



SOMALIA RECOVERY AND RESILIENCE FRAMEWORK

JUNE 2018



SOMALIA RECOVERY AND RESILIENCE FRAMEWORK

SUMMARY REPORT

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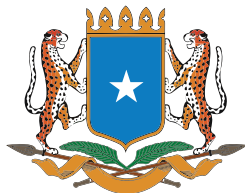


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LIST OF ABBREVIATIONS AND ACRONYMS

ACU	Aid Coordination Unit
AfDB	African Development Bank
AfDB SIF	African Development Bank Somali Infrastructure Fund
AIF	African Investment Facility
AIIB	Asian Infrastructure Investment Bank
AWD	Acute Watery Diarrhea
BRA	Benadir Regional Administration
CRESTA/A	Community Recovery and Extension of State Authority and Accountability
CRRF	Comprehensive Refugee Response Framework
DFI	Development Finance Institution
DINA	Drought Impact and Needs Assessment
DRM	Disaster Risk Management
DSI	Durable Solutions Initiative
EU	European Union
FGS	Federal Government of Somalia
FMS	Federal Member States
F2F	Funding to Finance
GDP	Gross Domestic Product
GIF	World Bank Global Infrastructure Facility
HRP	Humanitarian Response Plan
IDP	Internally Displaced Person
INGO	International Non-Governmental Organization
ISFM	Integrated Soil Fertility Management
JMT	Joint Monitoring Team

M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MFD	Maximizing Financing for Development
MoPIED	Ministry of Planning, Investment and Economic Development
NDC	National Development Council
NDP	National Development Plan
NGO	Non-governmental Organization
NWOW	New Ways of Working
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
PHC	Primary Health Care
PIDG	Private Infrastructure Development Group
PIM	Public Investment Management
PPIAF	Public-Private Infrastructure Advisory Facility
PPP	Public-private partnership
PRSP	Poverty Reduction Strategy Paper
PWG	Pillar Working Group
RMS	Results Monitoring System
RRF	Recovery and Resilience Framework
SDG	Sustainable Development Goals
SDRF	Somalia Development and Reconstruction Facility
SDRF SC	SDRF Steering Committee
SFMIS	Somalia Financial Management Information System
SGBV	Sexual and Gender Based Violence
SO	Strategic Objective
SPF	Somalia Partnership Forum
TSA	Treasury Single Account
UN	United Nations
UN MPTF	United Nations Multi Partner Trust Fund
USD	United States Dollar
WASH	Water, Sanitation and Hygiene
WB	World Bank
WB MPF	World Bank Multi Partner Fund

ACKNOWLEDGEMENTS

The Recovery and Resilience Framework (RRF) is a product of concerted effort led by the Federal Government of Somalia's Ministry of Planning, Investment and Economic Development in partnership with the Ministry of Humanitarian Affairs & Disaster Management, the Federal Member States and the Benadir Regional Administration. It was undertaken with strategic support from the World Bank Group, the United Nations, and the European Union, within the framework of the 2008 Joint EU-UN-WB Declaration on Post-Crisis Assessments and Recovery Planning.

The European Union under the ACP-EU Natural Disaster Risk Reduction program, implemented by the WB-led Global Facility for Disaster Reduction and Recovery, have produced financial support for the framework. Ipsos provided remote sensing and survey support, and Courage Services, Inc. provided remote sensing services.

Teams of insightful contributors, collaborators, and coordinators have united efforts to produce this framework—and are duly acknowledged with many thanks. Importantly, the hope, resilience, and inspiration of the good people of Somalia provide the motivation behind the formulation of this framework

NOTE TO THE READER

The Recovery and Resilience Framework (RRF) supports Somalia's progress from early drought recovery through to longer-term resilience and disaster preparedness, and is intended to enable the country to break the cycle of vulnerability and humanitarian crisis to which it has been subject in the past. The RRF is not a funding appeal. It is a framework to enable and inform future financing for recovery and resilience, and to set Somalia on a trajectory towards the achievement of the Sustainable Development Goals (SDGs).

In this regard, the RRF is intended to align strongly with Somalia's existing humanitarian and development planning frameworks, namely the 2018 Humanitarian Response Plan (HRP) and the

2017–2019 National Development Plan (NDP). It follows that Government and development partner programming conducted within the RRF is expected both to build on ongoing humanitarian action, and to contribute towards the achievement of national development priorities.

It may also be noted that the RRF is an evolving process rather than solely a published document. The report presented herein is the result of consultations between the Government of Somalia and its development partners, conducted during the first half of 2018. Consultations will continue as the RRF is put into place and rolled out. Based on these consultations, the substance of the RRF and its relationship with other national planning processes will be refined over time.

EXECUTIVE SUMMARY

Four consecutive inadequate rainy seasons in 2016 and 2017 left Somalia with over half of the population in need of assistance¹, more than one million newly displaced people and emergency-level malnutrition rates². The efforts of the Somali authorities and the international community—which provided nearly \$1.3 billion—averted famine. In August 2017, the Federal Government of Somalia (FGS) initiated a joint exercise to assess the losses and damages arising from the drought and to develop a strategy for immediate recovery and longer-term resilience building. The result was the Somalia Drought Impact and Needs Assessment (DINA)—a comprehensive effort that mobilized over 180 national and international experts—to assess and quantify drought recovery and resilience building needs across 18 sectors.

Completed in January 2018, the DINA found there had been over US\$3 billion, or 50 % of annual GDP, in damages or losses due to the drought. Multi-sectoral recovery and resilience building needs were estimated at nearly US\$1.8 billion. In comparison, some US\$5.4 billion has been spent on life-saving emergency responses since the 2011 famine, when an estimated quarter of a million people died³. In this regard,

according to a recent USAID study⁴, building resilience in Somalia would save an average of US\$53 million per year in humanitarian assistance, while investing in early response and resilience measures yields average benefits of US\$2.8 for every US\$1 invested.

Translating the DINA findings into action, the Government of Somalia has now developed a Resilience and Recovery Framework (RRF), presented in this report. Over a 3–5-year timeframe, the RRF will support Somalia’s progress from early drought recovery through to longer-term resilience and disaster preparedness. It establishes a collective vision and strategy for enabling recovery and resilience building and breaking out of the cycle of vulnerability and humanitarian crises. Using evidence-based analysis and a bottom-up consensus building methodology, it identifies recovery and resilience building priorities and proposes a financing approach and institutional arrangements by which these can be acted on by the Government of Somalia and its international partners. In doing so, the RRF supports national efforts to strengthen resilience to recurrent disasters, respond to climate change and increase disaster management and crisis response capacity.

1 2018 Humanitarian Response Plan.

2 OCHA Somalia Flash Update #5 - Humanitarian impact of heavy rains | 15 May 2018

3 Mortality study commissioned by FAO/FSNAU and FEWS NET (2013)

4 USAID Economics of Resilience to Drought: Somalia Analysis

TABLE 1

OUTCOME OF THE PRIORITIZATION PROCESS, SHOWING AGGREGATED TOTALS OF FEDERAL MEMBER STATE HIGH PRIORITY SECTOR INTERVENTIONS (IN USD)^a

Sectors	Total High Priority Investments
Productive Sectors	
Agriculture – Irrigated and rain-fed Crops	204,715,473
Agriculture – Livestock	36,571,765
Agriculture – Fisheries	2,225,000
Productive Sectors Total	243,512,237
Physical Sectors	
Water Supply & Sanitation	77,143,250
Transport	147,900,000
Environment & Natural Resource Management	40,013,451
Physical Sectors Total	265,056,701
Social Sectors	
Health	29,914,329
Nutrition	50,902,004
Education	29,136,583
Social Sectors Total	109,952,915
Cross-cutting Issues	
Urban Development & Municipal Services	141,985,186
Social Protection & Safety Nets	1,820,694
Food Security	4,641,111
Livelihoods & Employment	10,872,222
Gender & Social Inclusion	20,394,444
Displacement & Migration	9,236,114
DRR	1,431,944
Macro Impact	1,255,556
Cross-cutting Issues Total	191,637,273
Grand Total	810,159,126

^a Excluding Somaliland and some national-level interventions identified in the DINA.

Prioritization and Phasing

With technical support from the Ministry of Planning, Investment and Economic Devel-

opment (MoPIED), 5 Federal Member States (FMS) and the Benadir Regional Administration (BRA) prioritized the 653 interventions identified in the DINA into three levels—High, Medium, and Low—based on the assessed contribution of each intervention to a set of pre-agreed criteria and indicators (see Annex 1)⁵. The outcome of this prioritization is summarised in Table 1, where assigned costs are indicative rather than accurate estimates, and in the map in Figure 1. High priority interventions were then further categorised as either short, medium or long-term.

Highlights include:

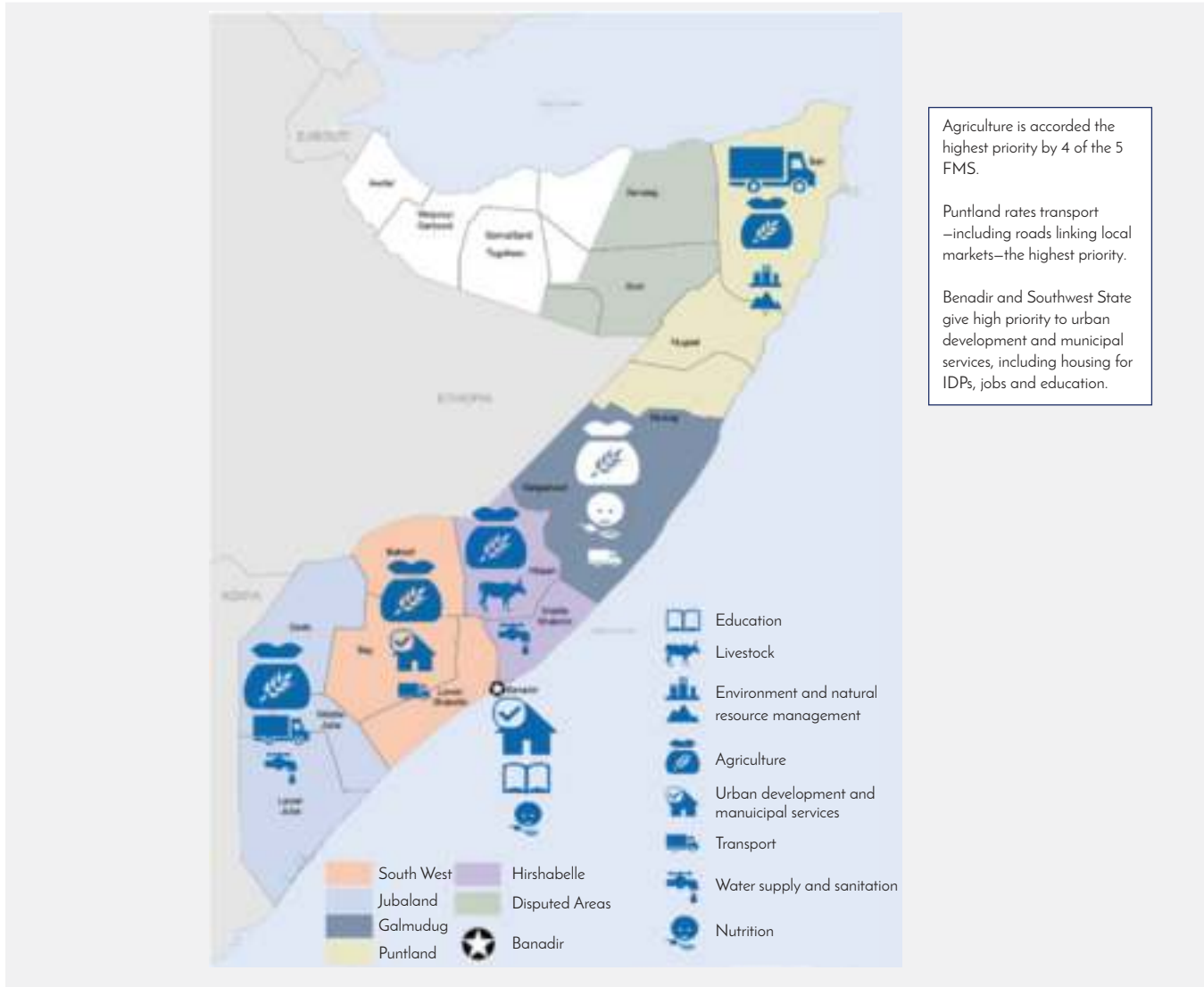
Productive sectors (**agriculture; livestock; fisheries**) and Physical sectors (**water; transport; environment and natural resource management**) investments made up nearly 63 percent of estimated costs of the total high priority investments with **transport—roads** capturing nearly 18 percent.

Prioritization reflects the local context. Some 80 percent of the estimated value of Benadir's high priority investments are in **urban development and municipal services**.

Short-term (<1year) high priority interventions focused on **agriculture; urban development and municipal services; water supply and sanitation**; health; nutrition; and livestock.

The USD 810 million amount in Table 1 is indicative. Going forward, the output of the prioritization process—the high priority sector interventions—will be subject to further analysis and consultation. Drawing on Somalia's existing aid tracking system, the output will be mapped against ongoing and planned humanitarian and recovery/development programming, to determine Somalia's currently unmet recovery and resilience needs. This “shortfall”,

5 Prioritization of DINA needs is planned for Somaliland, but is not reflected in this report.

FIGURE 1 HIGH PRIORITIES PER FMS, ACCORDING TO MONETARY VALUE


which will be determined annually⁶, will guide current and future Government and international funding of and investment in recovery and resilience. Some of the shortfalls identified will be met by large-scale programs addressing national priorities that will be carried forward by government with international partner support. Others will be met by

state-level or regional projects, or by more focused, stand-alone projects.

Financing Framework

The financing of the cost of unmet recovery and resilience needs is expected, to the extent

⁶ In this way, evolving needs and priorities will be captured and, as new data becomes available (such as the contribution to GDP, employment multipliers, and market costs), improved investment planning across programs will become possible.



possible, to be achieved through the alignment or reprogramming of existing and future government and partner funds/programs (humanitarian and development). However, it would be unreasonable to expect perfect alignment between high priority needs and existing or planned funds/programs and, therefore, it must be assumed that some level of additional funding—yet to be determined—will be needed.

It is also likely that future financing requirements for recovery and resilience will outstrip available government and official development assistance (ODA) funding. Therefore, and in line with reviews concerning Sustainable Development Goal (SDG) financing, alternate sources of financing for investment requirements and opportunities will need to be explored to realize RRF strategic objectives.

