



Department  
for International  
Development

# **Operational Plan 2011-2016**

## **DFID Somalia**

Updated December 2014



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## Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve; covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improving access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

## Context

After two decades of conflict, Somalia is the one of the **world's most fragile states**. It remains a base for extremists, and insurgent groups and clan conflicts still affect parts of the country. While Somalia is moving towards a federal structure, a full political settlement has not yet been reached, and development needs are immense. Now, for the first time in a generation there is a real opportunity to address these challenges, with the Federal Government of Somalia (FGS) two years into its mandate, and resources available through the New Deal to support improved security, stability and services. The challenges facing the FGS are great - not least, reaching a national political settlement including the formation of federal member states, providing security, and holding national elections in 2016. Over 22,000 AMISOM troops are deployed in South Central Somalia under a United Nations Security Council mandate. These continue to play a vital role, alongside the Somali National Army (SNA), in clearing and holding territories recovered from Al Shabaab. The medium-term goal is for security to be delivered by Somali security institutions, operating under the rule of law.

The causes of conflict in Somalia are complex. It has known periods of stability and security in recent decades, and some parts remain relatively free of violence. But multiple levels of armed conflict and insecurity exist in parts of the country. These include communal clashes over resources, political clashes over control of the state and its resources, regional involvement (sometimes through proxies), and violence fuelled by global ideologies – which has also spread into neighbouring countries. The effects of the conflict are far-reaching. In 2014 1.1 million people are internally displaced and 43% of the population live on less than \$1 a day. The unemployment rate is estimated at over 60%. Women and girls suffer disproportionately – a woman has a 1 in 10 chance of dying during her reproductive years, levels of violence against women are very high and 98% of women have undergone female genital mutilation/cutting. Years of conflict, drought and flooding have caused a prolonged **humanitarian crisis** and in 2011 Somalia was badly affected by famine. One million people are estimated to be in need of emergency assistance with a further 2.3 million on the emergency threshold.

Instability in Somalia has broader impacts. It presents risks to regional stability and remains the source of serious threats to the UK and elsewhere. Somalia is a **priority country for the UK National Security Council (NSC)**. The UK and EU have hosted a series of high level conferences in London and Brussels, coordinating international support for peacebuilding and state-building goals in Somalia, and culminating in agreement of the New Deal Compact in September 2013. DFID's work is an important part of the **UK government strategy for Somalia 2014 - 2017**, which supports Somalia to become a stable and resilient country. DFID staff works as one team with the rest of the UK government, in the British Embassy Mogadishu (BEM), and alongside the Somalia Unit in London, to deliver the strategy.

Somalia is often thought of as three zones, with different characteristics. The autonomous zone of **Somaliland** (over 2 million people) remains more stable than the rest of the country, although development needs are high. Somaliland secured its own Special Arrangement under the New Deal and is spearheading reforms including on public financial management. The next test will be holding free and fair elections in 2015. Semi-autonomous **Puntland** (over 2 million people) has government institutions and a degree of stability. However, it continues to suffer from insecurity and criminality, as well as ongoing tensions with Somaliland in the disputed regions of Sool and Sanaag. **South Central Somalia** (over 6.5 million people) remains highly insecure but is making political progress with the formation of interim regional administrations, starting with Jubaland in 2013. This state formation process is contested, and substantial work will be needed to ensure these agreements hold. Nearly 75% of Somalia's humanitarian needs are in South-Central, and access by international partners remains highly constrained due to insecurity. However effective programmes are possible, particularly where local government functions, and should become more feasible as central and regional government institutions strengthen. Somalia has potential, notably in telecoms, with prospects for growth in fisheries and agriculture. GDP is estimated at around \$680 per capita.

With the opening of the British Embassy in Mogadishu in 2013 and the UK office in Hargeisa, DFID can now operate more extensively in Somalia. DFID has also diversified its delivery modalities in Somalia, working through a **range of partners**, including UN and non-governmental implementing partners, private sector, consultancy-managed funds, and the World Bank multi partner fund.

