale cash and voucher transfers were significantly scaled up and formed the basis of the humanitarian response, reaching up to three million individuals each month. Somalia has unique characteristics that make cash-based interventions appropriate. It is dependent on imports to meet its food needs and as such has developed extensive and robust markets to address demand. On-going conflict continues to constrain access to many parts of the country, limiting road transport and the reach of traditional in-kind assistance. Cash assistance is also relatively quick to operationalize and has also helped to stimulate markets during times of crisis.

A great deal of **effort has been made to better harmonize transfers into a cohesive single programme approach**, especially unrestricted multi-purpose cash primarily delivered through the mobile phone network (Mobile Money). There is an increasing interest to transform the humanitarian cash transfer programme into a longer-term predictable and sustainable safety net that is scalable to include both chronic and transitory caseloads. In order to effectively develop a shock-responsive social safety net in Somalia, a collective approach needs to be promoted and a transparent dialogue and decision-making process needs to be facilitated. A Donor Working Group (DWG) is being established to help achieve this aim. In order to be able to make substantial progress and address critical issues (e.g. targeting), technical expertise needs to be provided to the DWG and progressive engagement of the Government will need to be facilitated.

In regards to social inclusion, the **clan structure continues to exclude women and minority groups** from political participation and employment; limits their access to justice, and denies them their right to development, education and livelihoods. Households with weak or low-status have fewer means of accessing jobs, land and support, and face a higher risk of losing assets. Households from clans considered 'guests' (such as IDPs) in a dominant clan's area also enjoy fewer rights. In order to foster stability and sustainable development, it is critical to promote

social and economic inclusion and allow for greater participation in democratic governance of women and youth, as well as other excluded and less powerful groups.

2.3 Lessons learned

General

The recent experience clearly shows that a comprehensive approach with parallel and mutually reinforcing interventions is needed to achieve long-lasting stability and security in Somalia, rather than the fragmented, linear or sequenced ones of the past. In addition, groups that together account for more than half of the population (women, IDPs, marginalised youth and persons with disabilities) have traditionally accessed a smaller proportion of support. In response to this key lesson learned, this Action proposes a **geographical approach to programming** that integrates the different instruments (political, operational, financial) and sectoral strategies and initiatives and target a full and inclusive spectrum of beneficiaries.

Stabilisation and Local Governance

- Past interventions in stabilisation and local governance have yielded mixed results. **Coordination with AMISOM** has proven difficult and has hampered the ability for actors involved in the early phase of stabilisation to follow quickly after military action.
- **Tangible dividends** to the population need go hand in hand **with progress in extending local governance**. Given the gradual development of central and local level authorities, stabilisation interventions should promote a social contract and confidence between the state and the population. Women are key in this process.
- A **civilian-led stabilisation process needs to be coordinated with military, political, development and humanitarian actions**. Stabilisation actions should extend beyond short-term objectives of reducing or eliminating violence and contribute to establishing the political and social conditions necessary for recovery, reconstruction, social and economic development and a lasting peace, backed by political economic analysis.
- Processes must be Somali-owned and Somali led and align with the overarching government priorities and the Comprehensive Approach to Security. These processes should also strengthen accountability and oversight between the district administrations, communities, civil society, and regional/federal administrations.

Economic Development

- Recent efforts in improving the legal and institutional framework for investments and public-private dialogue have been effective, but need to be translated into concrete actions and linked to the new Sustainable Business for Africa platform (SB4A) – as part of the External Investment Plan (EIP).
- Given its dominance in the economy and sizable rural population, the recovery and long-term sustainable growth of Somalia's agriculture sector remains key to addressing the country's high poverty, food insecurity situation and unemployment.
- Productive sector (crops, livestock, fisheries and forestry) strategies have not yet given the necessary attention to market systems, the providers of services and supplies, and regulatory roles in a comprehensive way. The promotion of a value chain approach can overcome this. Specific attention needs to be given to facilitating market access to the poor.
- Assessments, analysis and strategies should be based on **public-private dialogue** and extensive stakeholder consultation, mapping and engagement, with special focus on the private sector and targeted groups (youth, women, IDPs). Strengthening structured dialogue with the private sector and the consideration of private sector and financial institutions as usual stakeholders is to be supported (as part of SB4A).

- Strengthening and promoting different models of organization (e.g. cooperatives, associations) of small producers is a key factor to improve inclusive value chains, but requires a good understanding of the local political economy when linking smallholder producers with commercial buyers.
- Actions to improve **access to water and land management** are fragmented and need to be more comprehensively addressed, alongside addressing land disputes.
- The introduction and dissemination of more **sustainable and climate smart technologies** and practices for production are key **to improve resilience and competitiveness** (e.g. better development and use/marketing of renewable energy, better soil and pasture management, and promotion of ecosystem approach).
- **Skills development and job creation** has to respond to market demands, hence integrated into market and value chain analysis. Access to finance and advisory services should complement TVET or entrepreneurship programmes. In order to strengthen inclusivity, extension services need to be greatly expanded, and there is a big potential to promote the use of mobile technology, though this need to factor in high levels of illiteracy. Special attention should be paid to increase women's access to traditional and non-traditional jobs.
- Somali **private sector** is interested in mobilising resources to address national development challenges where economic profitability and social impact for people can be combined. This requires a different approach to development, with new ways of working at project level, new partnerships and new financial instruments aimed at leveraging financial support instead of replacing or distorting market systems.
- **Savings Groups and Self-Help Groups (SHGs)** can be further supported and expanded, so too can linkages with Islamic finance. Small-holder insurance has proven to improve resilience by reducing the risk associated with new or innovative livelihood strategies.

Food security and Social Inclusion

- **The appropriateness of cash-based programming** has been well documented in Somalia. There is increasing consensus that it acts as an important means of consumption support for the poor, reducing vulnerability and cushioning the impact of shocks and crisis, and there is an opportunity to develop it into a safety net/**social protection platform**
- Attempts at **targeting poverty** are inaccurate at best and a potential source of mistrust. Alternatives include selecting groups generally understood to be vulnerable and at risk of falling into extreme poverty, such as infants, young children, the elderly and disabled, combined with criteria to avoid the inclusion of relatively “better-off”.
- **Public works schemes** need to be appraised not only for their technical design but against the distribution of benefits to identified socio-economic sub-groups. Strong coordination with support to graduation pathways will be required.
- **Gender and inclusion assessments** in political economy analyses as well as the effective use of participatory methodologies can facilitate a more **transformative approach**. **Excluded groups need extra support to overcome barriers**. Supporting collective action of marginalised groups has been quite successful in achieving this.
- Following the Nairobi Summit on Somali Refugees in March 2017, a National Action Plan for Durable Solutions has been developed. Strong coordination and leadership by all relevant Somali Government stakeholders, along with increased UN and donor coordination, will be needed to implement the commitments.

2.4 Complementary actions

The approach requires that all instruments supporting security, stabilisation, institutional building, economic development and protection of the most vulnerable need to be more effectively targeted and coordinated in key geographic areas to increase their impact. In the case of the EU, this includes actions implemented under the European Development Fund (EDF), the Instrument contributing to Stability and Peace (IcSP), the Global Public Goods and Challenges (GPGC), the EU Trust Fund (EUTF), as well as humanitarian aid. This Action will help bring these together, as well as making sure there are close links with other national and international partners. In doing so, it will support the humanitarian-development nexus.

This Action will also strengthen the security-development nexus by complementing the recently approved EUTF programme on Enhancing Security and Rule of Law and accompany the implementation of the Transition Plan.

It will build on the achievement of the on-going RE-INTEG programme to support a sustainable and durable reintegration of refugees, returnees and IDPs and the PREMIS programme, which is developing and strengthening the PFM systems of the newly formed Federal Member States. More broadly, the Action will benefit from overall PFM reforms supported by the proposed budget support operation, which is linked to the furthering of the federal project through rule-based fiscal transfers to Federal Member States.

This Action will also be reinforced by the Somalia Regional Corridors Infrastructure Programme (SRCIP) that contributes to improving road connectivity. It will also be complementary to the development of two urban coastal cities (Mogadishu and Berbera) and the Cross-Border Programme funded by EUTF involving the Mandera cluster. The following sets out the main complementary actions against the three result areas.