Informed by this understanding, the RRF Financing Framework will facilitate a more efficient financial response by the Government of Somalia and its development and humanitarian partners, primarily using current funding modalities and aid coordination structures. However, it also recognizes that current funding streams alone will not meet estimated financing needs.

The RRF financing framework takes an approach that:

- i. Complements bottom-up planning
- ii. Optimizes the efficient use of (current and foreseen) resources
- iii. Encourages programmatic investments
- iv. Includes the identification of anchor, ancillary and spin-off investments
- v. Embraces blended finance, to include public private partnerships in key markets such as power and water.

The framework calls for high priority projects and programs to be subject to a Government-led funding and investment planning and management process. The high priorities will be analysed in order to establish alignment with existing partner recovery and resilience investments,⁷ and to identify current financing gaps. For these gaps, the most feasible approach to financing will be decided.

The RRF proposes two financing approaches in this regard. The first, will be to match financing gaps with donor funding opportunities identified by the Somalia Development and Reconstruction Facility (SDRF) Pillar Working Groups (PWGs), and/or offered by development partners, essentially using existing aid coordination mechanisms. However, in recognition of the likelihood that usual modes of donor funding will be unable to meet medium and longer-term recovery and resilience financing

⁷ The term “investments” is here used to describe both donor funding decisions and private sector investment financing.

needs, a second approach will be developed. The second approach will match large or scalable, and nationally relevant programs with a mix of public funding and private investment financing (blended financing). In addition to introducing another means of meeting recovery and resilience financing needs, this second approach offers the prospect of alternative and more sustainable development financing, and the establishment of large, so-called “anchor” projects that will serve to catalyze Somalia’s long-term development.

Monitoring and Evaluation (M&E)

The implementation of the RRF will be monitored through a set of programmatic and process indicators, currently under development, and to be hosted within the M&E framework of the NDP. While fully aligned with the NDP’s higher-level outcomes, the RRF draws key outcome and output indicators directly from the DINA and the high-priority needs subsequently identified under the RRF prioritization process.

Efforts are now underway to: (a) rationalize the existing RRF M&E framework into critical sector indicators; (b) compare and further align RRF M&E with NDP M&E, vis-à-vis specific mapping of indicators with higher level NDP indicators; (c) identify existing data collection systems and databases for relevance with RRF M&E indicators; (d) develop institutional dataflow arrangements and M&E reporting systems, and complete feedback loops on M&E and; (e) to include sex, age disaggregated data approach for effective monitoring and accountability.

Institutional arrangements

Operationalization of the prioritization and phasing process, the financial framework and RRF M&E will be realized through institutional arrangements, the consideration of which has been guided by five principles, namely:

- ▶ Aligning with and reinforcing the NDP and existing institutional structures;
- ▶ Ensuring short term capacity to help operationalize the RRF, while medium- to long-term capacity building efforts continue in various tiers of government;
- ▶ Contributing to good practice public investment management for RRF implementation;
- ▶ Maximizing the use of country systems, including leveraging existing capacities for institutional coordination and implementation;
- ▶ Incrementally, creating pathways towards longer-term resilience by initially focusing on quick gains towards sustainable drought recovery.

RRF implementation will build upon national institutional structures, which include the aid coordination architecture of the SDRF, the National Development Council (NDC), the Federal Ministry of Planning, Investment and Economic Development (MoPIED), and other relevant federal and state-level ministries, departments and agencies.

The institutional arrangements for implementing the RRF entail limited supplementary government capacity within the existing aid coordination architecture. In parallel, an independent efficiency review of the aid architecture will soon make recommendations concerning the SDRF, PWG and Aid Coordination Unit (ACU) structures. Combined, this is expected to result in an improved system that will deliver the capacity needed to lead recovery and resilience investment management, and to ensure the necessary urgency and focus on recovery and resilience priorities.

Separate from any efficiency review recommendations, proposed RRF implementation arrangements include:

- ▶ **The setting up of a small task force of the NDC**, responsible for preparing and supporting the NDC to make recommendations to

the Government on the evolving recovery and resilience building priorities. This task force will ensure that emerging recovery and resilience building priorities are considered, and progress overseen by the NDC, and bottlenecks to progress acted on by the government. The NDC will in turn contribute to the agenda setting of the SDRF, and will inform the SDRF on progress in meeting recovery and resilience priorities across all states.

- ▶ **Strengthened capacity within the MoPIED Planning and Economic Development Directorate.** This capacity will coordinate the prioritization process and fast track the programming of recovery and resilience priorities across government and through the SDRF, in accordance with the RRF's financing framework. To this end, the Planning and Economic Development Directorate will be strengthened to work closely with both the SDRF PWGs and the MoPIED Investment Department (see below) to ensure that recov-

ery and resilience priorities are integrated into existing work plans and coordination discussions, and that bottlenecks and operational issues delaying recovery and resilience are addressed by the appropriate government department or unit.

- ▶ **Strengthening the existing MoPIED Investment Department to focus on incubating, consulting and creating momentum around specific investment proposals.** From the output of the prioritization process, the Investment Department will identify large or scalable, and nationally relevant programs that may be suited to blended financing and match these with likely sources of public and private investment financing. The Investment Department will then convene sectoral experts and stakeholders of the area of proposed intervention—including all relevant parties: line ministries, relevant PWGs, technical experts, gender expertise, donors, the private sector, etc.—to develop investment



proposals. Once the investment proposals have been consulted across experts and stakeholders, NDC and SDRF endorsement will be sought, and financing and implementation arrangements further developed.

- ▶ **The implementation of M&E arrangements by the MoPIED Monitoring and Evaluation (M&E) Department**, which will integrate and execute RRF monitoring & evaluation within the NDP M&E strategy.

The cost of RRF operationalisation

In addition to the cost of addressing Somalia's unmet recovery and resilience needs, operationalisation of the RRF through the proposed institutional arrangements will itself require funding. This additional funding need is acknowledged, but at the time of report preparation its amount has yet to be estimated.

Conclusion

The Government of Somalia is committed to the realization of the objectives set out in the RRF and will commit both domestic finance and in-kind contributions to ensure immediate progress. The RRF is fully aligned with the current NDP and will help shape the next national development planning process, and progress towards Somalia's Vision 2040.

Partners are therefore requested to target their own investments in Somalia in support of the priorities set out in this Framework. All stakeholders are encouraged to recommit to promoting transparency and evidence-based decision making, supporting the aid coordination system and the strengthening of government systems to take these ambitious goals forward.



01

INTRODUCTION

Starting in 2016, the prolonged and ongoing drought in Somalia has affected as many as many as 6.7 million people—more than half the population. The drought has triggered a humanitarian crisis that has further strained food security and social services, displacing over 1 million people in 2017 alone⁸.

In response to the crisis, Somali President Mohammed Abdullahi Mohamed, declared a nationwide drought and state of national disaster in February 2017, helping to mobilize international assistance to avert a famine. Regardless, the drought caused widespread impacts across Somalia, while the exposure to repeated natural climate change-related shocks remains high.

To support drought recovery and build resilience, the Federal Government of Somalia (FGS)—under the stewardship of the Ministry of Planning, Investments and Economic development (MoPIED), and in collaboration with the World Bank (WB), the United Nations (UN), and the European Union (EU), conducted a Somalia Drought Impact and Needs Assessment (DINA) to gauge recovery and resilience needs. The assessment involved extensive data collection, dialogue, and stakeholder consultation with more than 180 national and international experts, and the assessment and quantification of needs across 18 sectors.

Completed in January 2018, the DINA found that more than **USD 3 billion** in damages or losses, equivalent to 50 percent of Somalia's annual GDP, had been caused as a result of the 2016–2017 drought. Recovery needs were estimated at nearly **USD 2 billion**. Agriculture (irrigated and rain-fed crops), and urban development and municipal services represented the greatest needs.⁹

Translating the DINA analysis into action, the Government of Somalia is now developing a Resilience and Recovery Framework (RRF) to

GOVERNMENT-LED CONSULTATIVE APPROACH FOR RRF DESIGN

As with the DINA, a multi-partner and FGS management structure was established—the Joint Management Team (JMT)—ensuring effective coordination, cooperation and consultation to develop the RRF. Led by the FGS, the RRF approach was formulated and refined in consultation with the JMT, Federal Member States (FMSs) and Benadir Regional Administration (BRA). Working groups were established with sector and country experts to develop frameworks for each RRF component. In February and March 2018, workshops led by MoPIED were also held across partners to refine the RRF approach, as well as conduct a prioritizing and sequencing exercise for sector interventions.

⁸ The 2018 HRP estimated that there are currently 2.6 million internally displaced people in Somalia.

⁹ 28 percent and 17 percent respectively.



enable and inform future financing for recovery and resilience, and to set Somalia on a trajectory towards the achievement of the Sustainable Development Goals (SDGs). As such, the RRF supports national efforts to strengthen resilience to recurrent disasters, respond to climate change, and increase disaster management and crisis response capacity, and aligns strongly with Somalia's existing humanitarian and development planning frameworks.

The RRF also aligns with the 'value for money case' for investment in resilience made in a recent study¹⁰ states that investing in early response and resilience measures yields average benefits of USD 2.8 for every USD 1 invested and that when avoided losses are incorporated, resilience building could save USD 794 million, or an average of USD 53 million per year.

10 USAID. 2018. Economics of Resilience to Drought: Somalia Analysis.



02

THE SOMALIA RECOVERY AND RESILIENCE FRAMEWORK

2.1 RRF Vision, Strategic Objectives and Guiding Principles

The Somalia Recovery and Resilience Framework (RRF) sets out a collective vision, strategic objectives and principles to guide drought recovery and build future resilience. Over a 3–5-year timeframe, the RRF is expected to pave the way for the progressive realization of an enabling environment for regular developmental activities to take root in Somalia. Its longer-term intent is to reduce and mitigate the adverse impacts created by recurrent natural disasters and related links with conflicts and governance.

Vision: Drought recovery and resilience building in Somalia through evidence-based analysis, a bottom-up and inclusive consensus building approach, and integrated and systematic programming.

The **strategic objectives** (SOs) of the RRF are to:

- ▶ SO1: Strengthen government capacities for inclusive drought recovery and disaster risk planning, management and monitoring;
- ▶ SO2: Sustainably revitalize, strengthen and diversify economic sectors, livelihoods, and key infrastructure;
- ▶ SO3: Promote durable solutions for displacement affected communities;
- ▶ SO4: Enhance sustainable management of environmental services and access to renewable energy, and;
- ▶ SO5: Improve basic service delivery in (affected) urban and peri-urban settings.

These strategic objectives are aligned with the present National Development Plan (NDP), and it is expected that the RRF will feed into the future NDP.

The RRF will produce intermediate outputs and long-term development impacts. These include, but are not limited to:

- ▶ Improvement in citizens' livelihoods, particularly those of women and other vulnerable groups;
- ▶ Continued consensus through bottom-up planning among the FGS, partners, and donors on strategic priorities for drought recovery and long-term drought resilience;
- ▶ Strengthened FGS capacity to plan, lead and monitor participatory, high-impact, low-risk sustainable recovery, and resilience building contributing to the attainment of durable solutions to internal displacement;
- ▶ Improved efficiency, management and coordination of financing for recovery and resilience;



- ▶ Increased capacity of FGS, FMS and other institutions and communities for effective disaster management, and protecting built and natural environments; and,
- ▶ Improved coordination across humanitarian and development partners towards common objectives.

The RRF guiding principles are:

- ▶ Promote the development of integrated and harmonized policies and strategies for recovery, resilience and disaster risk management, by supporting flexible and adaptive strategies to address national development priorities that are climate-smart, environmentally friendly, gender-sensitive and addressing the drivers of displacement;

- ▶ Strengthen coordination of interventions among stakeholders and aid harmonization, and setting uniform and consistent standards for the implementation of the recovery program;
- ▶ Promote bottom-up needs based planning at the state and federal levels that support participatory inter-governmental planning processes and ownership by all affected groups;
- ▶ Establish robust monitoring and evaluation mechanisms for disaster recovery at the programmatic and project levels; and
- ▶ Ensure adequate sequencing, avoid critical gaps and maximize financing available for recovery and resilience building through developing interlinked projects for resilient recovery, and leveraging predictable investments, while ensuring inclusiveness.

2.2 Alignment with Existing Policies and Strategies in Somalia

The RRF is intended to support and align with current national policies and frameworks, including the NDP (2017–19), the SDRF, the Humanitarian Response Plan (HRP), the national stabilization strategy, CRESTA/A (Community Recovery and Extension of State Authority and Accountability), and the Durable Solutions Initiative (DSI)¹¹. The RRF will contribute to Somalia’s progress towards the Sustainable Development Goals (SDGs). Notably, the RRF aligns with the NDP’s policy priority to build resilience.¹² The RRF also complements the HRP for 2018 by highlighting strategies to transition away from humanitarian dependence, in line with the “New Way of Working”. This includes planning for the convergence across humanitarian and development activities, assuring appropri-

11 The DSI serves as the national implementation framework for relevant regional and global commitments, such as the Nairobi Declaration on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia, the New York Declaration for Refugees and Migrants, and the application of the Comprehensive Refugee Response Framework (CRRF) through the National Action Plan (NAP).

12 Federal Government of Somalia. 2017. National Development Plan 2017–2018. Policy Priority VII.

ate sequencing of activities, and tracking common indicators where feasible.

The implementation of the RRF will be integrated with the SDRF, which is both a coordination framework and a financing architecture for implementing the NDP. The SDRF serves as a platform for Government and development partners to provide strategic guidance and oversight for development activities. At the same time, the SDRF constitutes the core of the decision-making arrangements for the Trust Funds (UN, World Bank and AfDB), where the individual funding proposals are to be endorsed by the SDRF. The Pillar Working Groups (PWGs) are multi-stakeholder groups involving Government and its development partners, that review, prioritize and validate sectoral needs and projects addressing those needs, which aligns well with the requirements for RRF implementation.