# Vision

## Overview

DFID aims to promote longer-term stability, and to transform the lives of poor Somalis. Our programme supports the delivery of the UK's Strategy for Somalia and the New Deal Somali Compact. A focus in the next two years will be to help ensure the conditions are right for a legitimate and representative national election in 2016. This includes supporting progress towards a political settlement, including through a Constitutional Review; consolidating progress on state formation and the development of a federal Somalia; and helping to bring peace, stability and development to areas as they are recovered from Al Shabaab control. We will support Puntland, the Interim Jubba Administration, and other state entities as they are formed, to come to a political and resource sharing arrangement with Mogadishu. Meanwhile we will continue to respond to development needs, wherever most needed, while avoiding pre-empting the outcome of the political process. We will continue to help Somaliland build on its development gains, including by supporting 2015 elections.

The DFID Somalia programme supports the achievement of the New Deal state-building and peace-building goals. We will channel a large part of our aid through the Somali Development and Reconstruction Facility, set-up under the New Deal to encourage aid delivery through consolidated multi-donor funds, in particular those managed by the World Bank and the UN. Our programme has a particular focus on a) governance and peace-building, supporting the political settlement, and building the capacity of institutions and conflict resolution mechanisms at the federal and sub-federal levels; b) economic development, through a large new programme promoting private sector development, income generation, and growth transmission. Funding from the HMG International Climate Fund brings new support to renewable energy generation in Somaliland, which should drive down energy costs and encourage investors; c) human development, building a healthcare system and delivering basic health services for women and children. Contributions from DFID's Girls' Education Challenge and Global Partnership for Education also support girls in marginalised communities and increasing primary school enrolment rates; d) humanitarian assistance and building the resilience of the most vulnerable to humanitarian shocks. Meanwhile the cross-Whitehall Conflict Pool, to be replaced by the Conflict, Stability and Security Fund, will continue to help ensure that UK's objectives in Somalia are met.

There is much to build on, including a strong tradition of business and trade; deep-rooted community mechanisms for governance and resolving disputes; and a large, active and sometimes wealthy diaspora. Meanwhile recent challenges include minimising the potential for both disruption of remittance flows to Somalia, following the withdrawal of banking services to the largest money service provider, and resource conflict over the emerging oil and gas sector.

As part of the HMG team, we support a coherent international approach to political, security, development and humanitarian issues in Somalia. We will continue to offer **leadership, across the donor community as a New Deal Donor**. We will continue to champion **innovation**, including through the DFID-initiated Somalia Stability Fund and Somaliland Development Fund. We have a renewed focus on **evaluation and evidence**, with a remote management evaluation recently commissioned, a population estimation survey soon to be published; **remote monitoring**, with new approaches starting to deliver results; and **risk management and accountability**, with a new strategy for managing corruption and fraud risk.

## Alignment to DFID and wider UK Government priorities

This operational plan has been developed with UK government colleagues as a central part of implementing the **UK strategy for Somalia**. It is aligned with the **Strategic Defence and Security Review** (SDSR) and supports delivery of DFID's **Structural Reform** priorities. We are supporting Somalia to implement its **National Action Plan, on ending sexual violence in conflict** and we will be increasing our efforts to tackle **Violence Against Women and Girls** and Female Genital Mutilation/ Cutting. We continue to help the UK to **honour international commitments**, including by increasing access to healthcare and reducing maternal mortality. We will increase our support for **economic development**, continue to focus on **girls and women**, and continue to strengthen our focus on **value for money** and **commercial capability** through implementation of improvement plans.

## Results 2011/12-2015/16

Pillar/Strategic	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)
Wealth Creation	Additional number of jobs created.  (Attributable to DFID funding.)	Somalia: 0 (new programme) (2010)  of which:  Somaliland: 0 (2010)	56,900 jobs created so far comprising 35,300 men and 21,600 women (2012/13)	45,000 (2015)
Wealth Creation	Length of road built, maintained or rehabilitated	0	<i>New Indicator</i>	105km (2015/16)
Wealth Creation	Number of farmers' households using additional inputs (seeds, fertiliser etc.) as a result of DFID's support –	0	<i>New Indicator</i>	1,250 (2015/16)
Governance and Peace-building	Total number of local governments (districts and communities) that meet citizens' performance criteria (participatory planning, budgeting, execution of priority services and projects).  (DFID is contributing to this total result. Accurate attribution is not possible.)	Somalia: 12 districts, 17 communities (281,000 beneficiaries) (2010)  of which:  Somaliland: six districts out of the nine supported (2010)	UN Joint Programme for Local Governance now operating in 16 districts in Somalia (2013)	Somalia: 16 districts, 23 communities (370,000 beneficiaries) (2015)  20 districts by 2015/16  (end-year snapshot)  of which:  Somaliland: eight districts out of the nine supported (2015)
Health	Number of modern birth-spacing methods distributed.  (DFID is contributing to this total result. Accurate attribution is not possible.)	Somalia: 5,823 (2010)	72, 886 (March 2014) against the revised indicator of number of modern birth-spacing methods distributed	Somalia: 100,000 (2014/15) cumulative  37,150 (2015/16)