On Stabilization and Local Governance:

- “Support to Wadajir - Strengthening local governance structures and systems for more accountable and inclusive Federal Member States” aimed at district council formation.
- “Strategic Partnership for Sustainable Security”, a research project to increase EU's understanding of the current situation in the localised areas of interest.
- Joint Police Project (JPP) - the main instrument to support the establishment of police at regional level and an essential tool to operationalise the Transition Plan.
- IcSP-funded Capacity Building in support of Security and Development (CBSD) through which the EU is proposing to support the creation of a SNA Regional Hub in Jowhar as well as boosting the SNA's C-IED and EOD competency.
- Multi-donor Somali Stability Fund (SSF); the ongoing IScP intervention aimed at short term stabilisation actions; the USAID Transition Initiatives for Stabilization; and the UK's Early Recovery Initiative.
- Coordination on local governance will be sought with the World Bank Somali Urban Investment Planning programme, which contributes to institutional strengthening and the UN Joint Programme for Local Governance (JPLG), a multi-donor programme working on local governance.

Economic Development

- This Action will also complement with the External Investment Plan (EIP), adopted in September 2017 to mobilise and leverage sustainable public and private investments as a means to achieve Sustainable Development Goals (SDGs) and contribute to decent job

creation in particular for youth and women in Africa and in the European Neighbourhood. It provides a new integrated approach with an EU Guarantee and technical assistance to improve the investment climate through a structured dialogue with the private sector and political dialogues with partner governments, with EU Delegations in the lead.

- The value chain development sub-component is complementary to the EU's current OUTREACH Programme in the agriculture sector and will adopt similar approaches for livestock and fisheries sector.
- Specific territorial and thematic complementarities will be established with DFID and Danida's "Promoting Inclusive Markets in Somalia"; USAID's "Growth, Enterprise, Employment and Livelihoods"; and the World Bank MPTF.
- Job creation and entrepreneurship activities will be coordinated with the Youth Employment Programme of the UN MPTF, and EU and other donor partners' resilience projects, as well as the EU's "Sustainable Road Maintenance and Management for Economic Development" in Somaliland and Puntland and the "Joint TVET revitalization programme".

Social Safety Net

The Social Safety Net component is benefiting from the technical advice and guidance of the ASiST facility. It will build upon on-going efforts to strengthen coordination and harmonization of cash-based projects implemented by humanitarian and development donors, as well as recent support to policy development on social protection by Italy, the Cash Working Group and the newly formed "Cash consortium". The Action will also build upon the on-going EU project "Building Resilience through Social Safety Nets in Lower Juba".

2.5 Donor coordination

At the national level, the principal coordination mechanism will be the **Somalia Development and Reconstruction Facility (SDRF) and the various Pillar Working Groups**², which serve as the centrepiece for the partnership between the government and international community for implementing the Somalia National Development Plan (NDP), in line with the principles of the New Partnership for Somalia (NPS). For security and rule of law, it will be the **CAS Executive Group**, as well as the Transition Implementation Team (in the case of the Transition Plan). The CAS has several strands, of which Strand 3 (CRESTA/A, stabilisation) and Strand 2b (Police) are the most relevant for this programme. The Rule of Law working group coordinates the interventions on the justice chain (police, justice and corrections) across the SDRF and the CAS Executive Group.

Amongst donors, the Somalia Donor Group is the main formal coordination forum created by donors to discuss policy and programme issues that are relevant at the time. Several informal Donors Coordination Groups have emerged for specific sectors and interests.

Within the four geographic areas, coordination will need to focus on the key donors engaged in each area. For example, in the Juba river corridor, donor investments have focused on security, stabilization and governance, with USA and Norway supporting stabilization measures; UK supporting government functions (PFM), resilience and police (specifically in Kismayo); and

² The Action will be coordinated with PWG1 for Inclusive Politics, PWG3 for Building Effective and Efficient Institutions, PWG5 for Economic Growth, PWG6 for Infrastructure, PWG7 for Social & Human Development and PWG8 for resilience and social safety nets

Germany (KfW) supporting urban planning in Kismayo (via WB Trust Fund). A similar mapping exercise has been undertaken of traditional and non-traditional donors in the other three corridors.

III. DETAILED DESCRIPTION OF THE ACTION

The Action will contribute **to stability in Somalia**. The **theory of change** is based on the premise that stabilization at the local level needs to be supported by the establishment of local government, the delivery of services, the promotion of gender equality, the creation of economic opportunities and the protection of livelihoods. In addition, one of the core issues is the need for reconciliation of communities, as most areas have been profoundly affected by conflict and associated grievances. The interventions will therefore promote local peace-building mechanisms and institutions and will address conflict drivers such as land issues.

The Action will adopt an **integrated approach, geographically focused along four areas (or corridors)**. Actions will mutually reinforce each other, so enhancing the legitimacy of governance structures at all levels, preventing further conflict, displacement and migration, and paving the ground for inclusive development, reinforced by **civil society** and the **private sector** and by the active contribution by **women and youth**.

Locally delivered actions will be framed in broader territorial development processes where horizontal and vertical inter-institutional coordination and dialogue will contribute to federalism and strengthen the role and legitimacy of institutions at different level but with a **focus on delivery and impact on people**. Social inclusiveness and resilience building will be mainstreamed across the whole action.

Depending on the security situation in each corridor, planning and programming will occur in a phased, incremental way. Initially it will focus on areas that offer an environment conducive for progress. The geographical reach will be extended as new areas open up, and in doing so it will contribute to the implementation of the Transition Plan. Although focused on the four geographic corridors, support is also required at the national level to help generate the necessary policy and environment to support localised action, and to reinforce the links between all levels of government.

3.1 Objectives

Overall objective:

The overall objective of the Action is to **contribute to stability in Somalia** by extending state authority and services, promoting local reconciliation and peace-building, creating inclusive economic opportunities, and protecting the most vulnerable.

Specific Objectives:

- **Stabilisation and governance**. Increase the reach and legitimacy of local and municipal authorities, and their capacities to provide services; promote reconciliation and peace-building, including addressing drivers of conflict; and deliver peace dividends.
- **Economic growth**. Revitalize and expand the local economy with a focus on livelihood enhancement, job creation and broad-based inclusive growth.
- **Social safety nets**. Provide safety nets to vulnerable people to contribute to strengthening their recovery and resilience.

3.2 Expected results and main activities

The programme has three interlinked components generating three key results. These will contribute to stability in the four geographic areas and those in the Transition Plan, and are set out below. To help coordinate these activities both within and between the geographic areas a Programme Steering Committee and complementary coordination structures at thematic and geographic level will be formed. These will be supported by a **Territorial Integration and Planning Facility (for further details see section IV)**.

Key Result 1: Stabilisation and Governance Component

- Local and municipal authorities are established and their capacities strengthened to identify community needs, to plan and implement area-based development, and to deliver services; conflict and grievances between communities are reconciled; and the dividends of peace realised.

This result will support **reconciliation and the restoration of civilian authority** in recently liberated areas through stabilisation initiatives, empowerment of the communities, and delivery of peace dividends. It will strengthen the capacity and legitimacy of local and municipal authorities to identify communities' needs and priorities **and deliver services**, as well as planning and implementing local development, including the rehabilitation of infrastructure. In doing so, it will accompany the roll out of the Transition Plan.

Gender and social inclusion and durable solutions will be addressed by ensuring women's participation in governance structures and delivering gender sensitive services, as well as integrating IDPs and returnees in urban and district planning. Land tenure and other drivers of conflict will also be addressed.

Particular attention will be given to close coordination with complementary support to rule of law in the geographic areas, given its critical importance to stabilisation.

Main Activities under Result 1 include:

- Participatory planning processes focusing on basic services delivery, improving livelihoods opportunities and promoting durable solutions for IDPs and returnees.
- Building the institutional capacity of government institutions, especially core government functions.
- Support to development and implementation of relevant legal and regulatory frameworks.
- Urban planning and management.
- Conflict analysis, community engagement and reconciliation processes that address conflict drivers, including land tenure and governance related issues.
- Peace dividend projects and the delivery of social and municipal services.

The combination of these activities will vary depending on the geographic location. The two northern corridors (Somaliland and Central–North corridor) will see a prominence of interventions geared towards the strengthening of existing local authorities and their capacities to plan and deliver services, and to a lesser degree activities focused on stabilisation and peace dividends (notably at the Galmudug end of the Central–North corridor). On the contrary, actions in the Juba River and Shabelle River corridors will largely consist, at least in the initial phase, of support and engagement with communities with the objective of providing immediate restoration of civilian authority and tangible dividends to the population. This will be in synergy with district

council formation processes and security interventions supported by the EU outside of this Action (see complementary actions) and closely connected with the other two results of this Action.

Key Result 2: Inclusive and Sustainable Economic Growth Component

- The incomes and livelihoods of people in these geographic areas are increased, including through new jobs and inclusive economic opportunities, and infrastructure rehabilitation.

This result will be achieved through three sub-components.