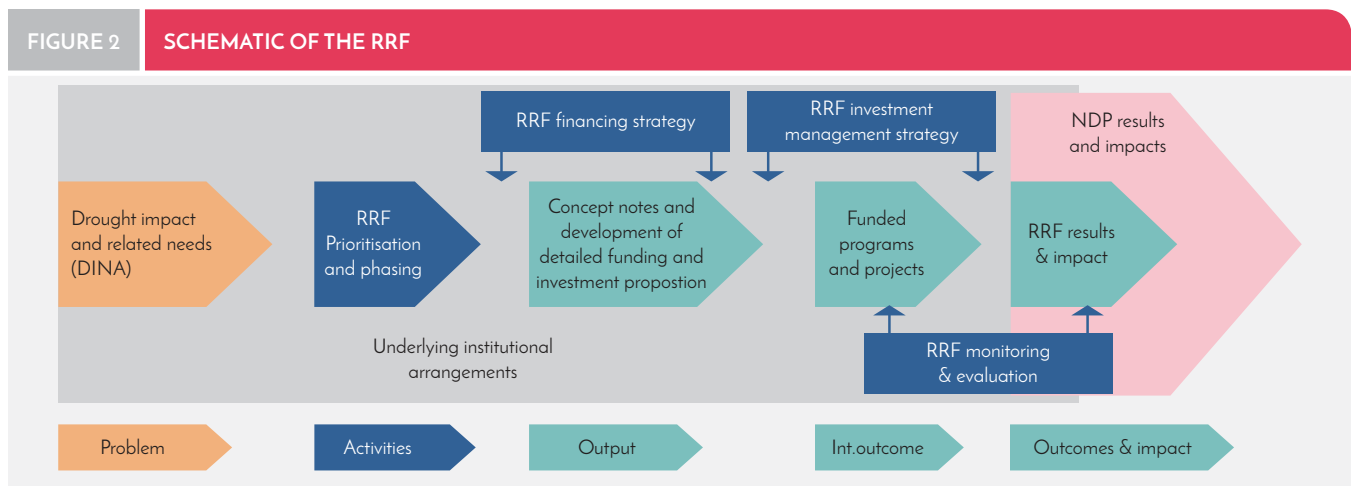
2.3 The Four Components of the RRF

The objectives and outcomes of the RRF will be achieved through the conceptualization and operationalization of a roadmap and framework for medium-to-long term, multi-sectoral, multi- and inter-institutional, and sustainable disaster recovery and resilience building. This

report includes activities grouped around four core components:

- ▶ Component 1: Prioritizing and sequencing of recovery and resilience investments
- ▶ Component 2: A framework for recovery and resilience financing
- ▶ Component 3: Institutional implementation arrangements
- ▶ Component 4: Monitoring and evaluation systems

The RRF leads with the prioritization and phasing of interventions and related investment needs to address drought impact needs, which is the entry point from the DINA to the RRF. The output of the prioritization and investment planning process is enabled both by a financing strategy and by institutional arrangements, which build-on and strengthen existing coordination structures. Progress towards the intended results are monitored, reported and evaluated, accountability and learning being enhanced thereby. The logic of the RRF is shown schematically in Figure 2, below, while the four RRF components are further presented in the next chapters.





03

PRIORITIZATION AND PHASING

The leading component of the post-DINA RRF is the prioritization and phasing of the interventions needed for Somalia's recovery from drought, and building of future resilience identified during the DINA. Against the backdrop of large investment needs, very limited financial resources and poor implementation capacities, prioritization is necessary to engage stakeholders and satisfactorily meet the recovery expectations of the Somali people.

3.1 The Prioritization and Phasing Methodology

The prioritization and phasing of DINA needs was conducted by the MoPIED, in close consultation with the planning ministries/departments of the 5 FMSs and the Benadir Regional Administration, with technical assistance from the World Bank¹³. **The methodology assessed each of the 653 sector-level interventions identified during the DINA process using 12 indicators** (see Figure 3 below), selected in relation to the following broad principles:

- ▶ Based on felt needs and demand based investment approaches;
- ▶ Promote Government ownership and partnerships with private sector;

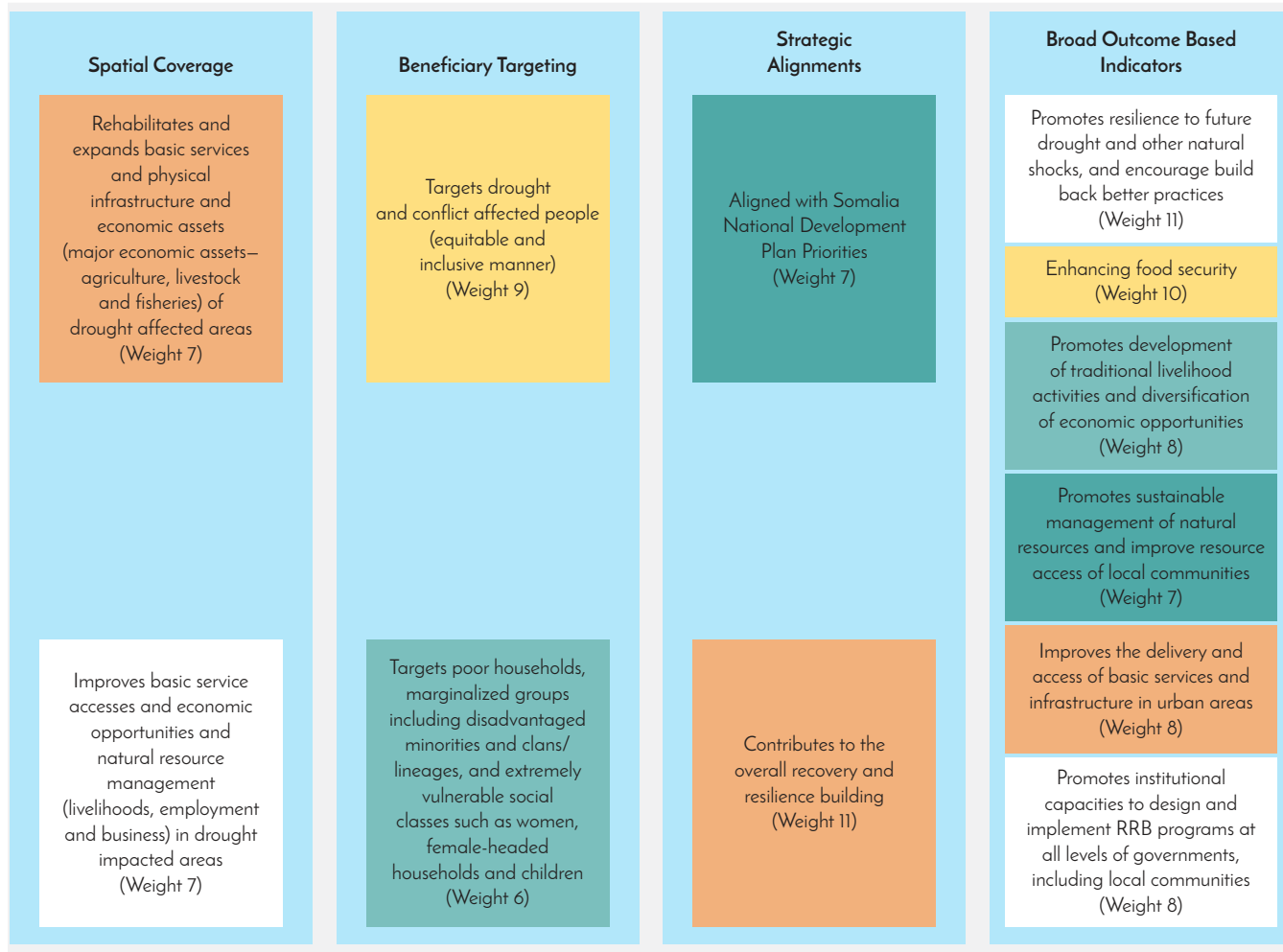
- ▶ Builds on and sustains the positive impact of humanitarian action;
- ▶ Increase focus on pro-poor, pro-vulnerable families, and sensitivity to gender issues;
- ▶ Prevent future famines and manmade disaster(s);
- ▶ Promote building resilience and promote build back better practices;
- ▶ Promote durable solutions to and recovery of displacement-affected populations;
- ▶ Address recovery and resilience of drought and conflict affected communities; and

Promote sustainable management of local resources and increase access to basic services and economic opportunities of drought affected and impacted populations.

The indicators were assigned weights (from 0 to 12), reflecting their alignment with each of the five RRF strategic objectives. The average weight per indicator was then calculated. The result is shown in Figure 3 below, where the indicators are grouped under four criteria for prioritization (also see Annex 1 for a tabulated presentation).

¹³ Prioritization of DINA needs is planned for Somaliland, but is not reflected in this report.

FIGURE 3 OUTCOME BASED INDICATORS AND AVERAGE WEIGHTS



The application of prioritization indicators/criteria for prioritizing the investment needs across sectors and states is done by taking into consideration the perceived relevance/significance of interventions to strategic objectives.

Prioritization was then implemented according to the following steps:

- ▶ For each sector-level intervention identified during the DINA (653 in total, excluding Somaliland), a relevance score of 0 to 3 for each indicator was assigned, where 3 is the highest relevance and 0 the lowest.
- ▶ The average weight and the respective relevance score for each indicator were multiplied and the products summed together to give a total weighted score for each intervention.
- ▶ The percentile of each total weighted score within each sector was calculated.
- ▶ Each sector-level intervention was then ranked as high, medium or low priority, based on their percentile score – 60–100 percentile as high priority; 30–60 percentile as medium priority; and 0–30 percentile as low priority.

Finally, once identified, high priority interventions were further phased as either short- or medium/long-term investment needs. This phasing was based on the assumption that interventions with a smaller financial requirement often target specific needs and are easy to implement. As such, they need not be subject to an elaborate feasibility assessment and procurement process. Therefore, interventions representing less than 10 percent of their respective sectoral investment needs were considered suitable for short-term investments. Sectoral interventions with more than 10 percent of sector investments require technical and financial appraisals and would require a longer time frame to design and implement, although some of the technical and procurement activities could be initiated during the short term. Hence, their major investment expenditure cycles are planned for medium and long terms.

In the absence of spatial and technical data related to investment locations, targeted populations/beneficiaries, technical and implementation viability of interventions, and market-based cost estimates, investment phasing is largely

done using heuristic approach, based on observations and perspectives captured during the DINA process and post-DINA discussions. The outcome of investment phasing should therefore be considered as tentative and indicative.

3.2 Prioritization Results

The methodology was applied to each of the 653 interventions in a stakeholder driven process involving FMS and BRA planning ministry personnel (usually the Director General) as well as representatives of the FGS.

As shown in Figure 4, overall, 269 (41 percent) of the 653 interventions were assessed as high priority, while 210 (32 percent) were ranked as low priority.

The financing needs of high priority interventions were estimated to be USD 810 million, which is some 40% of the total DINA investment estimate of USD 1.8 billion. **This amount is indicative, pending further analysis and consultation,** and the mapping of the high priority

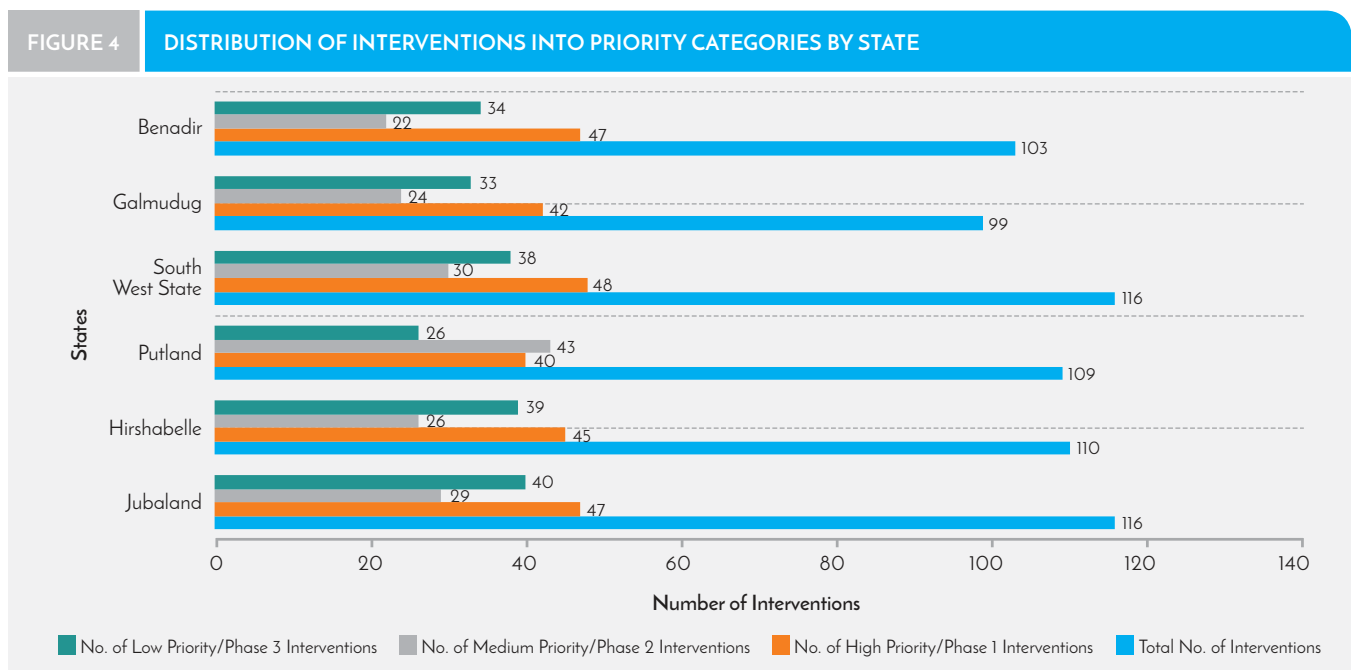


TABLE 2 NUMBER OF INTERVENTIONS BY PRIORITY AND HIGH PRIORITY INVESTMENT NEEDS

Sectors	High Priority	Medium Priority	Low Priority	Total	High Priority Investment Needs (USD)	% of DINA estimate ^a
Agriculture - Irrigated and rain-fed Crops	13	8	10	31	204,715,473	40
Agriculture - Livestock	19	12	14	45	36,571,765	30
Agriculture - Fisheries	7	5	3	15	2,225,000	39
Productive Sectors Sub Total	39	25	27	91	243,512,237	38
Water Supply & Sanitation	18	13	18	49	77,143,250	38
Transport	6	0	0	6	147,900,000	83
Environment & Natural Resource Management	29	22	26	77	40,013,451	38
Physical Sectors Sub Total	53	35	44	132	265,056,701	55
Health	31	24	24	79	29,914,329	33
Nutrition	25	15	17	57	50,902,004	45
Education	14	7	11	32	29,136,583	61
Social Sectors Sub Total	70	46	52	168	109,952,915	44
Urban Development & Municipal Services	5	2	7	14	141,985,186	48
Social Protection & Safety Nets	12	7	11	30	1,820,694	12
Food Security	12	7	7	26	4,641,111	16
Livelihoods & Employment	6	6	8	20	10,872,222	44
Gender & Social Inclusion	13	6	12	31	20,394,444	42
Displacement & Migration	35	26	29	90	9,236,114	32
DRR	12	7	6	25	1,431,944	26
Macro Impact	12	7	7	26	1,255,556	32
Cross-cutting Issues Sub Total	107	68	87	262	191,637,273	37
Grand Total	269	174	210	653	810,159,126	43

^a High priority investments as % of DINA investment estimate.

interventions against current and planned humanitarian and development programming (see Section 3.4, below).