Pillar/Strategic	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)
Health	Number of women having deliveries with skilled birth attendant.  (DFID is contributing to this total result. Accurate attribution is not possible.)	Somalia: 872 (2010)	20,054 (March 2014) against the revised indicator of number of women having deliveries with skilled birth attendant	Somalia: 40,000 (2014/15) cumulative  11,213 (2015/16)
Humanitarian	Number of starving children aged under five benefiting from specific acute malnutrition prevention programmes each year  (Attributable to DFID funding.)	Somalia: 60,000 (2010), 30,000 are girls  (Humanitarian need and activity in Somaliland currently low.)	75, 114 (2014) comprising 36,806 boys and 38,308 girls	Somalia: 61,000 (2015)  61,000 for 2015/16  (end-year snapshot),  31,500 will be girls



## Headline Results

**Supporting progress towards a political settlement, in particular on:** the formation of federal member states across Somalia, completion of the constitutional review, and preparation for parliamentary elections at the Federal level.

Strengthening core state functions, particularly: increased access to policing and formal justice systems across South Central Somalia (focused on Kismayo, Baidoa and Beledwayne); strengthened management capacity in target ministries at the federal level and in Puntland and Somaliland; and greater transparency and accuracy of public financial management systems (particularly the national budget).

**Strengthened economic growth and economic institutions** where results measures will be focused on levels of employment, road coverage, private sector investments, tax revenues and value-chain creation.

**Improved human development and resilience among most vulnerable populations.** Results measures will be focused around universally-accepted health indicators (including pilot work on social protection), resilience and humanitarian support for those in extreme need (especially women and girls given the impacts of malnutrition), poor education and maternal health on long term development prospects.

In each of these three results areas, we will seek to obtain sex - and age disaggregated data for the results to be achieved.

## Evidence Supporting Results

Statistics in Somalia are notoriously variable and unreliable, in part because of the poor security situation. Data availability and project monitoring are still major challenges. DFID has played a leading role in supporting the Population Estimation Survey for Somalia that in 2014 has delivered the first-ever credible measure of the number and characteristics of Somalia populations. We are confident that we will be able to demonstrate and quantify results particularly on health, humanitarian and access to justice interventions. We are also seeking to contribute to less easily measurable outcomes – but potentially those which have a very high impact for the UK as well as for Somalis - such as stability, community strengthening, and resilience to conflict and to extremist and criminal influence. The evidence base for our ability to affect these through our programmes is weaker, and an important part of our approach is to find innovative ways to create stronger evidence.

- Our proposed wealth creation outputs are grounded in good analyses by implementing partners of how jobs are created and the markets for particular sectors and products. We have done our own analysis of the main constraints to growth and job creation in Somalia. Our work on wealth creation aims to tackle these.
- Global evidence from UNICEF and the World Health Organisation (WHO), demonstrates that the health interventions we have selected will have high impact and are cost-effective. In this sector, Somalia is relatively rich in data and evidence. The main source of data is the UNICEF multi-indicator cluster survey (MICS) 2006. The 2011 MICS has provided better health status statistics for Somaliland and Puntland, and the UNFPA-led Population Estimation Survey is setting a platform for future data collection. We will use the existing evidence to guide our programming and explore new opportunities for innovation, such as the use of solar panels to provide power to health facilities, which we have piloted and now plan to scale up.
- The governance and peace-building pillar is informed by external research and analysis of state and peace-building efforts in Somalia, and by DFID's state-building and peace-building framework. Research on Somalia is analytically robust but cannot be backed up by reliable and long-term quantitative data. DFID is establishing a programme to improve the availability of polling data on governance and peace-building in Somalia to enable us and others to determine baselines, results and impacts of interventions in these sectors. This builds on surveys already conducted by Hargeisa University in five districts in Somaliland.
- The UN's Food Security and Nutrition Analysis Unit (FSNAU) provides comprehensive survey and assessment data to inform baseline and results measurements for humanitarian programmes to which DFID contributes. We are in the early stages of increasing our ability to monitor more attributable indicators, and increase our confidence in the monitoring (often done remotely) of UN, Red Cross/Crescent and non-governmental partners.