Sub-Component 1 – Enabling environment to mobilise investment, improve access to finance, and essential services for private sector development

At the national level, this will involve **improving the policy, regulatory and institutional environment for investment promotion and facilitation, trade and value chain development, support to medium, small and micro enterprises** as a way to boost economic growth and job creation. At the local level, this component will promote **access to financial services** and products combined with **suitable capacity building for financial service providers**. Specific measures to promote youth and women’s entrepreneurship will be supported under sub-component 2. The use of innovative financial instruments, such as blending, will aim to leverage public and private sector investments. These will be piloted through the creation of an investment facility in partnership with a Development Financial Institution.

Main Activities under Sub-Component 1 include:

- Support to the **enactment and implementation of key regulations and institutional capacity building** improving: the financial sector to facilitate access to national and international finance; access to regional and international trade; and the ease of doing or starting a business (i.e. business licensing, paying taxes, property registration, land tenure, etc.).
- Promotion of Somalia National Public Private Dialogue and a structured private sector, which will include analytical research, setting up and/or strengthening of secretariats, chambers of commerce and business associations within the geographic areas, in line with the Sustainable Business 4 Africa (SB4A).
- Creation of an **Investment Facility** covering the geographic areas aimed at encouraging private investment for key infrastructure and/or financial services through a set of instruments including technical assistance, feasibility studies, grants and other de-risking tools, complementing potential support from the European Investment Plan (EIP). Considering the complexity of this component and the risky and volatile Somali context, if basic conditions are not in place for its implementation, this component will be implemented through grants and transferred to the Integrated Component for Services and Infrastructure Development (see section 4.3 on implementation modalities).
- Promotion of sponsorship, loans, grants for business development aimed at the development of a structured **microfinance programme** in coordination with other components of the Action and in partnership with the Somali financial sector. This component must be functionally integrated with the below mentioned youth and women entrepreneurship programme under sub-component 2.

Sub-Component 2 – Human skills, Labour Markets and Entrepreneurship

Within the geographic areas, this will scale up and complement current EU support in TVET and also ongoing actions at local level on resilience, inclusive and sustainable solutions. This sub-

component shall take into account the need for building graduation pathways of vulnerable households from protracted humanitarian assistance. It will focus on: promoting skills development needed in strategic value chains (notably agriculture, fisheries and livestock) and other critical sectors (e.g. various types of engineering, renewable energy technologies, information technology, logistics and water); job creation with a strong focus on women and youth to help them become active business actors; exploiting opportunities in new economic sectors linked to infrastructure development, digitalisation, services, as well as value addition and innovation in primary sector value chains. It will combine rapid short-term support with medium and long-term structural assistance.

Short-term jobs will be promoted predominantly through an intensive labour approach (i.e. public works programmes), in particular the rehabilitation of **key infrastructure**. The Action will offer skills upgrading through short TVET, literacy and numeracy courses for basic skills training and promote self-help groups targeting vulnerable people and local public works contractors.

Long-term jobs will be promoted through the **technical and vocational education and training (TVET)** ensuring strong linkages between market/sector requirements and supply of skills. Finally, a **women and youth entrepreneurship programme** will be developed, providing business and soft skills as well as advisory services (incubation) and mentoring.

Main Activities under Sub-Component 2 include:

- Institutional capacity building of relevant ministries (notably Labour and Education) and development of information systems and assessments related to the labour market to also guide curriculum for TVET trainings and certification).
- Training programmes including on entrepreneurship, to increase the potential for wage and self-employment opportunities.
- Support to the delivery of gender sensitive TVET services responsive to the needs of the labour market and the development of local ecosystem for business incubation.
- Rehabilitation and/or construction of labour intensive small infrastructure.

The combination and specificity of these activities will vary according to each geographical context (including municipalities or the more rural parts of each corridor) and depend on the existing and expected economic opportunities and on-going interventions. For example, the Somaliland corridor could target value addition in the livestock sector and economic opportunities linked to port development, whilst in Kismayo interventions might be linked to fisheries and construction activities. Greater stability in Somaliland and Central-North corridors will facilitate business investments and innovation.

Planned investments in road rehabilitation in Central-North and Shabelle corridors will require specific skills that could be enhanced with the programme. At the same time, support to develop simple business and marketing plans or training in logistics, office management and hospitality are likely to be needed in each corridor.

Synergies will be sought between the cash for work opportunities offered by this component and the safety net component of this programme.

Sub-Component 3 – Strengthening competitive, inclusive and resilient value chains

Within the geographic areas and building on the EU's OUTREACH Programme on crop production, this sub-component will improve the performance and reduce the vulnerability of some of the traditional primary economic sectors (mainly livestock and fisheries) through a **value chain approach**, which will be identified and agreed upon via a participatory analysis and strategy with the Somali partners in the different geographic corridors. Based on gaps and bottlenecks identified through a value chain analysis and market assessments, a more effective role notably of the line ministries (e.g. for agriculture, livestock and fisheries) at state and federal level will be promoted, as well as partnerships with private sectors and producers (farmers, pastoralists and fishermen) aimed at improving the delivery of key services and inputs.

The adoption of **climate smart practices and technologies**, as well as the promotion of sustainable management of natural resources and development of strategic **water infrastructure** (such as water catchments and boreholes) will reduce conflicts (such as those linked to land and water access) and vulnerability to drought, facilitate return, prevent future displacement and reduce the degradation of natural resources. Services that are focused on adding value and improving productivity and the quality of products to meet market requirements will be supported, as well **infrastructure** (e.g. roads, landing facilities and cold storage) to facilitate market access of small producers. This will be coordinated with the other infrastructure investment of this programme.

Inclusion and economic graduation of the most vulnerable households will be addressed through tailored activities, stimulating markets and linking them to opportunities identified along the value chains. The creation of producers' organizations and their linkage with inputs and markets will be facilitated.

Main Activities under Sub-component 3 include:

- At the federal and regional level, on-the-job technical assistance and training for Federal and Regional Ministries on planning, management and value chain development.
- Support public institutions to deliver on their regulatory role (i.e. quality control and certification).
- Support to information management on land, water and marine resources (through integrated watershed/basin or coastal development approaches) promoting inter-institutional coordination and cross-border/regional coordination. Shabelle and Juba river basins will be specifically targeted for water management.
- Focusing at the geographical level, support to participatory, multi-stakeholder (public-private-producers) value-chain analysis and strategies.
- Identification and support to business opportunities for private sector investments targeting small producers' needs through specific public-private-producers partnerships and market-based incentives schemes.
- Support to producers associations' services, like joint purchase of inputs and goods, training, information-sharing, access to finance, quality control, land works, storage and packaging, cold chain, transportation and marketing.
- Training and advisory services on climate-smart practices and technologies.
- Key small-scale infrastructures aimed at addressing value chain gaps and providing more sustainable and inclusive access to water in strategic locations and rangelands.

- Tailored communication and opportunities for vulnerable groups (including women, youth, marginalized groups, displaced population).

The on-the-job technical assistance, the management training and value chain development will be provided to both federal and regional governmental institutions. In addition, based on roles and responsibilities and depending on the priority investments defined by the value-chain analysis, specific capacity building may be required either at federal, regional or district level.

The value-chain analysis will help select the specific infrastructure requirements, but the programme is likely to prioritise rangeland rehabilitation and access to water in Gedo, along the Central-North corridor and the Somaliland corridor, while fisheries related activities are likely to be the priorities in the coastal communities and main cities of the targeted corridors, such as in Bosaso and Kismayo.

Key Result 3: Social Safety Nets Component

- Vulnerable households in these geographic areas are enrolled into a social safety net system.

This result targets specifically **vulnerable households** and aims to increase their income and consumption and to improve their ability to cope with shocks through predictable access to transfers, while enhancing and protecting human capital.

Synergies with both humanitarian and development donors will be sought in order to transform the multiple humanitarian cash transfer projects into a longer-term predictable and sustainable safety net that is scalable when needed. While Somalia remains an extremely complex and volatile context, it also provides opportunities for innovation in aid delivery methods. Working initially with others donors and then Government, this component will contribute to start the process of designing, developing and piloting a nascent safety net mechanism. This will require incremental engagement on issues like policy setting, regulation, standardization and building up an information system, as well as appropriate monitoring and evaluation.

Therefore this component will contribute to the convergence of approaches of key stakeholders thanks to the provision of technical expertise (TAF) and by piloting safety net schemes thereby laying the foundations for an adaptive safety net system.

Social safety net pilots are likely to test other vulnerability targeting criteria and will be implemented within the geographic areas targeted by the programme.

In this design, a social safety net implies a cash-based approach, including paid work (conditional transfers) and direct support (unconditional transfers) for the most vulnerable. Hence, selected households could potentially benefit from components 2 and 3 in the same geographic area. For example, individuals could be enrolled in a public works programme and trainings. It should be noted that unconditional transfers and public works programmes are scalable and shock-responsive, whereas activities under Result 2, such as savings groups and training programmes, are not modalities for scaling up in emergencies.