As shown in Table 2, nearly 63 percent of the total high priority investments are for productive and physical sectors, with transport capturing nearly 18 percent. Surprisingly, a significant

percentage of social protection and safety nets; food security; and disaster risk reduction sector interventions, are ranked as medium or low priority by the FMS.

An important lesson learned from the prioritization exercise is the need to balance recovery and resilience building investments. The number of

interventions ranked as high priority in the livelihood and employment sectors are 30 percent; in the urban development and municipal services sector 36 percent of interventions are ranked as high priority; and in water supply and sanitation it is 37 percent, while 100 percent of the interventions in the transport sector are rated as high priority. In comparison, 41 percent of interventions in the cross-cutting sectors are ranked as high priority, although they share only 24 percent of the total high priority investment estimate.

Turning to Table 3, above, based on the damages, losses and investment needs estimated during the DINA process, the investment needs of high priority interventions of Puntland and South West States are high, representing nearly 69 percent and 53 percent of their total DINA investment needs respectively. Nearly two thirds of high priority investments needs in the country is captured by South West and Puntland States, with agriculture and urban development and municipal services being the key sectors in South West State, and the transport sector in Puntland State. As expected, 84 percent of the Benadir’s total high priority investment is required by the urban development and municipal services sector.

In terms of the phasing of the high priority investments, USD 241 million of the USD 810 million (or 30 percent) was identified as short-term (Table 4).

The sectors which received a larger percentage of total short-term investments are agriculture (25 percent), urban development and municipal services (16 percent), water supply and sanitation (12 percent), and 7 percent each for health; nutrition and livestock, as further outlined in Table 5 below.

3.3 National-Level Priorities

As stated in the DINA, “sustainable growth will require investments in physical and human capital and institutional strengthening”. Some

such investments are required at a national level, in addition to the FMS level, and relate closely to components of the National Development Plan. The relative priority attached to the national level needs within the RRF will depend in part on the success of refocusing resources on the sequenced recovery and resilience building priorities of the RRF. As progress within the specific sectors is made, parallel investments in national capacities to support and encourage that growth will be essential.

The national-level **macroeconomic** drought recovery needs that were identified in the DINA will require further consideration and prioritization as the FGS undertakes investment policy and promotion. These include the development of a power master plan, including cross-border, wind and solar and off-grid power; strengthening of the digital ecosystem and increased internet access; as well as capacity building of the Central Bank and greater access to credit.

The DINA also identified recovery needs in the **Governance** sector which focus on capacity development for key national institutions to lead, manage, and monitor programming for drought recovery over the medium term, as well as information and database management, facilitating access to finance for social entrepreneurs, project development, and establishment and capacity development of disaster management institutions.

The need to improve **environment and natural resource management** sector was also identified as a national priority, with the DINA pointing to the importance of investing in cleaner and renewable energy sources and rehabilitation of ecosystems.

3.4 Further refining high priority sector interventions and national level priorities

The output of the prioritization and phasing process—the high priority sector

TABLE 3 FMS HIGH PRIORITY INVESTMENTS BY SECTOR INTERVENTION

Sectors	South West High Priority Investments	Jubaland High Priority Investments	Galmudug High Priority Investments	Puntland High Priority Investments	Hirshabelle High Priority Investments	Banadir High Priority Investments	TOTAL High Priority Investments
Productive Sectors							
Agriculture – Irrigated and rain-fed Crops	105,240,168	30,044,118	10,147,059	40,191,176	19,092,952		204,715,473
Agriculture – Livestock	17,072,471	3,000,000	1,676,471	3,441,176	11,381,647		36,571,765
Agriculture – Fisheries	358,333	1,075,000		75,000	716,667		2,225,000
Productive Sectors Total	122,670,972	34,119,118	11,823,529	43,707,353	31,191,265	–	243,512,237
Physical Sectors							
Water Supply & Sanitation	15,400,500	21,489,167	1,466,667	23,533,750	12,355,889	2,897,278	77,143,250
Transport	25,500,000	25,300,000	5,675,000	90,625,000	533,333	266,667	147,900,000
Environment & Natural Resource Management	5,166,666	3,142,251	2,154,460	27,463,378	1,317,056	769,640	40,013,451
Physical Sectors Total	46,067,166	49,931,418	9,296,127	141,622,128	14,206,278	3,933,584	265,056,701
Social Sectors							
Health	4,392,733	5,079,098	3,275,297	11,061,348	4,275,548	1,830,305	29,914,329
Nutrition	11,185,440	5,748,041	7,229,433	15,762,831	4,726,434	6,249,826	50,902,004
Education	11,481,600	1,959,600	2,809,183	3,846,500	1,700,400	7,339,300	29,136,583
Social Sectors Total	27,059,773	12,786,738	13,313,913	30,670,678	10,702,382	15,419,431	109,952,915
Cross-cutting Issues							
Urban Development & Municipal Services	64,241,160	15,802,800				61,941,226	141,985,186
Social Protection & Safety Nets	44,667	1,094,667	140,250	67,000	187,000	287,111	1,820,694
Food Security	853,333	3,373,333	30,000	60,000	40,000	284,444	4,641,111
Livelihoods & Employment	316,667	3,333,333	–	5,000,000	2,222,222	–	10,872,222
Gender & Social Inclusion	5,483,333	1,300,000	2,741,667	8,225,000	866,667	1,777,778	20,394,444
Displacement & Migration	2,666,667	2,583,334	375,000	1,500,000	1,833,333	277,780	9,236,114
DRR	333,333	408,333	308,333		222,222	159,722	1,431,944
Macro Impact	183,333	183,333	250,000	250,000	333,333	55,556	1,255,556
Cross-cutting Issues Total	74,122,494	28,079,134	3,845,250	15,102,000	5,704,777	64,783,618	191,637,273
Grand Total	269,920,404	124,916,408	38,278,819	231,102,159	61,804,703	84,136,633	810,159,126

interventions and national-level priorities—will be subject to further analysis and consultation across government and with the Pillar Working Groups (PWGs) of the Somalia Development and Reconstruction Facility (SDRF). Drawing on Somalia’s existing aid tracking system, the result of this further refining will be mapped against ongoing and planned humanitarian and recovery/development programming, to determine Somalia’s currently unmet recovery and resilience needs (see Annex 2 on aid mapping). The “shortfall”, which will be determined annually, will, together with the RRF financing framework (described in the following section), guide current and future Government and partner funding of, and investment in, recovery and resilience. Some of the shortfalls identified will be met by large-scale programs addressing national priorities that will be carried forward by government with international partner support. Others will be met by state-level or regional projects, or by more focused, stand-alone projects. The operationalization of this process is outlined in section 6 of the report, on Institutional Arrangements.



TABLE 4 INVESTMENT PHASING OF HIGH PRIORITY INTERVENTIONS (USD)

States	High Priority Interventions		
	Short Term	Medium & Long Term	Total Investments
Puntland	68,111,761	162,990,398	231,102,159
Galmudug	13,984,407	24,294,412	38,278,819
Hirshebbelle	23,554,685	38,250,018	61,804,703
South West	70,835,622	199,084,782	269,920,404
Jubaland	40,227,139	84,689,269	124,916,408
Benadir	24,390,081	59,746,552	84,136,633
TOTAL	241,103,695	569,055,432	810,159,126

*Note: Excludes Somaliland State.

TABLE 5 INVESTMENT PHASING OF HIGH PRIORITY INTERVENTIONS (USD)

Sectors	Short term (1Yr)	Medium Term & Long Term (2 Yr+)	Total High Priority Investments
Productive Sectors			
Agriculture – Irrigated and rain-fed Crops	48,790,315	155,925,158	204,715,473
Agriculture – Livestock	14,419,882	22,151,882	36,571,765
Agriculture – Fisheries	1,391,667	833,333	2,225,000
Productive Sectors Total	64,601,864	178,910,373	243,512,237
Physical Sectors			
Water Supply & Sanitation	30,269,750	46,873,500	77,143,250
Transport	29,580,000	118,320,000	147,900,000
Environment & Natural Resource Management	13,160,673	26,852,778	40,013,451
Physical Sectors Total	73,010,423	192,046,278	265,056,701
Social Sectors			
Health	16,307,069	13,607,259	29,914,329
Nutrition	22,082,999	28,819,004	50,902,004
Education	8,552,621	20,583,961	29,136,583
Social Sectors Total	46,942,690	63,010,225	109,952,915
Cross-cutting Issues			
Urban Development & Municipal Services	36,917,048	105,068,138	141,985,186
Social Protection & Safety Nets	881,806	938,889	1,820,694
Food Security	1,863,333	2,777,778	4,641,111
Livelihoods & Employment	3,293,333	7,578,889	10,872,222
Gender & Social Inclusion	7,415,278	12,979,167	20,394,444
Governance	0	0	0
Conflict	0	0	0
Displacement & Migration	4,568,057	4,668,057	9,236,114
DRR	770,972	660,972	1,431,944
Macro Impact	838,889	416,667	1,255,556
Cross-cutting Issues Total	56,548,717	135,088,556	191,637,273
Grand Total	241,103,695	569,023,401	810,159,126

Note: Excludes Somaliland State.



04

FINANCING FRAMEWORK

4.1 Introduction

The financing of the cost of unmet recovery and resilience needs is expected, to the extent possible, to be achieved through the alignment or reprogramming of existing and future government and partner funds/programs (humanitarian and development). However, it would be unreasonable to expect perfect alignment between high priority needs and existing or planned funds/programs and, therefore, it must be assumed that some level of additional funding—as yet undetermined—will be needed.

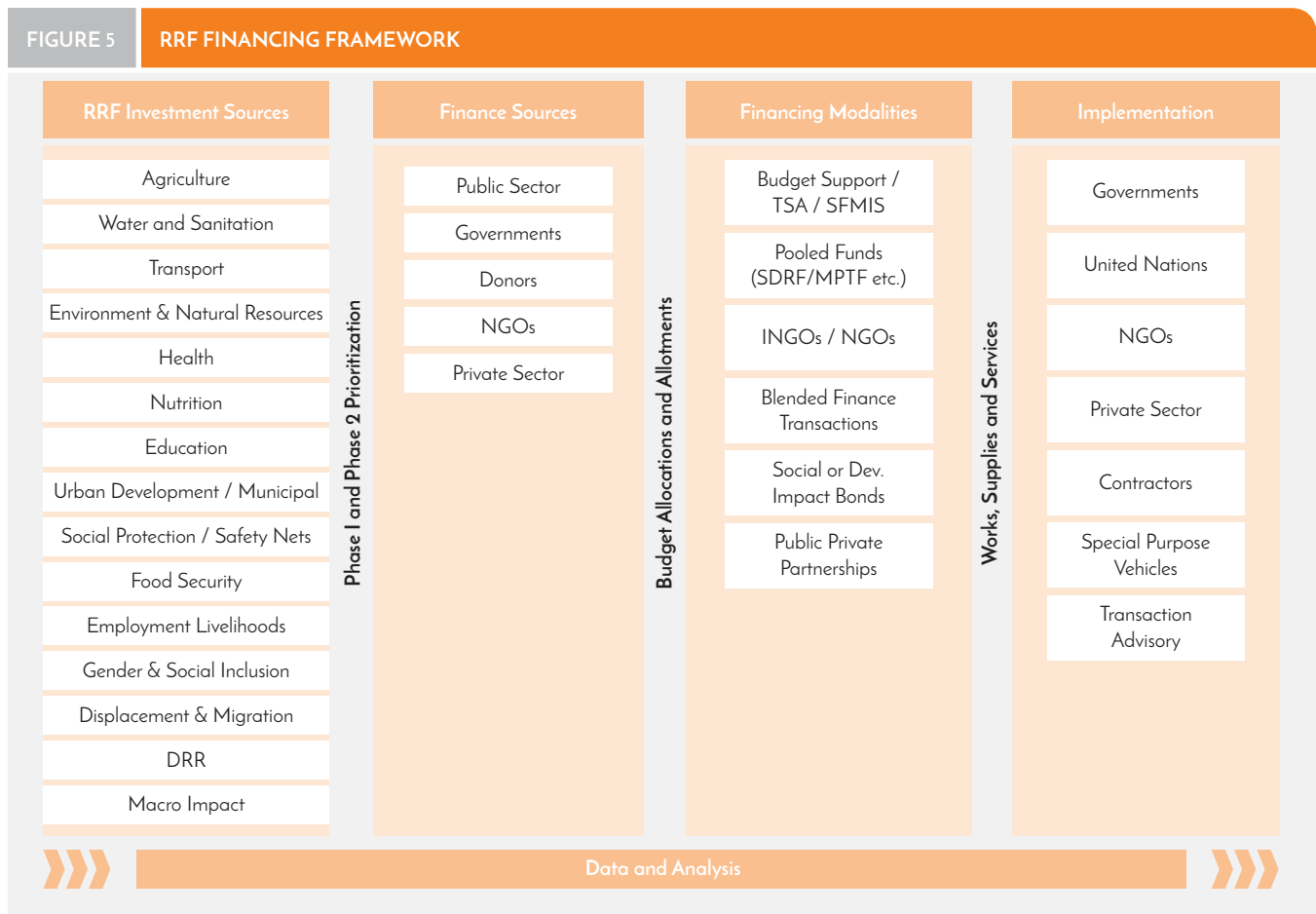
It is also likely that future financing requirements for recovery and resilience will outstrip available government and official development assistance (ODA) funding. Therefore, in line with reviews concerning Sustainable Development Goal (SDG) financing, alternate sources of financing for investment requirements and opportunities will need to be explored to realize RRF strategic objectives.

The Financing Framework brings together both traditional financing modalities for linking recovery and resilience and new blended finance and alternative financing modalities. This is in furtherance of the shift towards New Ways of Working (NWOW), Funding to Finance (F2F) and Maximizing Financing for Development (MFD). Such an approach assumes close collaboration between five partners: governments; the

private sector; Official Development Assistance (ODA) providers; non-governmental organizations; and banks.

Continuing to reach out to traditional donors. The RRF will continue to mostly rely on traditional financing using existing coordination mechanisms. It will build on existing coordination mechanisms (the SDRF) to engage traditional donors, leveraging the RRF approach to highlight government-led, bottom-up, and evidence-based rationale to inform and advocate for funding.