## Delivery and Resources

### Instruments of delivery

Over this Operational Plan period, the Somalia programme has changed radically, from a string of smaller projects to a small number of larger and more coherent programmes, in particular as we channel funds through the New Deal aid architecture. We have diversified from UN agencies and International NGOs to greater use of private sector fund managers, and we play a leading role in introducing new, innovative aid instruments in Somalia, including the Somalia Stability Fund to support peace-building at sub-federal levels, and the Somaliland Development Fund which responds to the priorities in Somaliland's National Development Plan.

### Other Delivery Mechanisms and Partners

**Governments:** We have a strong partnership with the Federal Government of Somalia in **Mogadishu**, and play a role in implementing a New Deal compact which defines the partnership between the Somalis and international partners. We continue to have a strong relationship with the **Somaliland** authorities, whose National Development Plan we are supporting through the Somaliland Development Fund. We also have a good relationship with the **Puntland** and **Interim Jubba Administration** authorities, with whom we agree how best to target the greatest development needs in their areas.

**Bilateral donors:** We work with other bi-laterals on specific areas of co-operation. We have attracted funding from other donors for various sectors and instruments, including a joint health programme (US, Sweden, Australia and Finland), the Somalia Stability Fund (UAE, Norway, Denmark, the Netherlands and Sweden) and the Somaliland Development Fund (Denmark and Norway). The UK currently co-chairs, with the Somali Prime Minister, the New Deal Somalia Development and Reconstruction Facility (SDRF) Steering Committee, the Somali Donor Group, and the wider Development Partners' Forum, bringing co-ordination and increased effectiveness to aid programmes and donor relations with the FGS and the federal and interim administrations.

**NGOs:** We continue to support international NGOs and we have provided funding this year to the NGO Consortium to improve capacity, information sharing, influencing and advocacy efforts of NGOs working in Somalia.

**Managing agents:** We are using more managing agents to deliver our programmes, to reduce the administration burden of an increasing aid budget and to widen and diversify the base of implementing partners working in Somalia.

**Private sector and diaspora:** We aim to lever more private sector investment through public/private partnerships. Our new economic development programme will help to improve the investment climate and build private sector capacity. Ministers and officials meet diaspora to hear their views and address their concerns, including recently on remittances.

### Multilateral Organisations

We continue to channel a large part of our funds through the **UN**, whose agencies have the widest reach and the greatest delivery experience. Our key UN partners are the UN Children's Fund (UNICEF), Food and Agriculture Organisation (FAO), UN Development Programme (UNDP), World Health Organisation (WHO), the Office for the Coordination of Humanitarian Affairs (OCHA) and UN Population Fund (UNFPA). We have a strong partnership with the **World Bank** and will initially be the largest donor to its new Multi Partner Fund, a key pillar of the New Deal aid architecture.

### Future organisation design and structure

The Somalia team structure comprises: a Head of Office overseeing 38 staff working on Somalia of which 19 are UK-based, and 19 are staff appointed in-country. The Nairobi based team is divided into three teams (Governance and Peace-building; Health, Wealth and Humanitarian; and a Policy and Programme Coordination Team). The team currently includes five programme-funded staff working jointly for DFID and other multilateral and bilateral organisations. DFID Somalia also shares with DFID Kenya an Accountability and Results Team and a Communications Officer in a joint British High Commission (BHC) Communications Team. During the

course of 2014/15 we recruited a DFID Representative who is based in Mogadishu. Other staff travel regularly to the British Embassy Mogadishu (BEM) and to the UK office in Hargeisa.

### **Maximising the Impact of our People**

2014/15 will see the introduction of Senior Responsible Officers for each of our programmes and a focus on rolling out DFID's Operational Excellence programme, including further developing programme management skills. We continue to build capacity and skills of all staff, including on programme management, anti-corruption, analysis of results and value for money, financial management and performance management. We continue to place special emphasis on developing anti-corruption and anti-fraud skills throughout the team and among our partners.