Main Activities under Result 3 include:

This will contribute to the creation of a Technical Assistance Facility (TAF) to support the emerging Donor Working Group (DWG) on safety nets in order to develop a harmonized approach to safety nets provision, including working towards standardised operating procedures, as well as in the requirements and strategy for a progressive engagement with the Government. While the initial focus will be on support to the DWG, the TAF will also be required to develop, over time, appropriate communication mechanisms and ways of working with the different Government institutions and other key stakeholders, such as UN agencies and NGO. The TAF will assist policy and systems development by providing advice agreed on by the DWG, according to identified priority gaps. For example, the TAF could identify and appraise policy options, and help develop agreements, procedures and standards to ensure equity and fairness in targeting and eligibility. It will consider facilitating or contributing to the development of a management information system, which support both the Government and donors, to ensure that a shock-responsive safety net approach is developed, as well as play an oversight role and provide needs-based technical advice. Finally, the TAF will help define the short, medium and longer-term financial framework of safety net provision in Somalia. Opportunities to tap into the remittance flows and corporate social responsibility will be explored, in order to enhance the financial sustainability of a harmonized safety net system.

Within the geographic areas, develop a scalable safety net scheme targeting chronically vulnerable households will be developed. The EU preferred option is a productive safety net element. Activities will include but not be limited to: identification of eligible participants through annual targeting; identification and design of potential productive activities that will build more resilient livelihoods, such as rehabilitating land, water resources and local infrastructure (as well as their management and maintenance); implementation of public works; and ensuring timely cash transfers. Some vulnerable households will be unable to work (e.g. households without any working age adults able to engage in the public works schemes) and hence would be eligible to receive cash unconditionally. In this regard, efforts will be required to harmonize targeting to reduce the perception of unfairness. Pilots for selecting households on the basis of categorical vulnerability rather than poverty could be tested to assess the acceptance and impact of this approach.

In the medium term, it is foreseen that development donors could support covering the needs of vulnerable families and humanitarian donors could support covering – in case of imminent shocks - the transitory needs of the additional caseload and/or the additional transfers to the already existing core recipients. In the long term, this component will pave the way for a transition to a social protection approach.

Synergies will be sought with the activities proposed in Result 2 above.

3.3 Risks and assumptions

An integrated programme addressing key challenges for stability in Somalia entails a wide range of risks. Mitigating these will require the EU to have a strong M&E system in place that is able to respond rapidly. Adhering to the do no harm principle (and utilizing analysis to help achieve this) will be paramount. The following is a non-exhaustive list of the main risks:

Some of the main risks and mitigation measures are listed in the table below:

Risk	Likelihood	Mitigation measures
Security continues to undermine the stabilisation in the geographic areas and prevents access to new areas.	High	Majority of actions will be located in areas of relative peace and stability, but the programme will also promote effective communication and coordination in areas of low security, including political and conflict analysis. The programme will be flexible to respond to changes in the security environment.
Federal and Regional authorities' revenue does not increase steadily and they are unable to meet their financial responsibilities as per their mandate.	High	Continued work on PFM (Public Financial Management) and revenue raising through appropriate legal frameworks will contribute to encouraging private sector development and job creation.
Recurrence of drought and/or other disasters causing renewed displacement, even famine. This would seriously disrupt and affect stabilisation, transformative processes and private investments in geographic areas.	High	Use of FSNAU (Food Security and Nutrition Analysis Unit) early warning system and other data to anticipate disasters and continuous monitoring by EU Delegation in close coordination with ECHO will help mitigate the high risk and impact of disasters. Flexibility to re-design or reschedule programmes or complement them with emergency activities is also foreseen.
Lack of Somali ownership, political will and financial resources: Somali authorities at different levels are not fully committed to structural and/or sectorial reforms and/or adherence to political commitments made, and federalism and state building process stalls due to political disagreements. In addition, programmes can detrimentally affect the cohesion of the country by creating de facto "mini states" that are disconnected and see no reason to participate in the continued state building and federalism process.	Medium	The government at all levels will be consulted when developing the specific programmes of this Action to ensure proper coordination at the district, state and federal levels. By remaining politically engaged and supportive of the overarching federal project, will help reduce the risk of the balkanisation of the country.
Misappropriation of funds due to weak financial management and procurement systems, and corruption.	Medium	Programme implementation will be closely coordinated and monitored closely by EU, supported by the Territorial Integration and Planning Facility and third party monitoring agents when needed. The latter will allow the EU to appreciate operational

		dynamics (including early warnings on issues pertaining to corruption on financial mismanagement) and make adjustments where necessary. Without this measure, the risk of the EU not being able to have an overview and understanding of the operational implementation of the programme is medium. Promoting social accountability mechanisms will also help identifying corruption, the occurrence of which is usually high.
Resistance to greater opportunities and inclusion of women and marginalized groups in governance, decision-making and livelihoods.	Medium	Dialogue, coordination, sensitization and collaboration on issues of women and social inclusion are mainstreamed in activities.
High turnover of the leadership and staff at the relevant ministries and within local government.	Medium	The use of smart incentives for staff of key ministries or local government, signature of MoU (Memorandum of Understanding) for joint implementation and tools to contribute to build institutional memory and disseminate information externally will reduce the high risk of staff turn-over.
Poor level of coordination between the different components of this programme within a geographic area.	Low	Dialogue, coordination and collaboration on issues of mutual interest and concern will be discussed within the relevant working group settings. Through informal coordination and consultation with key donors, joint funding, and harmonization of strategies and approaches will be promoted, particularly in geographic areas.

The **assumptions** for the success of the project and its implementation include:

- Government of Somalia and civil service remains committed to establish a policy, regulatory, and institutional framework that is conducive to the development of the private sector, public service delivery, gender equality, the promotion of durable solutions, youth employment and sustainable natural resources management.
- Continuation of the peace and state building processes resulting in increased institutional and political collaboration between the different levels of government (Federal, State, District and Municipal).
- The Government continues to improve financial governance, transparency and accountability and refrains from detrimental interventions or legislation.
- The security, political, social and environmental situation permits appropriate access to geographic areas and communities, and relatively uninterrupted work can occur with relevant partners, associates and target groups throughout the duration of the Action.

- AMISOM continues to provide operational security until Somali security forces are able to assume responsibility themselves for security conditions on the ground. The Federal Government, Federal Member States, AMISOM, TCCs and international partners remain committed to the implementation of the Transition Plan.
- Close collaboration and cooperation with other national and international partners takes place in geographical areas, including the private sector.
- Significant flexibility is achieved allowing scope for manoeuvre in identifying the most appropriate delivery mechanisms and in responding to emerging opportunities and changing political, security and economic dynamics.

3.4 Cross cutting issues

Gender, human rights, inclusivity and conflict sensitivity (Do No Harm), environmental and climate change will be cross-cutting issues central for this Action. The situation, needs and interests of **men, women, youth and marginalised groups** will be taken into account. The Action is designed to attain to the principles of a rights based approach (RBA) to development. All stakeholders will be identified and engaged to ensure ownership, participation and synergy. Political economy analysis and conflict assessments will precede programme activities.

Creating opportunities for **youth and women** will be a particular focus, given their political, social and economic marginalisation. Assessments of the needs and opportunities of both will be undertaken and recommendations followed. Youth and women's associations will be consulted and engaged in planning and decision-making³. The programme will also respond to the development needs of the **displaced – both IDPs and returnees** - and of their host communities. Implementing partners will work with authorities to promote their socio-economic inclusion. Impact on these specific groups will be measured.

Given the importance of the use of natural resources (land, water and marine resources) for most of the productive activities promoted under the programme and the high vulnerability of Somalis to natural disasters, **climate change and environment** will be important crosscutting issues addressed by the programme. Indeed, the Action will contribute to integrate climate risk and vulnerability assessments in policy development and planning and will promote integrated land use management planning principles. The Action will promote investment into sustainable agriculture and farming practices. Finally, by promoting economic diversification, the Action will contribute to reducing the exposure of the Somali economy to climate risks. The environmental impact of the interventions will be assessed.

3.5 Stakeholders

The identification and formulation of this programme has been conducted in consultation with a wide spectrum of stakeholders, including federal and regional authorities, international organizations and other partners, notably EU Member States and other donors. Further consultations will be held during the implementation of the programme in particular at local level in the four geographical areas.

³ Following the recommendations in "Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020", the "Gender Action Plan 2016-2020" Council conclusion, and "Toolkit on Mainstreaming Gender Equality in EC Development Cooperation".