At the same time, it is important to **reach out to new partners and non-traditional donors.** New strategic partnerships, including private sector, are critical to building sustainable capacities through knowledge transfers and technical advisory support. In support of building core government competencies in key economic and infrastructure areas, high feasibility opportunities for blended finance and options for realistic new strategic partnerships will be identified. Together with possible new partners and the relevant Pillar Working Groups, the high feasibility “anchor project” opportunities will be reviewed (e.g. with the Development Finance Institutions (DFIs), Private Infrastructure Development Group (PIDG), Public-Private Infrastructure Advisory Facility (PPIAF), World Bank Global Infrastructure Facility (GIF), African Investment Facility (AIF), and Asian Infrastructure Investment Bank (AIIB) etc.)



Pilot blended finance and other modalities to set the stage for broad adoption. Private investment in Somalia is beset with substantial risk. These risks not only reduce capital and commercial expansion, but they also starve the economy and communities of important opportunities for wealth creation. Overcoming the barriers to private capital in Somalia will, in part, occur once debt is forgiven and normal financial markets are restored. At the same time, because markets do not function very well, returns are often too low to warrant investment, and donors have focused on creating an enabling environment only, with direct collaboration between public and private funds being limited. Blended finance models have the potential to shift the investment risk-return

profile with flexible capital and favorable terms, in key sectors identified in the DINA-RRF where such investments make sense. Blended investment models are likely to emerge from housing, power, fisheries, education, health, water and sanitation, and infrastructure sectors.

An overview of the RRF financing framework is provided in Figure 5 below. Existing systems, including direct budget support and pooled funds (e.g. the SDRF-associated African Development Bank Somali Infrastructure Fund (AfDB SIF), United Nations Multi Partner Trust Fund (UN MPTF), and World Bank Multi Partner Fund (WB MPF)) will remain priority financing modalities. Humanitarian support will continue to be channeled through the United Nations,

humanitarian organizations and NGOs. In addition, donors will be identified to provide catalytic support to significant anchor projects, and in blended finance options, including social and development impact bonds. PPP transaction advisory support will be procured to assess a national PPP pipeline and new municipal instruments will also be introduced.

4.2 Financing Depends on Value for Money

The ‘value for money case’ for investment in resilience made in a recent study¹⁴ states that investing in early response and resilience measures yields average benefits of USD 2.8 for every USD 1 invested and that when avoided losses are incorporated, resilience building could save USD 794 million, or an average of USD 53 million per year. Though costs related to ‘false positive’ interventions (intervening when it was not necessary) and ‘false negative’ interventions (not intervening when it was necessary) would also need to be taken into consideration; alongside safety nets, self-targeting, and direct aid assistance using mobile transfers. To a significant extent, the RRF financing framework aims to improve the value-for-money of the existing system.

The financing framework builds upon the strength of the RRF process. The bottom-up planning and delivery approach—which improves spatial location and beneficiary targeting—is essential to the success of the RRF and significantly enhances financing options. This strengthens the ability of recovery and resilience actors to address the underlying causes of cyclical humanitarian disaster, fragility and poverty, and to develop (new) investment models for durable solutions to the protracted IDP caseload increasing year-on-year.

The RRF emphasizes investments that strengthen economic impact and are financially viable. While the RRF must prioritize imme-

diately needs, it must also lay the foundation for promoting sustainable economic growth. This implies identifying catalytic financing that can support proof-of-concept investments in anchor projects, which in turn generate ancillary and spinoff investments. Investments that generate positive multiplier effects, and positive rates of return—in terms of growth, revenue and jobs—should be prioritized. Investments that yield positive rates of return and strengthen revenue to GDP ratios will in turn strengthen the government financing capacity and help fulfill the social contract between the state and citizens.

4.3 The RRF Financing Framework Builds upon Existing Systems and Seeks Expansion

In order to strengthen existing systems, the financing framework aligns with Somalia’s existing aid coordination architecture, the Somalia Development and Reconstruction Facility (SDRF), while embracing what is referred to as a ‘right-financing’ approach. Under this approach, traditional financing is pursued in conjunction with the modification of financing modalities to reflect the rather unique financing context presented by the RRF. Therefore, the financing framework aims to work within existing systems, strengthening them to attract traditional financing, while also laying the foundation for the introduction of blended financing in key areas of the economy to diversify the financing tools available to drive development. Blended finance and other innovative financing models have the potential to shift the investment risk-return profile with flexible capital and favorable terms, in key sectors where such DINA-related investments make sense. Blended finance models are likely to emerge from areas such as, larger scale, durable housing solutions for protracted internally displaced persons; infrastructure, including transport and resource corridors; and public private

14 USAID. 2018. Economics of Resilience to Drought: Somalia Analysis.

partnerships in the area of education, energy, health, irrigation and water provision.

Integrate supply and demand side planning.

One of the challenges addressed by this financing framework is that donor-related financing is not usually fungible. An unknown volume of assistance is already committed to existing projects, and other finances are regulated by budget lines and internal aid modalities, making it difficult to re-program and re-focus finance on the RRF priorities. Matching the priority investment with ongoing and planned (ODA) investments will help avoid overlap. For future investment planning, analysis of available 'fiscal space' is needed to allow the RRF planning process to be linked to available resources.

Improving alignment and harmonization.

Aligned to the SDRF process, the primary approach adopted here is to work within existing systems and modalities, while improving effectiveness (impact on objectives) and efficiency (value for money). As agreed in the Mutual Accountability Framework, and as indicated in the National Development Plan, the use of pooled funding remains a preferred financing modality through the SDRF MPTF, AfDB SIF, and the WB MPF.

While accepting that the initial scope of innovative financing approaches will be limited, it remains important to **increase the use of Country Systems alongside national planning capacities, augmenting** the financing flows into the Treasury Single Account (TSA), which are recorded on the Somalia Financial Management Information System (SFMIS), and will not only build Government capacity in relation to state responsiveness, but will also lead the shift away from parallel delivery systems and a second civil service (aid staffing), to a model more closely supportive of self-reliance.

4.4 The Scope of the Financing Requirements

The scope of the financing requirements outlined in the Prioritization section above indicates

that **a significant part of the financing will be attracted through standing systems of existing donor (ODA) agencies.**

The approach in the present framework is to provide a practical approach to strengthening of existing systems while laying the foundation for new resources that have so far not been mobilized to drive growth and resilience efforts in Somalia. Achieving a mix of 90 percent grants and 10 percent blended finance by the end of the 3–5 year RRF time frame would illustrate such a commitment. Such a transition would overcome: (i) low returns for the level of risk; (ii) improve market inefficiencies; (iii) strengthen the national investment climate; and, (iv) build core competencies around better systems. For this to happen, the investment framework in Somalia needs to be upgraded, to include public-private partnership (PPP) policy and regulatory standards, and economic rate of return (ERR) and employment multiplier analysis.

4.5 A Learning and Capacity Development Approach to the Financing Architecture

Both the strengthening of the existing systems and the introduction of new approaches require learning and capacity development tactics. The development of sound investment proposals, the engagement process with potential investors (both traditional and non-traditional), as well as the introduction of new financing modalities and partnerships, require a national capacity that is up to the job at hand. As indicated in the Implementation Arrangements section, below, support to the national structures is foreseen to gradually develop the capacities that are required. Secondly, the investment environment in Somalia is complex, with multiple variables influencing the investment process and the potential impact investments generate. In order to ensure, as much as possible, that investments do realize the objectives of the RRF, a solid learning and M&E approach is required (as outlined in the final chapter). The key areas that need dedicated attention are outlined below.



05

LEARNING, MONITORING AND EVALUATION

5.1 Introduction

The RRF, requires an innovative and flexible approach to the results-based monitoring of recovery and resilience work being undertaken in Somalia. Learning from, and M&E of, the drought recovery response is a critical component of planning and coordination that must be a focus of attention during the early stages of RRF roll-out. This will entail **the preparation and operationalization of a programmatic “results framework” at the federal level that is integrated closely with, and builds upon, the NDP indicator matrix, and which as part of the NDP M&E strategy tracks progress being made toward the recovery needs contained in the DINA.** The programmatic results framework, through a stakeholder-driven system of project monitoring at multiple levels, will be a first step in building oversight, transparency, accountability and good knowledge management within the Somalia drought recovery program.

Strategic Parameters for RRF Results Measurement. These characteristics are essential ingredients for effective coordination and decision making of drought recovery programming in Somalia. Integrated closely with the NDP M&E strategy, the parameters shall be underpinned by a flow of reliable reporting of intermediate outputs and outcomes, driven by stakeholder project inputs at both state and federal levels. Thus, the proposed results framework shall allow for measuring contributions of various

projects by implementers towards strategic outcomes, indicators and targets, allowing for a systematic aggregation of intermediate outcome and output indicators in relation to corresponding targets. This approach allows for greater and more accurate tracking of outcomes and impacts generated by RRF interventions.

A gradual approach to RRF monitoring in Somalia will be adopted to address challenges in the Somalia context. These include data scarcity and inaccessibility, structural and capacity limitations, and the absence of coordination across partners for data sharing. Consequently, the following steps will be taken:

- ▶ Test the monitoring plan using a preliminary set of RRF indicators;
- ▶ Refine and rationalize the draft results framework in line with NDP and humanitarian monitoring systems;
- ▶ Develop a long-term monitoring plan;
- ▶ Identify partner incentives for reporting; and
- ▶ Institutionalize monitoring and data sharing.

The RRF results framework will be operationalized over time through the development of a RRF Results Measurement Model, based on a fusion of contemporary quantitative, statistical and qualitative techniques for results

measurement. Key steps towards the operationalization of the RRF include the following:

- ▶ Stage 1: Development, refinement, and finalization of RRF's Central Results Framework and Results Monitoring System;
- ▶ Stage 2: Operationalization of the Central Results Framework and Monitoring System; and
- ▶ Stage 3: Development and operationalization of interfaces between Central and Project Result Frameworks.

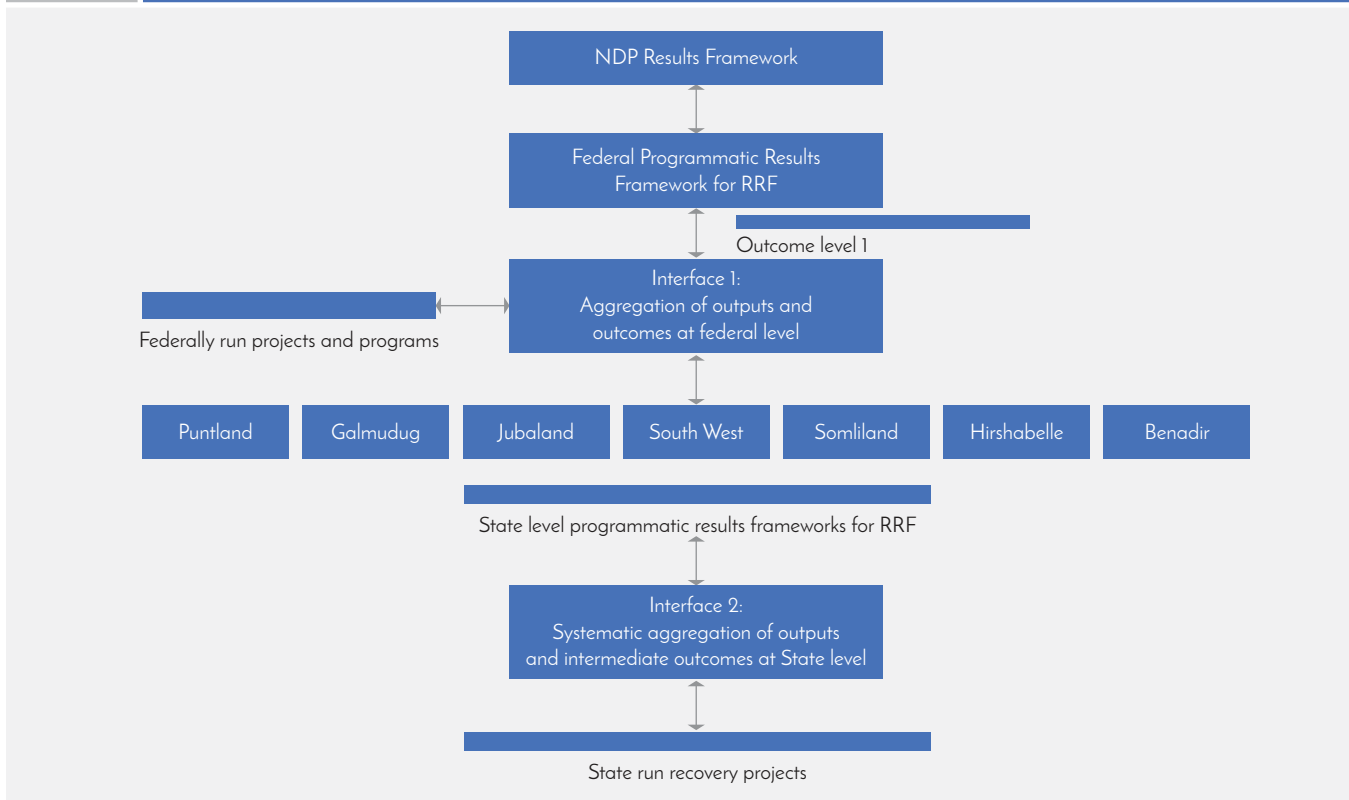
A gradual approach to RRF monitoring in Somalia is adopted to address challenges in the Somalia context. These include data scarcity and inaccessibility, structural and capacity limitations, and the absence of coordination across partners for data sharing. Consequently, the following recommendations and immediate next steps are recommended:

- ▶ Test the monitoring plan using a preliminary set of RRF indicators;
- ▶ Refine and rationalize the draft results framework in line with NDP and humanitarian monitoring systems;
- ▶ Develop a long-term monitoring plan;
- ▶ Identify partner incentives for reporting; and
- ▶ Institutionalize monitoring and data sharing.

5.2 The Principles of the M&E Framework

Basic Principles of the M&E Strategy. The following principles are instrumental to the development of a programmatic results framework at the federal and state levels, which tracks to contributions from both state and federal-level projects:

- ▶ **Leveraging contribution-based results management.** The approach will utilize a “contribution based approach” for measuring the contributions of various projects towards the strategic results areas of the RRF—instead of the conventional attribution technique for results measurement. Such results shall be measured at the aggregate level eventually (intermediate and strategic outcome level), but in the first phase, shall be measured starting with discrete sets of intermediate output indicators at the state and federal levels, given the phased and incremental scaling-up approach envisaged under the RRF.
- ▶ **Separating “monitoring” from “evaluation”.** The RRF program intermediate outcomes indicators will primarily be used for regular monitoring of strategic progress being made towards the achievement of the eventual program outcomes. The program strategic outcome indicators shall primarily, but not necessarily, be used for the periodic program evaluations planned under the proposed results management regime. At least initially, the proposed M&E approach will focus on results monitoring, while evaluation strategies are further assessed.
- ▶ **A cascaded system of information flows that link program and project results.** The central or programmatic results framework should relate to various project-level M&E systems through effective and streamlined multi-stakeholder interfaces (for example, federal and/or state dashboards). Doing so would allow regular reporting by government and implementing partners on project indicators (state and federal) tracked to the programmatic results framework, allowing the aggregation of information at multiple levels (Figure 7);
- ▶ **Setting targets for results.** RRF will adopt a systematic approach for target setting for its results (outputs and outcomes) over three years.