## Planned Programme Spend

Sum of Actual	Financial Year					2015/16 (provisional*)
	2011/12	2012/13	2013/14	2014/15		
Pillars/Strategic Priority	Resource £'000	Resource £'000	Resource £'000	Resource £'000	Capital £'000	Resource & Capital
Climate Change		9	118	250	30	
Conflict Pool		2,010				
Education	7	0				
Global partnerships		370	332	180		
Governance and security	10,306	11,967	20,665	36,740	650	
Humanitarian	80,639	36,096	32,448	35,550		
Multiple Pillars	108	1,294	63			
Poverty, hunger and vulnerability		11				
Wealth Creation	3,844	8,706	9,546	5,590	4,290	
Health	7,962	19,722	20,454	24,500		
<b>Grand Total</b>	<b>102,865</b>	<b>80,186</b>	<b>83,625</b>	<b>102,810</b>	<b>4,970</b>	<b>105,000</b>

\*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

\*\* The drop in Health spend reflects end of existing programmes. The new Health Business Case under design will increase spend in 2015/16.

## Planned Operating Costs

£'000	Financial Year			
Pillars	2012/13	2013/14	2014/15	2015/16 (provisional*)
Frontline Delivery Costs - Pay	1,543	2,062	2,449	
Frontline Delivery Costs - Non Pay	705	1,400	2,076	
Administrative Costs - Pay	167	194	207	
Administrative Costs - Non Pay	55	44	53	
<b>Grand Total</b>	<b>2,470</b>	<b>3,699</b>	<b>4,785</b>	<b>4,596</b>

\*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

## Delivering Value for Money

### Achievements

Since 2011/12 we have done the following to maximise the impact of every pound spent on poor Somalis:

1. **Designed programmes based on evidence of Cost Efficiency and Cost Effectiveness**
  - **Wealth Creation:** increased use of private sector implementing partners which we expect to improve value for money (VfM) and use of a World Bank multi-partner fund to benefit from economies of scale and so reduce operating costs.
  - **Health:** complementary interventions of the strengthening of government systems and the delivery of basic health services, using both UN and NGO partners to compare VfM.
  - **Humanitarian:** moved to a multi-year programme that allows greater focus on preventing crises through building household and community resilience, and allows partners to plan and procure more efficiently.
  - **Governance:** a diversified portfolio through a variety of implementing partners to strengthen both government capacity and accountability.
2. **Improved qualitative analysis of what actions partners are taking to maximise VfM:** we have designed and rolled out an innovative '*VfM Actions Template*' to enable partners to report to us in a clear way what actions they are taking to maximise VfM in terms of Economy, Efficiency and Effectiveness.
3. **Undertaken detailed studies of VfM where needed:** for instance, a study assessing the costs of delivering Essential Primary Health Services in the three zones of Somalia. Somalia is a high cost country to operate in given security problems, poor infrastructure and government capacity, and low population density. The study found that the cost of delivering a birth in a primary health centre ranged from \$31 to \$44. Although this is towards the top of the range in Africa (\$20 to \$40), it is not significantly above it. Compared to the high benefits of reducing poverty and building a stable Somalia, we believe that this represents good VfM.
4. **Established an Accountability and Results Team to improve programme design and implementation:** the team has specialists in economic appraisal, procurement, financial management, monitoring and evaluation, and quality assures project designs, tenders and monitoring reports.
5. **Increased the capacity and accountability of our staff on VfM:** we have provided training to staff two years running on the theory and practice of VfM, and ensured that teams have clear roles on VfM that are reflected in their work objectives.
6. **Increased the capacity of implementing partners on VfM:** we have run training workshops for all NGOs and private contractors, to explain DFID's approach to VfM and agree on common tools of analysis.

### Future Plans

We will complete and deepen the above progress through the following:

1. **Improved quantitative analysis of our projects VfM:** we are working to ensure that all of our projects have good VfM metrics in place by March 2015 to drive performance and demonstrate VfM against useful comparators. This includes:
  - **Economy:** we are benchmarking all consultancy fees against DFID rates centrally.
  - **Cost Efficiency:** we are requiring all programmes to report on the percentage of total costs which are administration costs in a consistent way to facilitate comparison.
  - **Cost Effectiveness and/or Economic Return:** ensuring that there is either an indicator of cost effectiveness, or gathering of data to enable the original cost-benefit analysis to be updated.
2. **Donor coordination:** encouraging other donors to join together with us in ensuring VfM from our implementing partners.