The ultimate beneficiaries will be the people of Somalia in these geographical areas, who will be empowered, have better prospects and be able to benefit from increased revenue and livelihoods opportunities and from better service delivery from the authorities.

Key stakeholders and direct beneficiaries in this intervention will be:

- **The federal, regional and local/district authorities** will be supported through capacity building measures. The Action will help build their capacity to deliver services, which in turn will enhance their legitimacy. Support to strengthen required policy and legal frameworks as well as facilitate law enforcement and policy implementation will be provided.
- **AMISOM, SNA and Police** will have a major stake in the implementation of the Transition Plan, which in turn will be supported and complemented by stabilisation activities under this programme. Both need to work hand-in-hand, hence there is a need for close engagement with these stakeholders throughout the entire life of the action.
- **Workers, producers, entrepreneurs and in particular women and youth** will benefit from increased incomes and employment.
- **Vulnerable households** will benefit from specific measures such as social safety nets and measure to support their graduation from humanitarian assistance.
- **Communities** will be empowered by addressing their needs and ensure their participation in the design and implementation of the activities.
- A specific focus will be given to **women** to ensure their participation in governance, the delivery of services and economic opportunities.
- **Non-Governmental Organizations (NGO), private sector and International Organizations (IO)** will implement this project in close cooperation with government authorities. Community-Based Organisations will be key partners of implementing entities in the field, and so critical stakeholders of the programme.
- **Other donors/international communities** will be closely consulted in the design and delivery of the programme in order to build synergy, share lessons and yield better results for the Somali people.

IV. IMPLEMENTATION ISSUES

A **Territorial Integration and Planning Facility will be established to** provide technical and operational support to ensure the activities are coordinated and tailored to the specific priorities, needs and opportunities within each area and to facilitate consistency and synergies across the three interlinked results, and across geographical areas.

During the **planning phase** the Facility will help identify Action Plans for each territorial corridor. They will involve all relevant stakeholders to ensure ownership and coherence with existing local and national plans and other donors' activities, and backed by analysis on the local context (land issues, political economy, gender analysis, etc.). The sequencing of activities in specific areas will be defined.

During the **implementation phase**, these plans will guide the preparation of the interventions of selected implementing partners. The Facility will thus provide technical advice to support EU, Somali authorities and implementing partners to ensure that activities respond to territorial plans and are implemented in an integrated way.

The Steering Committee will be the main decision-making and governance body. The EUDEL will be responsible for liaising with other EU programmes, instruments and institutions, as well

as with other donors engaged in involved sectors and geographic areas. Somali partners at federal and state level will appoint programme focal points who will be responsible for ensuring alignment of work-plans with the NDP, Transition Plan, RRF and regional priorities.

The EUDEL, backed by the Facility, will actively participate in the Multi Donor Trust Funds' management and work closely with other partners to coordinate their actions with the programme's sector and territorial priorities. The Facility will also provide technical support to ensure that cross-cutting issues are integrated across the programme components and within geographical areas, including gender, youth, resilience and durable solutions.

One of the areas that will require close coordination is infrastructure rehabilitation and construction, which are linked to all three results. This will include different type of infrastructure investment, such as the rehabilitation or construction of government and community buildings, schools, markets, roads, irrigation systems and water points. Examples of these are provided in the activities below. These may serve a number of purposes, including peace dividends, climate resilience, job creation and productive safety nets. Whenever possible an intensive labour approach will be preferred. A **specific Infrastructure Development Facility** will be developed to deliver this, and associated technical assistance.

4.1 Financing agreement, if relevant

Financing agreements are not envisaged.

4.2 Indicative operational implementation period

The implementation period will be 48 months.

4.3 Implementation components and modules

Territorial Integration and Planning Facility

This Facility will be implemented through a Service Contract (direct management) or included in the Contribution Agreement (indirect management) established in the framework of the Integrated Component for services and infrastructure (see below). Choice between the two alternatives will depend on the added value demonstrated by the service provider and will be based on a competitive negotiated procedure using the flexibility allowed by the crisis procedures which applies to Somalia.

Stabilization and Local Governance Component

Result 1 will be implemented through a combination of Grants (direct management), and Contribution and Delegated Agreements (indirect management).

Activities related to **stabilization** will be implemented as following:

- Contribution to Somali Stability Fund through a Delegated Agreement to DFID to ensure continuity of support to specific interventions currently on-going.
- Grant to Nordic International Support (NIS) Foundation to implement small infrastructure projects to deliver peace dividend in newly accessible districts. NIS has specific technical experience on delivery of infrastructure in unstable environments. The option of integrating

NIS intervention into the framework of the Services and Infrastructure Facility implemented by UNOPS (see below) will be investigated.

- Activities related to **local governance in targeted districts** will be implemented through the UN Multi Partner Trust Fund (MPTF) Joint Programme on Local Governance⁴. To this effect a Contribution Agreement (indirect management) will be signed. If, based on new analysis by the EU, the UN MPTF-JPLG proves inappropriate in terms of cost/benefit, reporting and timely achievement of results, a part or all the activities related to local governance in targeted districts may be implemented through grants to civil society organisations already delivering capacity building to local authorities in Somalia.

Inclusive and Sustainable Economic Growth Component

Result 2 and its three sub-components will be implemented mainly through direct and indirect management modalities as described below.

Sub-Component 1: Enabling environment to mobilise investment, improve access to finance and essential services for private sector development

- For the policy, regulatory and institutional development part, a contribution to the World Bank Multi-Partner Fund (MPF) and/or IFC Private Sector Development Trust Fund, according to their respective division of labour. In the past, support to the improvement of investment climate and private sector development was implemented within the WB MPF with the technical contribution of IFC. The recently created IFC Trust Fund is requiring new arrangements and distribution of tasks based on their respective comparative advantages. In the case of the WB MPF, the implementation would be indirect management, while for IFC it would be direct management.
- Activities related to capacity building of financial institutions, provision of financial services, could be implemented as a specific component, in partnership with other donors or implementing agencies, including EU MS agencies, international NGOs, through the World Bank Group or UN agencies like UNCDF. It could also be implemented with IFS and the African Enterprise Challenge Fund.
- Delegated Agreement with a European or Regional Development Financial Institution for the establishment and management of an Investment Facility.

Sub-Component 2: Human skills, Labour Markets and Entrepreneurship

As a consequence of its positive track-record in job creation and TVET, and its capacity to reach out to all four geographical areas, one potential option for supporting most of the activities of this component would be through GIZ by scaling up and expanding the scope of current TVET programme. This is being explored. The alternative could be through direct grants to NGOs. The focus will be on supporting the design, structure and delivery of services for job creation and entrepreneurship, as well institutional capacity building and frameworks. Labour intensive infrastructures (for job creation) will be delivered through the Infrastructure Development Facility.

⁴ The UN Multi Partner Trust Fund is identified in the "New Partnership Framework for Mutual Accountability and Accelerated Progress" as one of the priority channels for funding the Somali National Development Plan and is the privileged channel for funding Joint Programmes

Some activities targeting Business Development and supporting graduation pathways of vulnerable households may be implemented through a contribution to the Youth Employment Programme under UN MPTF through a Contribution Agreement (Indirect Management).

Sub-Component 3: Strengthening competitive, inclusive and resilient value chains

This could be implemented through a Contribution Agreement (indirect management) with FAO mainly focusing on the analysis of the value chain, the technical assistance to the institutions, the development and dissemination (through training, extension, etc.) of new production practices and technologies as well as information and planning for natural resources management (land, water and marine resources). FAO will act in partnership with other selected organizations with expertise and added value to deliver specific activities or work in specific locations. Where required a direct grant to NGOs will be considered.

As for previous component, infrastructures (roads, water, etc.) and cash based interventions should be implemented in the framework of the Integrated Component for Services and Infrastructure (see section below).

Social Safety Nets Component

Result 3 should be implemented through the implementation modality and partner(s) agreed with other donors in the framework of the Donor Working Group established with this purpose.

Integrated Component for Services and Infrastructure Development Facility

This component should be implemented through a Contribution Agreement (indirect management) with UNOPS. The activities to be implemented and services to be provided will be defined according to the priorities identified and approved by the Programme Steering Committee with the support of the Territorial Integration and Planning Facility.

4.4 Indicative budget

Results/ Components	Amount in EUR (millions)
Territorial Integration and Planning Facility	5
Result 1: Stabilization and Local Governance	16
Result 2: Inclusive and Sustainable Economic Growth	
<i>Sub-component 1: Enabling environment for investment and private sector development</i>	12
<i>Sub-component 2: Job creation and small business development</i>	7
<i>Sub-component 3: Strengthening competitive, inclusive and resilient value chains</i>	7
Result 3: Social Safety Nets	20
Services and Infrastructure Facility Component	9
Monitoring, audit and evaluation	2.5
Communications and visibility *	0.2
Contingencies	4.3
TOTAL	83

The Action will be monitored as follows:

- The day-to-day technical and financial monitoring of the implementation of the Action will be a continuous process and part of the implementing partners responsibilities.