FIGURE 6 CASCADING OPERATIONALIZATION OF THE PROPOSED PROGRAMMATIC M&E FRAMEWORK


- Developing a solid and trackable baseline** that tracks with the DINA (i.e., possibly drawing on need estimates), providing the basis of the M&E system, needs to be established by the FGS and states—with support from development partners—and shared among all stakeholders.
- Assuring vertical and horizontal coordination** to collect and validate information on program and project progress at all Government levels, and among different agencies, is the key of an effective reporting structure.

5.3 The Cascading Workflow

Figure 6 illustrates the ideal flow of project information from state, federal and develop-

ment partner projects tracked against the RRF programmatic results framework in the context of the Somalia National Development Plan (2017–19) (NDP). At the state level, this may include reporting into state-level programmatic recovery frameworks that mimic the federal RRF results framework. At both state and federal levels, development partners and ministries may feed into the RRF programmatic results frameworks, although it is recognized that not all projects' indicators may map directly to the RRF programmatic results framework. At each level of interaction (state and federal), an interface¹⁵ will eventually be built that systematically links project-level result frameworks with the central RRF framework (sector outcomes, outputs and indicators and strategic objectives and indicators), allowing for systematic aggregation and analysis.

¹⁵ May include automated online dashboards or manual, excel-based systems.



5.4 Focus on Monitoring, Cascading and a Contribution-Based Approach

In line with the principles and approach described above, an initial draft of the programmatic results framework at the federal level for

drought recovery in Somalia has been developed, which sets out a long-term RRF monitoring strategy for Somalia. The framework is based on the DINA Action Plan and looks at project-level intermediate outcomes and outputs, covering 15 sectors and corresponding strategic and intermediate outcomes and indicators (Annex 3, Proposed RRF Results Framework). The intermediate outputs deliver intermediate sector outcomes, which combine to deliver strategic outcomes. The causal results chain will be monitored through indicators and associated targets at both federal and state levels. Table 6 provides a “snapshot” of the RRF results framework’s intermediate and strategic outcomes and associated indicators.

The RRF results framework is both aligned to the SDGs and the NDP, accounting for 27 NDP indicators and 14 SDGs.

Putting the proposed RRF monitoring approach into action requires a gradual approach to address challenges in the Somalia context, including data scarcity and inaccessibility, structural and capacity limitations, and the absence of coordination across partners for data sharing. In the Section 7 an overview is presented of the steps required to fully develop the M&E Framework.

TABLE 6

RRF STRATEGIC AND INTERMEDIATE OUTCOMES AND INDICATORS

Proposed RRF Results Framework

Vision: Formulate a holistic, systematic approach to the recovery and resilience building process of Somalia.

Strategic Outcomes**Strategic Outcome Indicators**

RRF makes significant contributions towards the following key crisis recovery outcomes across all drought-affected states in Somalia:

Strengthened government capacities for inclusive recovery and disaster risk management planning, implementation, and monitoring

1. Strengthened relationship and trust between state, communities and civil society
2. Greater transparency and accountability in public resource management

Intermediate Outcome Indicators

- Worldwide Governance index
- Number of deaths from natural disasters
- Economic loss from natural disasters

Recovered and resilient economic sectors, livelihoods, and key infrastructure

1. Recovery of agricultural production and livestock export
2. Sustainable employment base (index)

Intermediate Outcome Indicators

- Area of land under rain-fed agriculture
- Area of land under irrigated cultivation
- Annual livestock value
- Restored livestock herd is more resilient
- Value of fish caught in Somalia
- Estimated population in catchment areas of roads repaired through RRF
- Number of people in poverty
- Unemployment rate
- Number of women in the labor force
- Annual investment growth rate

Advanced durable solutions and recovery for previously displaced and affected communities

1. Number of IDPs

Intermediate Outcome Indicators

- Percent of children under 5 with acute malnutrition
- Number of previously displaced school aged children enrolled in school
- Percent of poverty incidence of former IDPs that are female
- Number of former IDPs in poverty

Sustainable management of environment services and enhanced access to renewable energy

1. Enhanced provision of environmental services
2. Improved household access to renewable energy

Intermediate Outcome Indicators

- Increase in vegetative cover monitored remotely in sample areas for each climate zone
- Increase in land area benefitting from improved watershed management practices
- Total KWH generated by solar energy plants
- Total KWH generated by wind turbines
- National consumption of LPG

Increased service delivery within affected urban areas

1. Increase in service delivery within affected urban areas

Intermediate Outcome Indicators

- Number of people with access to clean water
- Number of people with access to sanitation services
- Under 5 mortality rates



06

INSTITUTIONAL ARRANGEMENTS

The purpose of the proposed institutional arrangements is: a) to domicile within government drought needs assessment and prioritization, and the process matching recovery and resilience programs and projects with sources of funding and/or financing; b) to enable the rolling-out by government ministries, departments and agencies (MDAs) and international partners of programs and projects for which funding and/or financing has been secured; c) to monitor the progress of implementation of those programs and projects; and, e) evaluate the outcome and impact of the RRF. **The expected timeframe of the RRF is between 3 and 5 years.**

The development of institutional arrangements for RRF implementation will be guided by five principles, namely:

- ▶ Leveraging the NDP for Somalia's governance framework as the strategic platform;
- ▶ Ensuring short term capacity to help operationalize the DINA and RRF, while medium- to long-term capacity building efforts continue in various tiers of government;
- ▶ Contributing to good practice public investment management for RRF implementation;

- ▶ Maximizing the use of country systems, including leveraging existing capacities for institutional coordination and implementation;
- ▶ Incrementally, creating pathways towards longer-term resilience by initially focusing on quick gains towards sustainable drought recovery.

6.1 Building on Existing Structures

The RRF will directly contribute to the realization of the objectives of the NDP and will build on Somalia's existing aid coordination architecture, the SDRF.

The SDRF, in its current form, consists of: the Somalia Partnership Forum (SPF); the SDRF Steering Committee (SDRF SC); 9 Pillar Working Groups (PWGs);¹⁶ and 3 multi-partner trusts funds. The SPF focuses on high-level policy and partnership principles; the SDRF SC and the PWGs focus on consistency and coherence between development actions, and the endorsement of funding proposals to the three trust funds. This architecture is provided logistical and organizational support from the Government side by the Aid Coordination Unit (ACU). The SDRF Steering Committee and Pillar Working Groups are co-chaired by a government agency and an international agency.

¹⁶ The PWGs are: 1) Inclusive politics; 2) Justice and Security; 3) Building effective institutions; 5) Inclusive & sustainable economic growth; 6) Social & human development; 7) Infrastructure; 8) Building resilience capacity; 9) Human rights and gender.

The Ministry of Planning, Investment and Economic Development (MoPIED) is the SDRF's principal point of contact within the FGS, and is responsible for overall SDRF agenda management, and ensuring the alignment of Government and development partner programming with the NDP.

The National Development Council (NDC) is a coordination body which has been set up to provide strategic direction, guidance and leadership to the drafting of the National Development Plan and to advocate for the plan at the national and state levels.

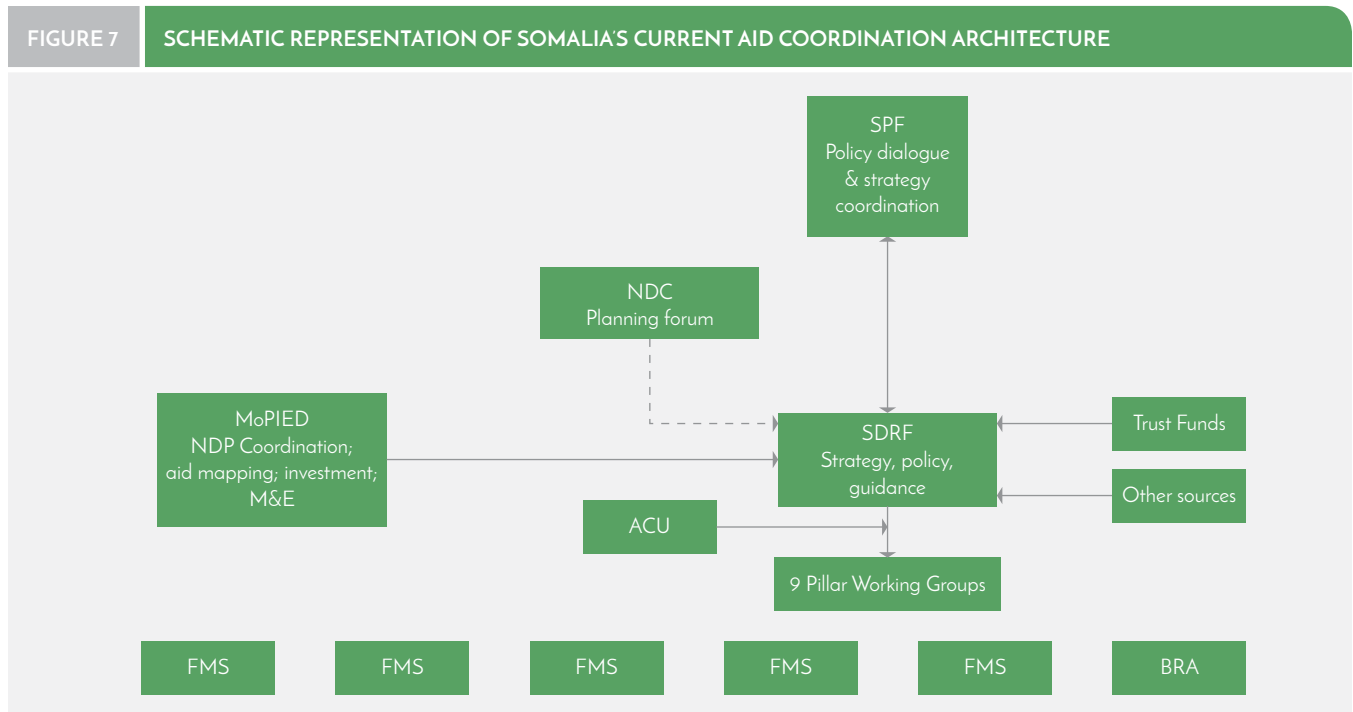
The SDRF and its associated Government institutions are shown in Figure 7.

6.2 Operationalizing the RRF

RRF operationalization will require the existing aid coordination architecture to

maintain the prioritization and phasing, financing and M&E functions described in this report, thereby enabling the rolling out by Government and its development partners of programs and projects that address the country's highest priority recovery and resilience building needs. This will in turn require the FGS and FMS to assume a range of recovery and resilience investment management functions that are additional to aid coordination. These include:

- ▶ Strategic oversight and direction for drought recovery and resilience
- ▶ Policy coordination and validation
- ▶ RRF program development
- ▶ RRF project implementation and coordination
- ▶ RRF project progress monitoring



Note: BRA = Benadir Regional Administration.

- ▶ Coordination of inter-governmental and inter-ministerial dialogue on near term disaster recovery and resilience
- ▶ Mobilization of resources for drought recovery and resilience
- ▶ Mapping of resources to drought recovery & resilience needs
- ▶ Injection of capacity for drought recovery & resilience
- ▶ Coordination between development and humanitarian partners, and the private sector
- ▶ Cross-support to PWGs

Rather than adding to the current architecture, these additional functions will be carried out by strengthening existing structures and capacities. In practice, this means that three components of the current architecture would be strengthened:

- ▶ **The NDC through the formation of an RRF Taskforce**, consisting of FGS and FMS directors general of planning and, as appropriate, technical counterparts from FGS and FMS MDAs. The Taskforce will be responsible for preparing and supporting the NDC to make recommendations to Government on evolving recovery and resilience building priorities. It will ensure that emerging recovery and resilience building priorities are considered, and progress overseen by the NDC, and bottlenecks to progress are acted on by the government. The NDC will in turn contribute to the agenda setting of the SDRF, and will inform the SDRF on progress in meeting recovery and resilience priorities across all states.
- ▶ **The MoPIED Planning and Economic Development Directorate** to coordinate the prioritization and related aid mapping, and financing framework components of the RRF.

- ▶ **The MoPIED Investment Department**, to take responsibility for incubating, consulting and creating momentum around blended financing opportunities to emerge from the prioritization process.

In addition, the MoPIED Monitoring and Evaluation (M&E) Department will work with the Planning and Economic Development Directorate and the PWGs to integrate and execute RRF monitoring & evaluation within the NDP M&E strategy.

Within this proposed arrangement, the MoPIED Planning and Economic Development Directorate will coordinate the development and approval of concept notes, using the output of the RRF prioritization and phasing and aid mapping processes, described in Section 3. The concept notes will be prepared by FGS/FMS MDAs, the MoPIED Investment Department and/or development partners, and matched with potential sources of funding, or, in certain cases, with potential investment financing, in accordance with the RRF financing framework (Section 4).

Potential programs that have already emerged from the prioritization process, which could become the focus of concept notes include:

- ▶ Rehabilitation and reconstruction of roads
- ▶ Livestock development
- ▶ Irrigation and watershed management
- ▶ Water supply and sanitation and construction of new boreholes
- ▶ Water & desalination
- ▶ Health and nutrition
- ▶ Education
- ▶ Affordable housing program in urban areas



- ▶ Employment and skills development
- ▶ Livelihoods and economic recovery
- ▶ Renewable energy, including solar and wind
- ▶ Ports, jetties and fisheries

The concept notes will be submitted to, and reviewed on behalf of, the NDC by the RRF Taskforce, which will ensure process consistency, coherence and equity.

With RRF Taskforce approval, the concept notes will be shared with the relevant PWG by the MoPIED Planning and Economic Development Directorate and, as appropriate, integrated within the PWG work plan.

Concept notes that are expected to be funded through familiar donor channels will be further developed by participating FGS/FMS MDAs, supported as appropriate by interested development partner(s)¹⁷. Those programs and constituent projects that seek funding from one of the SDRF trust funds would be fast-tracked through the SDRF review and approval process.