## Monitoring and Evaluation

**How:** Somalia is one of the most difficult environments in the world in which to undertake project monitoring, with conflict and security presenting significant challenges to our partners, and particularly to direct monitoring by DFID staff. Addressing these challenges is a priority and one on which we have scaled up our efforts. DFID Somalia continues to explore innovative tools that harness the use of technology in Somalia, such as mobile and web-based data collection, and direct participatory monitoring. To facilitate increased and more regular access by DFID staff, we are investing in strengthened risk management (working with the UN, donor partners and Somali authorities). We also use the British Embassy Mogadishu and the UK office in Hargeisa as bases for accessing wider parts of Somalia. Each of our programmes is underpinned by a monitoring framework that tracks progress. Good data sources exist, such as the six monthly post-rains assessments of the humanitarian situation and the UNICEF Multiple Indicator Cluster survey on health. Where the evidence base is weak or data is unavailable for monitoring, we are commissioning or supporting partners to undertake new data collection. This includes population estimates and polling of citizens on issues of safety, governance and government service provision.

**Who:** Our UN, non-governmental and other implementing partners are responsible for day-to-day monitoring. DFID Somalia lead advisers and programme staff provide oversight, and are responsible for reviewing progress against results frameworks regularly. The Accountability and Results Team (ART) provides a quality assurance role, feeding into design work to ensure effective monitoring frameworks, and contributing to annual reviews. Two Results Advisers provide support to teams to improve the quality of their results management. We are also providing Technical Assistance to implementing partners to improve their monitoring systems. We have developed an independent third-party monitoring system for our portfolio, which from 2014/15 is conducting over 100 independent verifications of DFID-funded activities and results per year.

**When:** We maintain continuous dialogue with implementing partners about programme performance, and results reporting is on an agreed cycle (usually quarterly). During annual reviews we assess progress against programme outputs and outcomes, disaggregated where possible for women and men. DFID Somalia uses six monthly meetings to peer review results performance and risk management.

**What:** Monitoring is used for project management to assess portfolio performance and value for money, and to inform future programming decisions. We use the results framework to report on headline results, and feed into DFID Somalia's communications material.

### Evaluation

DFID Somalia used evidence from impact evaluations of community-based development programmes in other fragile states to inform the design of ours and the implementing partners are undertaking evaluation of that project. We developed an evaluation strategy in 2012, to help determine which of DFID Somalia's other projects would be subject to evaluation – 5 programmes now have evaluations underway or planned and we have commissioned (2014) a cross-cutting evaluation of our approach to remote management. DFID Somalia supports partners to ensure that evaluations are carefully planned, conducted and used –our Accountability and Results Team (shared with DFID Kenya) is led by an Evaluation Adviser.

### Building capacity of partners

To strengthen the capacity of the international community and Somali authorities to focus on results and use information for improved decision making, the DFID Somalia Results Adviser dedicates 50% of their time to working with external partners on this agenda. We are encouraging joined-up lesson learning and evaluation, and continue to support the UN Resident Coordinator's Office to strengthen monitoring and evaluation across the UN system.

## Transparency

Transparency is one of the top priorities for the UK government. It helps people see where money is going and for what purpose. It helps improve value for money and makes governments everywhere more accountable to their citizens. DFID is a world leader in aid transparency and has an ambitious vision for both DFID and its partners. We will ensure that we play our part in continuing to work towards that vision – set out in a suite of commitments the Aid Transparency Guarantee (ATG), Aid Transparency Challenge (ATC) and DFID's Open Data Strategy.

### Actions to ensure DFID meets its commitments in the UK Aid Transparency Guarantee

DFID Somalia will promote transparency, and contribute to DFID's commitments in the UK Aid Transparency Guarantee in a number of ways.

#### Publication of information

We will support DFID's transparency commitments by:

- Ensuring that all project documentation is published on the Development Tracker (<http://devtracker.dfid.gov.uk/search?query=somalia>). We will publish detailed information on all new programmes and all procurement over the relevant thresholds. Annual project performance reporting and end of project evaluation will also be published.
- Ensuring that all information in the public domain is comprehensive, accessible, accurate, timely and written in plain English. We will work hard to promote access to information in Somalia. This includes continuing in-house production of communication materials such as country fact sheets and sector briefs, and providing information on our main actions and results.
- Publishing a summary of this Operational Plan and all project summaries.
- Mapping our programmes so that we can visualise where our support is targeted.