- The Commission will undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews. In particular, taking into account the risks associated with Somalia, third party monitoring is foreseen. The Commission will review the conclusions and recommendations of the monitoring reports and decide on the follow-up action to be taken and any adjustments necessary, including, if advisable, its re-orientation. The third party monitoring will be in charge of disseminating the lessons learned and best practices from the programme.
- A Programme Steering Committee composed of the EU, the implementing partners and the relevant authorities will meet on a quarterly basis to coordinate and review the overall and corridor specific progress of the action.

4.5 Monitoring, evaluation and audit

All components of this action will have to be integrated with the EUTF Monitoring and Learning System (MLS)⁵ for the reporting of selected output and outcome indicators, and project implementing partners must take part in case study exercises and the learning strategy developed by the MLS. Project implementing partners will be expected to provide regular (at least quarterly) data to the MLS in a format which will be introduced during the contract negotiation stage.

Project implementing partners will have to report against a selected number of the MLS output indicators (see full list in Annex II). The monitoring of these indicators will therefore have to be included in the M&E systems of each component (in addition to the indicators already existing in the project logical framework, see annex II).

If necessary, ad hoc audits or expenditure verification assignments could be contracted by the European Commission for one or several contracts or agreements.

Audits and expenditure verification assignments will be carried out in conformity with the risk analysis in the frame of the yearly Audit Plan exercise conducted by the European Commission. The amount allocated for external evaluation and audit purposes should be shown in the budget at section 4.4. Evaluation and audit assignments will be implemented through service contracts, making use of one of the Commission's dedicated framework contracts or alternatively through the competitive negotiated procedure or the single tender procedure.

4.6 Communication and visibility

The EU and implementing partners will ensure full adherence to EU visibility guidelines (with possibility of derogation where security concerns are evident).

Financial and contractual provisions for visibility are included in grant contracts and grant beneficiaries, and international organisation and EU Member States agencies have to adhere to the Visibility Manual.

In addition, the programme will develop its own communication strategy and specific awareness-raising, information and dissemination activities in order to inform the different stakeholders of the opportunities that it provides. It will also promote synergies in terms of communication between the different projects. Due regard will be given to the linguistic necessities.

⁵ T05-EUTF-HOA-REG-28

All implementing partners will provide, on a quarterly basis the following:

- A short update of the project's progress (no more than 500 words) including key facts and figures
- A photo album (of 10-20 photos, including descriptive captions with names of beneficiaries, activities, location etc.)
- A short video clip (1-2 minutes maximum) – e.g. of an activity at the project or interviews with beneficiaries/partners (even if it is done with basic equipment such as a smartphone).
- Human interest stories – these can be either in the format of a short video accompanied by a text, or in text format with accompanying photos. All stories should highlight concretely the impact of the funding on the individual beneficiary and should include quotes.

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU. This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action. Appropriate contractual obligations shall be included in the procurement contracts. The Communication and Visibility Manual for European Union External Action⁶ shall be used to establish the Communication and Visibility Plan and the appropriate contractual obligations.

The Akvo RSR⁷ on-line reporting platform, which is available to the public, will be used to communicate and report on this action as well as on all project components. Akvo RSR links directly to the EUTF website. The project logical frameworks will be encoded in their respective Akvo pages and regular reporting of project activities and outputs will take place on this platform.

⁶ <https://ec.europa.eu/europeaid/node/17974>

⁷ Akvo Really Simple Reporting

Annex I: Mapping against EUTF strategic priorities, Valletta Action Plan and UN SDGs

EU Trust Fund Strategy	Valletta Action Plan	United Nations Sustainable Development Goals
Four main areas of intervention	Five priority domains, and 16 initiatives	17 goals
<p>1) Greater economic and employment opportunities</p> <p>2) Strengthening resilience of communities and in particular the most vulnerable, as well as refugees and displaced people</p> <p>3) Improved migration management in countries of origin and transit</p> <p>4) Improved governance and conflict prevention, and reduction of forced displacement and irregular migration</p>	<p>1) Development benefits of migration and addressing root causes of irregular migration and forced displacement</p> <ol style="list-style-type: none"> 1. To enhance employment opportunities and revenue-generating activities 2. To link relief, rehabilitation and development in peripheral and most vulnerable areas 3. To operationalize the African Institute on Remittances 4. To facilitate responsible private investment and boost trade <p>2) Legal migration and mobility</p> <ol style="list-style-type: none"> 5. double the number of Erasmus scholarships 6. pool offers for legal migration 7. organise workshops on visa facilitation <p>3) Protection and asylum</p> <ol style="list-style-type: none"> 8. Regional Development and Protection Programmes 9. improve the quality of the asylum process 10. improve resilience, safety and self-reliance of refugees in camps and host communities <p>4) Prevention of and fight against irregular migration, migrant smuggling and trafficking of human beings</p> <ol style="list-style-type: none"> 11. national and regional anti-smuggling and anti-trafficking legislation, policies and action plans 12. strengthen institutional capacity to fight smuggling and trafficking 13. pilot project in Niger 14. information campaigns 	<ol style="list-style-type: none"> 1) End poverty in all its forms everywhere 2) End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3) Ensure healthy lives and promote well-being for all at all ages 4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 5) Achieve gender equality and empower all women and girls 6) Ensure availability and sustainable management of water and sanitation for all 7) Ensure access to affordable, reliable, sustainable and modern energy for all 8) Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 9) Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation 10) Reduce inequality within and among countries 11) Make cities and human settlements inclusive, safe, resilient and sustainable 12) Ensure sustainable consumption and production patterns 13) Take urgent action to combat climate change and its impacts 14) Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and

	<p>5) Return, readmission and reintegration</p> <p>15. strengthen capacity of countries of origin to respond to readmission applications</p> <p>16. support reintegration of returnees into their communities</p>	<p>halt biodiversity loss</p> <p>16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <p>17) Strengthen the means of implementation and revitalise the global partnership for sustainable development</p>
--	---	--

ANNEX II - INDICATIVE LOGFRAME MATRIX

* EUTF indicator

** NDP indicator

	Results chain	Indicators	Baselines(incl. reference year)	Targets (incl. reference year)	Sources and means of verification
Overall objective: impact	To contribute to stability in Somalia by extending state authority and services, promoting local reconciliation and peace-building, creating economic opportunities and protecting the most vulnerable.	A- Fragile State Index (FSI) Score B- Mo Ibrahim Index of African Governance ((IIAG) Score C- GDP per capita (Current US \$) D- Unemployment Rate ** E- Food imports (% of merchandise imports) F- Food exports (% of merchandise exports) G- Annual GDP growth rate (%) **	A- 113.4 (2017) B- 11.6 (2016) C- 434.2 (2016) D- 59% (2016) E- TBD F- TBD G- 3% (2016)	A- 110 (2022) B- 12 (2022) C- 490 (2022) D- 50% (2019) and TBD (2022) E- TBD F- TBD G – 6% (2019) and TBD (2022)	- FSI Score on http://fundforpeace.org/fsi/country-data/ - IIAG Score on http://iiag.online - GDP per capita on https://data.worldbank.org/indicator - Unemployment Rate (NDP) - Data from Chamber of Commerce and Ministry of Trade - Ministry of Finance Records, Economic Surveys
Specific objectives: outcomes	1. Increase the reach and legitimacy of local and municipal authorities, and their capacities to provide services; promote reconciliation and peace-building; and deliver peace dividends.	1.1 - Number of districts that have implemented decentralized local governance policies and framework guiding service delivery 1.2 Number of districts with improved capacity to plan, budget, manage and monitor basic service delivery 1.3 - % of district with plans and budget that reflects communities priorities including priorities from women, youth and marginalized groups 1.4 - Population satisfaction of local government performance	1.1 - To be determined during inception phase (2018) 1.2 - To be determined during inception phase (2018) 1.2 - To be	To be determined during inception phase (2022)	1.1 - Annual reports of implementing partners 1.2 and 1.3– Capacity Assessment / Review and PWG milestones reports 1.4 – Perception survey led by UN and other implementing partners.