Concept notes for nationally relevant programs that have the potential for the kind of blended financing described in the RRF finance strategy will be carried forward by the MoPIED Investment Department in collaboration with interested development partners. Such programs, which in the RRF context could include low-cost urban housing and health and education service provision, would be developed with the explicit aim of drawing in private investment financing as a complement to Government and/or donor funding. The relevant PWGs would be kept informed of progress made.

Monitoring and eventual evaluation of the implementation of recovery and resilience programming developed in this fashion will be undertaken by the MoPIED M&E Department. As noted, the intention is not to create a separate, stand-alone RRF M&E framework, but to integrate RRF results indicators (currently under preparation) within the NDP results framework.

6.3 Roles and Responsibilities

Given the foregoing general description of the proposed RRF institutional arrangement, the following offers a more detailed breakdown of roles and responsibilities.

The RRF Taskforce

The responsibilities of the RRF Taskforce of the NDC will include:

¹⁷ As appropriate, these concept notes will be incorporated into FMS development plans.

- ▶ Providing strategic oversight and direction for drought recovery and resilience;
- ▶ Coordinating and validating policy development;
- ▶ Supporting the uptake and roll out by FGS and FMS planning ministries and MDAs of the RRF;
- ▶ Identifying and approving RRF programs or projects;
- ▶ Coordinating inter-governmental and inter-ministerial dialogue on near-term disaster recovery and resilience;
- ▶ Overseeing the implementation of the RRF monitoring and evaluation framework.

The RRF Taskforce will be accountable to the NDC, and chaired by the MoPIED Director of Planning and Economic Development. It will consist of the Directors General of the FMS planning departments, and may additionally include, as appropriate:

- ▶ Permanent Secretaries or Directors General of FGS MDAs engaged with the RRF, including the Ministries of Humanitarian Affairs and Women and Human Rights Development;
- ▶ A representative of the private sector;
- ▶ A representative of civil society;
- ▶ A representative of Somalia's women's movement;
- ▶ Others that the chair may find relevant to co-opt for RRF program implementation, review and consolidation.

The MoPIED Planning and Economic Development Directorate

The MoPIED Planning and Economic Development Directorate is, in effect, the coordinator of these

implementation arrangements and will be responsible for the following:

- ▶ Maintaining a current inventory of RRF programs and projects being rolled out either nationally or by FMSs;
- ▶ Coordinating the ongoing assessment and prioritization of recovery and resilience needs;
- ▶ Using the output of FGS aid tracking, map recovery and resilience needs against ongoing and planned humanitarian and development programming;
- ▶ Maintain an updated understanding of: (a) Somalia's recovery and resilience needs and of the high priority interventions identified by the RRF prioritization and phasing process; and (b) Somalia's development partners' current funding and financing policies and decisions;
- ▶ Focusing the SDRF and PWGs, FGS/FMS MDAs and the MoPIED Investment Department on urgent and high priority recovery and resilience interventions to ensure progress in building resilience;
- ▶ Compiling and presenting concept notes to the RRF Taskforce for review and approval;
- ▶ Liaising closely with SDRF PWGs to ensure integration of relevant concepts into the appropriate PWG work plans;
- ▶ Liaising closely with the MoPIED Investment Department on the development of concepts being tracked for blended finance approaches;
- ▶ Reporting regularly to the PWGs on progress being made by the MoPIED Investment Department;

Liaising closely with the SDRF PWGs and ACU to ensure that RRF interventions are coordinated

with other recovery and development programming in Somalia, and to fast track RRF interventions targeting funding from one of the SDRF trust funds.

The MoPIED Investment Department

A strengthened MoPIED Investment Department will have the following responsibilities:

- ▶ Maintain an updated understanding of: (a) Somalia's recovery and resilience needs and of the high priority interventions identified by the RRF prioritization and phasing process; (b) Somalia's development partners' current funding and financing policies and decisions; and (c) current private sector investment in Somalia
- ▶ In liaison with development partners, FMS planning ministries and appropriate FGS technical ministries, lead the identification and development of concept notes for large-scale, nationally relevant programs, based on RRF high priority sector interventions, that are suitable for the development of blended finance approaches
- ▶ Convene and consult with sectoral experts and stakeholders in the area of proposed investment focus—including all relevant parties: line ministries, technical experts, donors, the private sector, insurance schemes, etc.
- ▶ In collaboration with relevant development partners and FGS/FMS MDAs, lead the iterative process of large-scale program development using blended finance approaches,

based on good-practice public investment management.

The MoPIED M&E Department

The M&E Department will have the following responsibilities:

- ▶ Support and advise on the further development of the RRF results framework;
- ▶ Ensure the RRF results framework is appropriately aligned and integrated within the NDP M&E strategy;
- ▶ Support the incremental rolling out of RRF results indicator monitoring;
- ▶ In consultation with the MoPIED Planning and Economic Development Directorate, report quarterly to the SDRF SC on progress being made towards RRF results targets;
- ▶ In pursuit of these responsibilities, to liaise closely with the MoPIED Planning and Economic Development Directorate, FMS planning ministries and the SDRF PWGs.

6.4 Cost of operationalisation

In addition to the cost of addressing Somalia's unmet recovery and resilience needs, operationalisation of the RRF through the proposed institutional arrangements will itself require funding. This additional funding need is acknowledged, but at the time of report preparation its amount has yet to be estimated.



07

NEXT STEPS

7.1 Prioritization and Phasing

The output of the prioritization and phasing process is a set of 246 high priority sector interventions, phased over the short and medium-to-long term. These will be carried forward by the proposed institutional arrangements and further programmed in relation to potential interest from donors and sources of investment financing.

Specifically, this will entail action at a number of levels.

Reflecting recent floods in parts of Somalia:

The output of the prioritization process will need to be reviewed and, as appropriate, adjusted to reflect the recent flood needs assessment conducted in 26 affected districts in Hirshabelle, South West State and Jubbaland.

Further analysis and consultation

The high priority sector interventions and national-level priorities will be subject to further analysis and consultation. Drawing on Somalia's existing aid tracking system, the output will then be mapped against ongoing and planned humanitarian and recovery/development programming, revealing Somalia's currently unmet recovery and resilience needs (see Annex 2 on aid mapping). This "shortfall", which will be determined annually, will guide current

and future Government and development partner funding of and investment in recovery and resilience. Some of the shortfall identified will be large-scale programs addressing national priorities that will be led and implemented by the FGS. Other parts will be sub-programs to be implemented by FMSs but rolled up into FGS-supervised national programs. Others still will be stand-alone projects, to be implemented by one or more FMSs or by the FGS.

Institutionalization of the needs assessment methodology:

It can be expected that Somalia will continue to be subject to cycles of drought, punctuated by flooding along the Jubba and Shabelle rivers. Notwithstanding the outcome of this RRF, which is expected to be Somalia's recovery from the last drought, and an increased national capacity to mitigate and withstand the impacts of future droughts, impact needs assessments will almost certainly be called for again in the future.

Therefore, steps need to be taken to establish the practice of impact assessment within Federal and State level government and, as appropriate, to codify that practice in national policy.

Preparing for the next National Development Plan:

The RRF can be regarded as a constituent framework within the current National Development

Plan (2017-2019) (NDP). A participatory and bottom-up prioritization and phasing of needs based on a participatory and inclusive planning methodology is at its core.

As the Government starts to prepare for a new NDP cycle, its thoughts will turn to the question of how best to make its planning process compliant with the demands of the PRSP process, which is to be prepared by the World Bank as a step towards the clearing of national debt arrears. The RRF's prioritization and phasing methodology is available to the government in this regard, and both its output and the process itself is expected to form the preparation of the next NDP.

7.2 Financing Framework

Detailed stakeholder consultation, including market testing on new blended finance models, will determine when and how to advance beyond concept development stage. Moreover, linked to the institutional and M&E framework, the financing framework aims to continue traditional financing, and optimize financing approaches to maximize investment returns to RRF objectives.

The following next steps must be undertaken to meet the objectives established:

- ▶ **Leverage coordination mechanisms.** Traditional and non-traditional RRF financing will be channeled through proposed and existing coordination mechanisms to support the financing transition outlined above. The financing framework is fully integrated into national public expenditure management and aid coordination systems. As a result, optimizing the SDRF and Pillar Working Group structures **to sharpen investment identification and process management** is critical to systematically introduce the concept of right-financing across the RRF portfolio.
- ▶ **Focus on right-financing investments that accelerate durable growth, revenues and employment generation to recovery and resilience services.** In addition to traditional financing, moving towards smart systems and smart financing is essential for Somalia, implying an even greater need to prioritize investments that accelerate growth, revenues and employment. It is critical to lay the foundation for more innovative models of engagement, including the move from 'creating an enabling environment for the private sector' to actively 'engaging the private sector'. This implies moving from a 'spending' based approach to an increasingly 'investment' based approach, particularly in areas not classified as public goods. Doing so, however, demands new skills sets to be put in place; re-skilling of established systems; and developing an enabling institutional and policy environment; and requires the introduction of economic rate of return and employment multiplier work, which is currently lacking. While the maturation of a smart financing environment will take time, the RRF process can help demonstrate the added value of a diversified and innovative financing approach; thus, influencing the next generation of NDP.
- ▶ **Complement traditional investments by formulating anchor projects with blended finance in mind.** Although traditional financing will provide the greatest contribution to the RRF, the grant-based support must be increasingly balanced with blended finance. Blended finance allows new capital flows to be mobilized, providing additional investment to national development. Moreover, given that the vast majority of services are provided by the private sector anyway, there is huge scope for channeling new financial flows into models that provide services at an affordable price. Expanding access to services while generating employment is critical, in both low and high potential areas. Using money that is not looking for a return,

to kick-start a return based structure can be rolled out for many sectors of the economy. However, as blended finance deals are more complex than grant based giving, Somalia must prioritize models that have 'lower deal friction'.

► **Transition to greater private financing where possible and desirable over time.**

The effort outlined in this financing framework aims to provide a practical approach to strengthening existing systems while laying the foundation for new resources that have so far not been mobilized to drive growth and resilience efforts in Somalia. Striving for a mix of 90 percent grants and 10 percent blended finance in early high priority investments would illustrate such a commitment, though demand considerable work to be established. Such a transition would overcome: (i) low returns for the level of risk; (ii) improve market inefficiencies; (iii) strengthen the national investment climate; and (iv) build core competencies around better systems. For this to happen, the investment framework in Somalia needs to be upgraded, to include PPP policy and regulatory standards, and economic rate of return (ERR) and employment multiplier analysis. A SWOT analysis of various recovery financing options is under development.

- **Set up a public investment management system.** In carrying forward the idea of large-scale programs using blended finance approaches, the required level of performance from a public investment management (PIM) system for the RRF needs to be ensured. To this end, a *unified framework public investment management system*, for public-private partnership and other more innovative financing and implementation arrangements, will adopt the eight good-practice "must-haves"¹⁸ that fit Somalia's



local context. It is "unified" in the sense that it provides a systemic view over each of the steps of the public investment cycle, ensuring there are no loopholes that can affect the quality of spending. The eight features provide a degree of assurance that there are no systemic gaps that would enable wasteful or corrupt decisions. They are considered to be "must-have" features, not with the intention of establishing a gold standard, but to provide a logical and internally consistent system that even a low-capacity country should try to follow to establish basic disciplines for project selection and management.

7.3 M&E

The following actions are established for the development of the M&E Framework

18 The World Bank. 2010. A Diagnostic Framework for Assessing Public Investment Management.



Stage 1: Development, Refinement and Finalization of RRF's Central Results Framework and Results Monitoring System (RMS)

- ▶ Finalize the rationalization and refinement of the federal RRF results framework, including the Somalia Development and Reconstruction Facility (SDRF), and its constituent system of pillar working groups (PWGs) and Joint Management Team (JMT) endorsement.
- ▶ Set up a result monitoring system that lays out targets, baseline, means of verification, and roles and responsibilities for the proposed RRF results framework.
- ▶ Develop tools and methodologies for data collection, reporting, quality assurance, and indicator value determination, including the development of standard operating

procedures and/or an operation manual. This includes considering factors such as the availability of data and the relative ease of operationalizing a reliable and sustainable data supply mechanism for the respective indicators.

- ▶ Conduct a capacity assessment (strengths, weaknesses, gaps) of the RRF information management system to improve physical and financial progress monitoring and reporting. This assessment is meant to inform consideration of in-house versus outsourced operationalization of elements of the results framework.
- ▶ Engage project implementers to utilize the RRF results monitoring system, including capacity building and establishing clearly defined roles and responsibilities to sustain use.

Stage 2: Operationalization of the Central Results Framework and Monitoring System

- ▶ Roll out the results framework and Results Monitoring System, including data collection in respect of selected quantitative and qualitative indicators, desk reviews of existing information, and progressive indicator value determination, as well as sample-based field surveys and qualitative assessments.
- ▶ Develop automated and customized performance reporting templates to internal and external sources through the RMS.
- ▶ Conduct progressive review and enhancement of the information management system (strengths, weaknesses, gaps).

Stage 3: Development and Operationalization of Interfaces between Central and Project Result Frameworks

- ▶ Map project-level results frameworks (intermediate outcome, outputs, indicators) to

state RRF results frameworks (mirroring the federal RRF) and the federal RRF results framework, identifying areas of alignment and link-up

- ▶ Develop platforms to allow stakeholders to interface with the central RRF M&E results framework (federal) and project-level M&E results framework (state and federal), including automated and customized performance reporting templates to internal and external sources (e.g., dashboards). This includes assessing options for interoperability with the existing platform, consideration of user needs, and incorporating map-based functionalities using Geographic Information Systems.

7.4 Institutional Arrangements

The proposed institutional arrangements will require a number of steps to be taken quickly, to build on the momentum generated by the prioritization and phasing process, and to ensure that the benefits of the RRF are fully realized.

Ensure strong horizontal and vertical coordination and consultation across the FGS and with FMS

The RRF identifies the MoPIED as being the lead agency within the FGS, which is appropriate given the prominence of planning and coordination in creating the enabling environment needed for effective recovery and resilience programming by Government and its development partners. However, full implementation of the RRF—meaning Government and development partners acting on the RRF's high priority sector interventions; the effective matching of these with available funding and finance; the monitoring of RRF results; and the evaluation of its impact—will require strong intergovernmental coordination at all levels.

The NDC to constitute the RRF Taskforce

An urgent requirement is for the proposed RRF Taskforce to be constituted by the NDC, and for the Taskforce to quickly establish the practice of regular and well-managed meetings and effective follow-up action.