#### Supporting transparency in our work

- We will increase opportunities for those directly affected by our projects to provide feedback on project performance.
- We will seek similar levels of transparency from our partners (CSOs, contractors, other donors). We will help to strengthen transparency among other donors and the broader development effort in Somalia. We will support efforts led by the FGS and international partners to implement the Busan New Deal for Fragile States, including by contributing data to the Somalia donor mapping exercise in order to increase transparency of donor flows to Somalia and the results achieved.
- We will work with government officials to help them manage revenue and donor financing, and encourage them to be more transparent to their citizens about their budgets and plans. We are supporting the government to implement a Public Financial Management (PFM) reform plan which will improve the transparency of public finances. Through our governance programming we will increase the capacity of civil society to hold both donors and government accountable to citizens for how aid is spent in Somalia. We propose to publish health and financial information in health facilities to facilitate transparency and thereby empower stakeholders. We are also looking at IT solutions to better enable remote management and strengthen engagement with our partners.
- We will organise stakeholder meetings to share new policy directions and programme priorities of the UK government to better fight poverty.



## Annex A: Changes to Operational Plan

Page Number	Change made to operational Plan	Reason for change
5 - 6	Context/Vision	The Somalia context was updated to reflect a number of changes since the OP was first written. It captures more recent data on development needs in Somalia. It also describes the changing political and security context across much of South Central Somalia following a series of military offensives against Al Shabaab and political agreements on the formation of interim regional administrations. It notes the peace and state building goals to be delivered by the Federal Government before the end of its mandate in 2016, and the channelling of international support through the New Deal.
9	Indicator names for health	Instead of family planning (FP) users we are now reporting number of FP methods distributed as this is the only data that can be measured from clinics - the systems and wider data are not in place to measure FP new users. Instead of births attended by nurse, midwife or doctor we are now reporting any skilled attendant as this is a more appropriate level for the context we are working in, the purpose is to at the very least have mothers delivering with someone with a minimum standard of midwifery skills- they may not be a nurse, midwife or doctor.
10	Reduced births attended indicator to from 100,000 to 40,000	This target was set at the start of the OP and it has become obvious that it is too ambitious a target for where we are working - 40,000 is a more appropriate target
14	Value for Money	The VfM section has been completely rewritten to present what has been achieved and future plans, whereas the previous text outlined mainly challenges and plans.
16	Some updating of the M&E section	Reflecting the position now, and editing to present details concisely.

## Annex B: Human Rights Assessment

The UK recognises that the realisation of all human rights underpins sustainable development. Through its development programmes, the UK aims to support civil society and governments to build open economies and open societies in which citizens have freedom, dignity, choice and control over their lives; and institutions that are accountable, inclusive and responsive.

### Human rights context:

Somalia has suffered a human rights crisis for the last 24 years, characterised by serious violations of human rights and humanitarian law and some of the worst humanitarian and human development indicators in the world. There is a lack of reliable data available on human rights indicators and trends. Somalia is a country of concern according to the FCO's HR Annual Review.

Economic and social rights: Somalia is ranked lowest on the Human Development Index. Life expectancy is 51 years – 16 years below the regional average (UN Statistics, 2012). At 180/1,000, under-five mortality is the worst in the world (WHO, 2012). The humanitarian situation has resulted in massive displacement and raised acute protection concerns: Over 1 million Somalis face acute food insecurity and over 3 million are in need of humanitarian aid or livelihood support (UNOCHA, August 2014). 43% of the population are estimated to live on less than US \$1 a day (UNDP, 2002); and only 30% of the population have access to safe water (UNICEF, 2008). Very little evidence exists on LGBT issues.

Non-discrimination: Discrimination is widespread, in particular in relation to women's rights and the rights of minorities. The widespread clan-based conflicts that have underpinned the collapse of the state since 1991 are fuelled by an expectation that dominant clans will exclude and marginalize less dominant clans, and this has driven the establishment of community militia and armed groups. There are significant populations that perceive themselves as considered second tier, including non-pastoral communities. UK programmes are informed by analysis of community divisions and perceptions of marginalization among different groups.