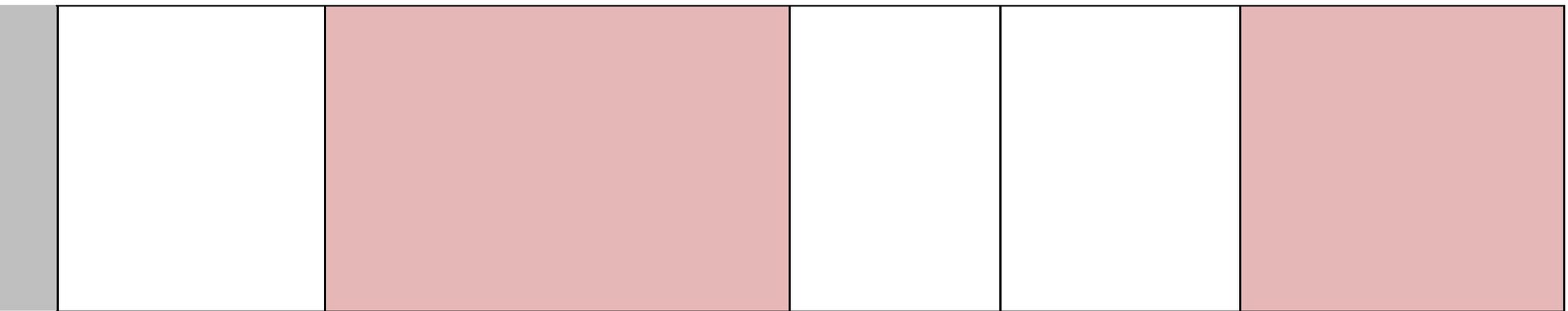
	improves with a breakdown in relation to services, stability and development environment	determined during inception phase (2018) 1.2 - To be determined during inception phase (2018)
2. Revitalize and expand the Somali economy with a focus on livelihood enhancement, job creation and broad-based inclusive growth	<p>2.1 - Number of formal and informal jobs created and jobs placements facilitated *</p> <p>2.2 - Number of micro and small enterprises supported *</p> <p>2.3 - Proportion of people below poverty line with a poverty line of \$1.58 per capita (PPP) **</p> <p>2.4 - Share of private sector investment in GDP (%) **</p> <p>2.5 - No of Public-Private partnership projects implemented and their total value in USD **</p> <p>2.6 - Number of vulnerable people benefitting from graduation pathways support</p> <p>2.7 - Number of plans developed with active involvement of women or marginalized groups and taking care of their needs</p>	<p>2.1 - 0 (2018)</p> <p>2.2 - 0 (2018)</p> <p>2.3 - 69% (2016)</p> <p>2.4 - 8% (2016)</p> <p>2.5 - 0 (2018)</p> <p>2.6 - 0 (2018)</p> <p>2.7 - 0 (2018)</p>

<p>2.1 Mid-term and Final programme evaluations</p> <p>2.2 Mid-term and Final programme evaluations</p> <p>2.3 World Bank High Frequency Survey, Household Income/Expenditure Surveys (NDP target 2019 : 62%)</p> <p>2.4 - Ministry of Finance Records, Economic Surveys</p> <p>2.5- Mid-term and Final programme evaluations</p>

<p>3. Provide safety nets to vulnerable people to contribute to strengthening their recovery and resilience.</p>	<p>3.1 - Number of people receiving food-security related assistance *</p>	<p>3.1 – 0 (2018)</p>	<p>Mid-term and Final programme evaluations</p>
<p>I. Key Result 1: Stabilisation and Governance Component Local and municipal authorities are established and their capacities strengthened to identify community needs, plan and implement area-based development, and deliver services; conflict and grievances between communities are reconciled; and the dividends of peace realised.</p>	<p>1.1 – Number of Urban/territorial/communities plans developed thanks to ILED programme 1.2 - Number of districts where provisions of the improved decentralization framework have been implemented 1.3 - Number of districts with improved arrangements for local revenue generation implemented 1.4 Number of districts facilitating service delivery and local investment thanks to Local development Fund 1.5 Number of districts with effective community auditing established measuring accountability and transparency of local governments performance 1.6 - Number of Service Delivery Models designed and implemented by relevant sector ministries, local government and non-state actors 1.7- Number of people benefiting from enhanced basic service delivery thanks to ILED programme. 1.8 - Number of people participating in conflict prevention and peace building</p>	<p>1.1 - 0 (2018) 1.2 – TBD (2018) 1.3 – TBD (2018) 1.4 – TBD (2018) 1.5 – TBD (2018) 1.6 – TBD (2018) 1.7 - 0 (2018) 1.8 – 0 (2018) 1.9 – 0 (2018)</p>	<p>- Reports of the Inter-ministerial Committee on Decentralization - Implementing partners project reports Mid-term and Final programme evaluations</p>

		<p>activities* thanks to ILED programme</p> <p>1.9 - Number of institutions and non-state actors benefitting from capacity building on security, conflict prevention and human rights* thanks to ILED programme</p> <p>1.10 Number of participatory planning workshops organised to engage with authorities and communities</p> <p>1.11 Number of infrastructure needs assessment conducted across target areas</p> <p>1.11 Number of infrastructure constructed that respond to government/community priorities</p> <p>1.12 Number of infrastructure rehabilitated that respond to government/community priorities</p>			
Outputs:	<p>II. Key Result 2: Inclusive and Sustainable Economic Growth Component</p> <p>The incomes and livelihoods of people in these geographic areas are increased, including through new jobs and inclusive economic opportunities, and infrastructure rehabilitation.</p>	<p>2.1 - Number of people assisted to develop economic income-generating activities *</p> <p>2.2 - Number of people benefiting from professional trainings (TVET) and / or skills development *</p> <p>2.3 - Number of producers with sustainable access to inputs and natural resources (water, land, marine resources, etc.)</p> <p>2.4 - Hectares of land benefitting from improved agricultural management *</p> <p>2.5 - Number of people receiving services along selected value chains</p> <p>2.6 – Number of regulations and laws approved</p> <p>2.7 - Amount of private investments generated/mobilised</p>	<p>To be determined during inception phase (2018)</p>		<p>Implementing partners project reports</p> <p>- Mid-term and Final programme evaluations</p>

	<p>2.8 - Volumes of products merchandised</p> <p>2.9 - Number of producers who improve their productivity (and reduce losses)</p> <p>2.10 Number of vulnerable people benefitting from graduation pathways support</p> <p>2.11 – Number of productive infrastructure rehabilitated / constructed</p>		
<p>III. Key Result 3: Social Safety Nets Component</p> <p>Vulnerable households and groups are enrolled into a social safety net system.</p>	<p>3.1 - - National social safety net system designed</p> <p>3.2 – Number of people benefiting from the safety net scheme thanks to EU support</p>	<p>3.1 – Not exiting (2018)</p> <p>3.2 - 0 (2018)</p>	<p>- Implementing partners project reports</p> <p>- Mid-term and Final programme evaluations</p>
<p>Cross-cutting</p>	<p>A - Number of strategies, policies and plans developed and/ or directly supported *</p> <p>B - Number of staff from governmental institution trained *</p> <p>C- Number of planning, monitoring and/ or learning tools set-up, implemented and / or strengthened *</p> <p>D- Number of multi-stakeholders groups and learning mechanisms formed *</p> <p>E- Number of infrastructures constructed or rehabilitated (disaggregated social / economic) **</p> <p>F- Number of local governments that adopt and implement local disaster risks reduction strategies *</p>		<p>- Implementing partners project reports</p> <p>- Mid term and Final programme evaluations</p>



Annex III: EUTF indicators as part of the Monitoring and Learning System

EUTF COMMON OUTPUT INDICATORS *				
1. Greater economic and employment opportunities		Optimal disaggregation (in addition to geographical location)	3. Improving Migration Management	Optimal disaggregation (in addition to geographical location)
1.1	Number of jobs created	Gender Target groups (refugee, IDP, Host community, returnee, migrant in transit) Age group Types of Job (permanent, short term, cash for work, etc.) Location	3.1	Number of projects by diaspora members Type of projects
1.2	Number of MSMEs created or supported	Type of support (access to finance, business development, training, equipment, market access, etc.)	3.2	Number of migrants in transit, victims of human trafficking, children in the mobility, IDPs and refugees protected or assisted. Gender Target groups (refugee, IDP, returnee, migrant in transit) Age group Types of Protection (protection measures, medical and psychosocial, shelter, food, legal, etc.)
1.3	Number of people assisted to develop economic income-generating activities	Gender Target groups (refugee, IDP, Host community, returnee, migrant in transit) Age group Types of support (funding, finance education, entrepreneurship prog., business dev service, etc.)	3.3	Number of migrants, or potential migrants, reached out by information campaign on migration and risks linked to irregular migration Gender Target groups (refugee, IDP, returnee, migrant in transit) Age group
1.4	Number of people benefiting from professional trainings (TVET) and/or skills development	Gender Target groups (refugee, IDP, Host community, returnee, migrant in transit) Age group Types of TVET (professional training, skills dev scheme, internship, other)	3.4	Number of voluntary returns or humanitarian repatriation supported Gender Age group Types of assistance (transportation, pre-departures counselling assistance to obtain documents, return tickets, travel escorts, assistance upon arrival, etc.)
1.5	Number of job placements facilitated and/or supported	Gender Target groups (refugee, IDP, Host community, returnee, migrant in transit) Age group Types of Job (permanent, short term, cash for work, incentive, etc.)	3.5	Number of returning migrants benefiting from reintegration assistance Gender Age group Types of assistance (income generating, medical, education, housing support etc.)
1.6	Number of industrial parks and business infrastructure created, expanded or improved		3.6	Number of institutions and non-state actors strengthened through capacity building or operational support on protection and migration management Types of support (capacity building, operational support, etc.)
1.7	Financial volume of new funding instruments for scholarships or self-employment		3.7	Number of individuals trained on migration management Target groups (state, non-state)
1.7 bis	Financial volume granted to individual recipients		3.8	Number of refugees and forcibly displaced persons receiving legal assistance to support their integration Gender Target groups (refugee, IDP) Age group
2. Strengthening resilience		Optimal disaggregation (in addition to geographical location)	3.9	Number of early warning systems on migration flows created
2.1	Number of local development plans directly supported		3.10	Number of people benefitting from legal migration and mobility programmes Gender Age group
2.1 bis	Number of social infrastructure built or rehabilitated	Use of infrastructure (health, education, water, sanitation, housing, domestic energy, legal, etc.)	3.11	Number of activities/events explicitly dedicated to raising awareness and sensitivity of general public regarding all aspects of migration Types of activity (media campaigns, etc.)
2.2	Number of people receiving a basic social service	Gender Target groups (refugee, IDP, Host community, returnee, migrant in transit) Age group Types of Service (health, education, water, sanitation, housing, energy, legal, nutrition, etc.)		
2.3	Number of people receiving nutrition assistance	Gender Target groups (refugee, IDP, Host community, returnee, migrant in transit) Age group	4. Improved governance	
2.4	Number of people receiving food security related assistance	Gender Target groups (refugee, IDP, Host community, returnee, migrant in transit) Age group Types of assistance (social protection schemes, training on agri practice, agri inputs, land dev, etc.)	4.1	Number of border stations supported to strengthen border control
2.5	Number of local governments and/or communities that adopt and implement local disaster risk reduction strategies		4.2	Number of staff from governmental institutions, internal security forces and relevant non-state actors trained on security, border management, CVE, conflict prevention, protection of civilian populations and human rights Gender capacity building Type of
2.6	Hectares of land benefitting from improved agricultural management	Types of support (irrigation, rehabilitation, improved management, etc.)	4.2 bis	Number of Institutions and Non-State actors benefitting from capacity building and operational support on security, border management, CVE, conflict prevention, protection of civilian populations and human rights Gender capacity building Type of
2.7	Number of people reached by information campaigns on resilience-building practices and basic rights	Gender Target groups (refugee, IDP, Host community, returnee, migrant in transit) Age group Types of practices and rights (health, education, water, energy, rights, etc.)	4.3	Number of people participating in conflict prevention and peace building activities Gender Target groups (refugee, IDP, Host community, returnee, migrant in transit) Age group Types of Activities (community dialogue, civilian mediation, peacebuilding, awareness raising, etc.)
2.8	Number of staff from local authorities and basic service providers benefitting from capacity building for strengthening services delivery	Type of service (health, education, etc.)	4.4	Number of victims of trafficking assisted or referred to assistance services Gender Target groups (refugee, IDP, Host community, returnee, migrant in transit) Age group Types of Services (medical assistance, psychosocial assistance, counselling, accomodation, legal counselling, family tracking, travel docs, assistance to voluntary return, etc.)
2.9	Number of people having improved access to basic services	Target groups (refugee, IDP, Host community, returnee, migrant in transit)	4.5	Number of cross-border cooperation initiatives created / launched or supported
CROSS-CUTTING		Optimal disaggregation	4.6	Number of strategies, policies and plans developed and / or directly supported Types of output
5.1	Number of multi-stakeholders groups and learning mechanisms formed and regularly gathered	Type of actors (state-level, local authorities, civil society) Goal of the group/platform (coordination or learning)	4.7	Number of refugees benefiting from an Out-of-Camp policy
5.2	Number of planning, monitoring, learning, data-collection and analysis tools set up, implemented and / or strengthened	Types of tools (studies, needs assessment, market assessments, reporting and statistics, etc.)	4.8	Number of national/regional/local networks and dialogues on migration related issues newly established or functionally enhanced
5.3	Number of field studies, surveys and other research conducted	Focus of research		

* Definition and methodology will be introduced to the implementing partners of the action

The Somaliland corridor

This corridor including a broad area including Burao, Berbera, Hargeisa and Boroma is a well-established economic and trade corridor, which has been the target of development assistance and the Somaliland Government's plans for many years. There are no security concerns to speak of and the route is a generally well-functioning trade route between Ethiopia and Somaliland, connecting the sea port of Berbera with interior areas of Somaliland and neighbouring Ethiopia. Imports and exports both flow along this channel.

While this corridor offers potential, due to the political, security and economic environment, this route has been the focus of significant investment over the years and further exploration is required as to whether a public works programme e.g. road rehabilitation is appropriate, given its suitability for much more significant infrastructure development. Other options for developing transport infrastructure may be more appropriate.

Environmental concerns in Somaliland in general are very significant and have reached a new prominence due to the extent of the drought this area. The remittance and trade sectors have mitigated the worst of this impact but support to rural livelihoods and the environment is an important issue, and one that can be developed, where rural access is much more limited in other parts of Somalia.

This route however includes major urban centres and a very significant remittance economy. The potential for vocational training is often raised in Somaliland, which has several higher education institutions but few vocational training centres.

Northern Corridor

The corridor which goes parallel to the Indian Ocean coast from main Galmudug towns (Dushamareb, Adado) towards the port of Bosasso is an important trade route, connecting the port of Bosasso with markets in Puntland and Central regions. Unlike the Somaliland corridor there are many borders within this corridor, at the southern border of Puntland, neighbouring Galmudug region, as well as in relation to areas controlled by Al Shabaab along this route. Governance issues are problematic and complex along this route, and security along this route is therefore problematic.

While urban centres along this corridor are not as large or developed as the Somaliland corridor, these areas do have a number of significant towns and an important remittance economy, that is biased towards urban centres. Vocational training in relation to trade, marketing and skilled jobs has had some success in previous EU programmes.

The rural areas along and beyond this corridor are amongst the driest in the country and pastoralism is the dominant livelihood outside of the urban centres. There are also small-scale fishing activities in coast areas but, with the exception of Bosasso and nearby villages, there are in remote areas.

Shabelle Corridor

The Shabelle corridor has both political and economic logic to it although this area is extremely politically volatile and the presence of Al Shabaab at various points is significant. Mogadishu port and city offer a critical trade hub for imports and exports and the movement of goods between rural and urban areas. Belet Weyn in the northern end of this corridor is closely linked to trade with Ethiopia and central regions.

The Shabelle river is a major irrigated agricultural area and an important economic area for absorbing surplus population (and livestock) from other areas in times of need.

Social dynamics are complex in this and all riverine areas in Somalia with major marginalised populations i.e. the Somali Bantu, who are often preyed upon by more powerful groups.

Juba Corridor

The Juba river corridor is the least corridor-like in political and economic terms. Although the region is part of the same administrative area, the capital, Kismayo, has long been considered a separate political entity from its neighbouring areas let along the more distant region of Gedo. Trade and people flow much more in an East-West direction between Somalia and Kenya than in a North-South direction.

Similarly, agro-ecological features are quite different, with Middle and Lower Juba in the south containing the highest annual rainfall levels in the country, and a predominantly cattle-based pastoral and agro-pastoral livelihood, whereas Gedo is much drier and based on camel pastoralism. While the river is a linking feature, southern areas (Middle Juba and Lower Juba, and up to Baardheere) have much greater irrigation potential, including with the presence of larger-scale commercial farms (historically major plantations were present in the south).

Al Shabaab is present and has various strongholds at different points/areas within this corridor and social dynamics are also complicated, as with all riverine areas, where the indigenous Bantu population, have long been exploited by more powerful groups.

In this corridor, access has largely been limited to Kismayo town, and to urban and rural areas in northern Gedo. Northern Gedo has an enormous history of international support to the irrigated agricultural sector, with questionable returns and high levels of co-option by powerful groups.