The TrustLaw Survey 2011 ranks Somalia as the fifth most dangerous country in the world for women and girls to live. Somalia holds the fourth lowest position globally on the Gender Inequality Index. At 1,200/100,000 maternal mortality rates are second only to Chad (UN, 2008). A report by the UN's independent expert on Somalia noted that domestic violence, sexual violence and female genital mutilation are some of the most common violations of women's rights reported across all areas of Somalia. In addition, women are marginalised in political decision-making processes, and differentially affected by violent conflict (Human Rights Council, 2011). UNICEF statistics show gross primary enrolment rate at 23% for girls (2007-10) compared with 42% for boys. However, 13.8% of MPs are now female, an increase on previous levels of representation. A report by the World Health Organization and Swedish International Development Aid (SIDA) estimated that up to 15 percent of the population was physically disabled. (State Department 2013).

Cultural barriers to disability exist, leading to many disabled people being hidden away by their families, requiring civil education as much as policy dialogue with government.

Civil and political rights: In 2014, Somalia continued to be ranked 'Not Free' by Freedom House. A lack of protection of civilians, rule of law and accountability has led to extrajudicial killings of judges and journalists by Federal Government security forces, as well as Al Shabaab. There remain serious human rights concerns in Somalia, including torture, extra-judicial killings, rape and gender-based violence, unlawful or arbitrary arrest, unfair trials, use of child soldiers and assassination of journalists. Impunity remains the norm, but Government has recently taken some steps to prosecute and punish officials for abuses. The Somali Provisional Constitution recognises sharia law and customary law, both of which prohibit same sex relations.

A Universal Period Review was undertaken in 2011, with Somalia accepting fully or partially all 155 recommendations formulated by Member States for the improvement of its human rights situation.

#### **Direction of travel:**

- The extension of the FGS/AMISOM control across Mogadishu and Somalia has significantly increased opportunities to extend international assistance to civilian populations.
- The FGS has shown an increasingly strong commitment to human rights. In September 2013 it announced the establishment of a Ministry for Women and Human Rights Development and a Post-Transition Human Rights Road Map for Somalia. The FGS has pledged to ratify the Convention on the Rights of the Child. The FGS made a commitment at the London conference to end FGM/C, but there is a long way to go.
- Significant challenges remain, including translating FGS commitments to uphold human rights into action in the context of weak control over its security forces. All have condemned the extrajudicial killings of prisoners by the FGS Security Forces. Positive steps have been taken in terms of developing security and justice sector development plans which, in the longer term, will assist with arresting human rights' abuses.

#### **UK approach and focus:**

**The 2013 Conference on Somalia in London focused on improving security and justice for Somalis as well as the prevention of sexual violence. The UK remains a lead donor in the reform and development of the security and justice sector in Somalia.**

#### **In addition, the UK will:**

**Support the realisation of social and economic rights** for the poorest through development programmes that provide access to health services for women and children, improve access to clean water, and address the nutrition of vulnerable groups including through the creation of sustainable jobs.

**Work to address inequalities** and, in particular, the rights of girls and women: through increasing access to healthcare including contraceptives, improving livelihoods and employment opportunities for women, and preventing sexual violence. The UK supported the FGS in launching its National Action Plan on ending sexual violence in conflict at the PSVI Conference in London in June 2014.

**Support medical interventions with victims of FGM and cater for IDPs with disabilities** through, for example, mainstreaming disabled access to water services and latrines, which in turn prevents polio.

**Improve inclusion and accountability** including electoral and parliamentary systems (particularly women's political participation) and rule of law institutions to enable citizens to claim their rights: the UK supports a) the Election Commission in Somaliland to implement a voter registry; measures to expand the participation of disabled persons in Somaliland elections; training of Federal Government MPs on parliamentary rules of procedure, and b) training of judges, prosecutors and defence lawyers to increase access to justice including through mobile courts and legal assistance (including training for female law graduates and justice personnel); trained, equipped and deployed police officers; and the construction of a prison facility in Mogadishu and regional police stations in Baidoa, Belletweyn and Kismayo. The UK continues to lobby on a wide spectrum of gender issues, especially on the prevention of sexual and gender-based violence and FGM. Promoting inclusion is a cross-cutting priority – the UK has called on the FGS to ensure the rights and freedoms of all minority groups in Somalia.



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