Strengthening the MoPIED structures needed to support RRF implementation

Although the RRF will be implemented through existing SDRF, MoPIED and NDC structures, steps will need to be taken quickly by MoPIED to ensure the Planning and Economic Development Directorate and the Investment Department are both properly equipped for their planned roles.

Capacity needs assessment

The RRF recognizes that the proposed institutional arrangements will require institutional, regulatory and human capacity development. An urgent early requirement, therefore, will be to conduct a capacity needs assessment of the NDC and the MoPIED Planning and Economic Development Directorate and Department of Investment.

A part of this assessment will include a mapping of the “must have” processes within MoPIED and FMS planning departments that underpin the proposed system of investment management.

Implementation planning and roll out

In response to the results of the capacity needs assessment, a costed RRF implementation plan will be prepared and resourced. With resourcing, technical assistance and other capacity building measures will be deployed, initially within the MoPIED Planning and Economic Development Directorate and Investment Department and, as appropriate and feasible, to relevant FGS and FMS MDAs.



ANNEX 1: ALIGNMENT OF PRIORITIZATION INDICATORS AND RRF STRATEGIC OBJECTIVES

(Scoring based on 1-10 Scale)

Indicators/Criteria for Prioritization	Recovery and Resilience Framework Strategic Objectives					Total Score	Indicator Weights
	SO 1	SO 2	SO 3	SO 4	SO 5		
Spatial Coverage							
Rehabilitates and expands basic services and physical infrastructure and economic assets (major economic assets—agriculture, livestock and fisheries) of drought affected areas	6	7	7	6	7	33	7
Improves basic service accesses and economic opportunities and natural resource management (livelihoods, employment and business) in drought impacted areas	3	7	7	8	8	33	7
Beneficiary Coverage							
Targets drought and conflict affected people (in an equitable and inclusive manner)	7	9	10	7	9	42	9
Targets poor households, and marginalized groups including disadvantaged minorities and clans/lineages, and extremely vulnerable social classes such as women, female-headed households and children.	4	6	10	2	6	28	6
Strategic Alignments							
Aligns with Somalia National Development Plan Priorities	7	9	7	5	5	33	7
Contributes to the recovery and resilience building	10	10	10	10	10	50	11
General indicators							
Promotes resilience to future drought and other natural shocks, and encourages build back better practices	10	10	10	10	10	50	11
Enhances food security	7	10	10	10	10	47	10
Promotes development of traditional livelihood activities and diversification of economic opportunities	7	7	8	6	7	35	8

(continued on next page)

(continued)

Indicators/Criteria for Prioritization	Recovery and Resilience Framework Strategic Objectives					Total Score	Indicator Weights
	SO 1	SO 2	SO 3	SO 4	SO 5		
Promotes sustainable management of natural resources and improves resource access of local communities	5	8	5	10	5	33	7
Improves the delivery and access of basic services and infrastructure in urban areas	9	2	7	6	10	34	8
Promotes institutional capacities to design and implement RR programs at all levels of governments, including local communities	10	2	8	7	7	34	8

ANNEX 2: SPECIAL NOTE ON AID MAPPING

An analysis of the January 2018 Aid Flows database was undertaken to inform the development of the RRF.

The quality of the analysis was constrained by the need to use data that was already several months old at the time of the analysis in May 2018. The incomplete nature of the database also made it hard to draw conclusions about potential gaps—a number of projects known by the analysts to be ongoing were not included in the data—in some cases because no 2018 disbursements were listed, in others because they were entirely missing from the data. Furthermore, information in the database is collected from partners voluntarily (so will always be incomplete as some partners select not to participate, and humanitarian actors participate in a separate system), and it does not include bilateral support to the FGS or government-funded projects.

The findings relevant to the RRF are presented below:

1. Over half (51 percent) of programs and project disbursements for 2018 reported in the aid mapping as active were clearly supportive of the RRF strategic objectives and sectors—representing USD 347 million of USD 682 million in 2018. Many of the ongoing projects that were not assessed as directly supportive of the RRF were in areas important to the NDP but outside of the RRF, for example inclusive politics, security and rule of law.
2. 90 percent of the supportive project disbursements in 2018 could be directly aligned with a specific RRF sector. The remaining 10 percent were supportive of the RRF, but not directly aligned. A decision was taken early in the prioritization of the DINA, not to prioritize across sectors. Therefore, the aid mapping analysis cannot be used to determine whether any particular sector is suffering from under-investment.
3. Nearly all RRF-aligned projects were relevant to more than one RRF sector or more than one RRF Strategic Objective. For the purposes of this analysis they were assigned to the RRF sector or objective that was closest to the stated goals of the project. For example, a project that aims to create jobs in fisheries was allocated to “employment” as the primary objective. A project that aims to expand fish exports, though creating employment was allocated to “fisheries”.
4. The aid mapping analysis does not provide a technical funding gap analysis, as such an exercise requires determining financial budgetary allocations by the government and stakeholder commitments towards drought recovery.



Moving forward, the objective will be to generate increasingly accurate analysis of ongoing projects that can be used to inform decisions about allocation of funds and to identify gaps and overlaps. This analysis will be required by the NDP Coordination Unit, the Investment Promotion Unit, the National Development Council (and its RRF Taskforce), and the Somali Development and Reconstruction Facility (and its Pillar Working Groups).

ANNEX 3: DRAFT RRF RESULTS FRAMEWORK

AGRICULTURE						
Alignment with SDG #: 4-Ending Hunger / 8-Economic Growth & Decent Work / 14-Life on Land / 9-Industry & Infrastructure						
Alignment with NDP #: 1-3 Agriculture / Livestock 1-3 / Fisheries 1, 3, 4 / Infrastructure 2						
Objective 2: Recovered and resilient economic sectors, livelihoods, and key infrastructure						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Increased agricultural productivity	Area of land under rain-fed agriculture					
	Area of land under irrigated cultivation					
Output 1	Output 1 Indicator					
Improved access to agricultural inputs	Number of producers with access to extension services					
	Number of producers with access to agricultural kits (drought resistant seeds)					
	Number of extension service agents trained					
	Number of producers trained in farm management					
Output 2	Output 2 Indicator					
Improved access to agricultural service delivery infrastructure	Number of irrigation facilities rehabilitated					
	Number of storage facilities rehabilitated					
	Km of market roads repaired					
	Number of markets reconstructed					
Output 3	Output 3 Indicator					
Advanced agricultural policy and institutional enabling environment	Number of regions with extension service plans					

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AGRICULTURE <i>(continued)</i>						
Alignment with SDG #: 4-Ending Hunger / 8-Economic Growth & Decent Work / 14-Life on Land / 9-Industry & Infrastructure						
Alignment with NDP #: 1-3 Agriculture / Livestock 1-3 / Fisheries 1, 3, 4 / Infrastructure 2						
Objective 2: Recovered and resilient economic sectors, livelihoods, and key infrastructure						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
	Number of watershed management plans					
	Number of producer networks, groups, associations or cooperatives					
Outcome 2	Outcome 2 Indicator					
Increased livestock productivity	Annual livestock value					
	Restored livestock herd is more resilient					
Output 1	Output 1 Indicator					
Improved access to livestock inputs	Number of livestock health kits delivered					
	Number of producers with access to extension services					
	Number of producers trained in livestock management					
	Number of livestock restocked					
Output 2	Output 2 Indicator					
Improved access to livestock infrastructure	Number of feed stores constructed or rehabilitated					
	Number of water points constructed or rehabilitated					
	Number of diagnostic facilities rehabilitated or constructed					
Output 3	Output 3 Indicator					
Advanced livestock policy and institutional enabling environment	Number of strategies for private investment in livestock					
	Number of strategies for public-private partnerships for veterinary service providers					
	Number of producer networks, groups, associations or cooperatives					

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AGRICULTURE (continued)						
Alignment with SDG #: 4-Ending Hunger / 8-Economic Growth & Decent Work / 14-Life on Land / 9-Industry & Infrastructure						
Alignment with NDP #: 1-3 Agriculture / Livestock 1-3 / Fisheries 1, 3, 4 / Infrastructure 2						
Objective 2: Recovered and resilient economic sectors, livelihoods, and key infrastructure						
Outcome 3	Outcome 3 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Increased fishery productivity	Value of fish caught in Somalia					
Output 1	Output 1 Indicator					
Improved access to fishery inputs	Number of fishing kits delivered					
Output 2	Output 2 Indicator					
Improved access to fishery infrastructure	Number of fish landing sites rehabilitated or constructed					
	Number of spate-fed desert aquaculture					
Output 3	Output 3 Indicator					
Advanced fishery policy and institutional enabling environment	Number of fisheries management plans					
	Number of producer networks, groups, associations or cooperatives					

WASH						
Alignment with SDG #: 6-Clean Water & Sanitation						
Alignment with NDP #: 1-2 WASH						
Objective 5: Increased service delivery within affected urban areas						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Increased access to clean water and sanitation services	Number of people with access to clean water					
	Number of people with access to sanitation services					
Output 1	Output 1 Indicator					
Improved access to WASH inputs	Number of people trained in WASH					
	Number of people with access to WASH kits					
Output 2	Output 2 Indicator					
Improved access to basic service delivery infrastructure	Number of rehabilitated or constructed water facilities					
	Number of rehabilitated or reconstructed sewage facilities					
Output 3	Output 3 Indicator					
Advanced WASH policy and institutional enabling environment	Number of communities with water management plans					
	Number of communities with waste management plans					
	Number of states with policies for public-private partnerships					
	Number of communities with water committees or boards					

NUTRITION						
Alignment with SDG #: 2-End Hunger and Improved Nutrition and 3-Healthy Lives and Well-Being						
Alignment with NDP #:						
Objective 3: Advanced durable solutions and recovery for previously displaced and affected communities						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Enhanced nutritional status of drought affected population	Percentage of children with acute malnutrition under 5					
Output 1	Output 1 Indicator					
Improved access to nutritional inputs	Number of community health workers trained to deliver nutrition services (e.g., disease surveillance, deworming, cholera treatment)					
	Number of medical kits delivered to health workers or PHCs					
	Number of nutritional or supplemental kits delivered to households					
Output 2	Output 2 Indicator					
Improved access to basic service delivery infrastructure	Number of rehabilitated PHCs					
	Number of mobile clinics offering nutrition services					
Output 3	Output 3 Indicator					
Advanced nutrition policy and institutional enabling environment	Number of states with guidelines for the provision of nutritional services					
	Number of states with a comprehensive nutrition services delivery plans					

EDUCATION						
Alignment with SDG #: 4-Quality Education for All						
Alignment with NDP #: 1-2 Education						
Objective 3: Advanced durable solutions and recovery for previously displaced and affected communities						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Enhanced educational attainment of school aged children	Number of previously displaced school aged children enrolled in school					
Output 1	Output 1 Indicator					
Improved access to educational inputs	Number of school age population with access to learning spaces					
	Number of school age population who receive cash transfer scholarships					
	Number of learning material kits					
	Number of teachers recruited					
	Number of teachers trained/certified according to national standards					
Output 2	Output 2 Indicator					
Improved access to educational service delivery infrastructure	Number of schools rehabilitated					
Output 3	Output 3 Indicator					
Advanced education policy and institutional enabling environment	Number of community education committees					
	Number of child clubs					
	Number of states with education recovery strategies					

TRANSPORT						
Alignment with SDG #: 9-Industry & Infrastructure						
Alignment with NDP #: 2-Infrastructure						
Objective 2:Recovered and resilient economic sectors, livelihoods, and key infrastructure						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Improved access to markets by drought affected population	Estimated population in catchment areas of roads repaired through the RRF					
Output 1	Output 1 Indicator					
Improved road infrastructure	KMs of road constructed or rehabilitated					

ENVIRONMENT, CLEAN ENERGY, NATURAL RESOURCE MANAGEMENT						
Alignment with SDG #: 15-Life on Land						
Alignment with NDP #: 10-11 Resilience						
Objective 4: Sustainable management of environment services and enhanced access to renewable energy						
Outcome 1	Outcome 1 Indicators	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
The reversal of drought-related vegetation loss and soil erosion	The increase in vegetation cover monitored (remotely) in sample areas for each climate zone					
	Increase in land area benefiting from improved watershed management practices					
Output 1	Output 1 Indicators					
Improved land use practices	Area of rangeland reseeded or naturally recovered through fallow					
	Number of drought-damaged trees and shrubs replaced					
	Number of gully erosion control schemes					
	Number of farmers practicing evergreen agriculture and ISFM (integrated soil fertility management)					
	Number of improved, energy-efficient charcoal kilns to have replaced older or traditional kilns					
Output 2	Output 2 Indicator					
Strengthened government capacity to support land improvement	Number of government personnel trained in land use management and related GIS techniques					
Output 3	Output 3 Indicator					
Stronger legal, policy and technical instruments supporting effective land use	Legislation to support zoning of wildlife parks and migratory corridors					
Outcome 2	Outcome 2 Indicators	Baseline	Target			
A greater portion of Somalia's energy needs met from cleaner or renewable sources	Total KWH generated by solar energy plants					
	Total KWH generated by wind turbines					
	National consumption of LPG					
Output 1	Output 1 Indicator					
Stronger legal, policy and technical instruments supporting effective development of clean or renewable energy sources	Policy on biomass energy					
	National power master plan					
	Cross-border electrification and interconnector study					

HEALTH						
Alignment with SDG #: 3-Healthy Lives & Well Being						
Alignment with NDP #: 2-Health						
Objective 5:Increased service delivery for affected urban areas						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Enhanced access to essential health services	Under 5 mortality rate					
Output 1	Output 1 Indicator					
Stronger health service infrastructure	Number of fixed clinics/hospitals providing primary or secondary health care					
	Number of fixed primary health care centers or clinics					
	Number of Districts served by mobile health clinics					
	Number of District and Regional health centers with prepositioned medical supplies and kits					
	Number of AWD/cholera treatment centers per region					
	Number of District and Regional health centers with emergency response services					
	Number of Districts with access to child and pregnant women immunization services					
Output 2	Output 2 Indicator					
More people with knowledge of health, sanitation and hygiene related behaviors	Number of people reached by health and WASH extension services (including food safety)					
	The number of community-level public health committees					
Output 3	Output 3 Indicator					
Greater health service delivery capacity	Number of health care personnel employed (by government and private providers)					
	Policy standardizing methods to be used for the rapid diagnosis of common communicable diseases					
	Number of Districts and Regions providing usable input to a federal health information early warning system					
	Number of Districts and Regions providing usable input to a federal health information system					

FOOD SECURITY & LIVELIHOODS						
Alignment with SDG #: 2-Zero Hunger / 8-Decent Work & Economic Growth						
Alignment with NDP #: 1-Labor & Employment						
Objective 2: Recovered and resilient economic sectors, livelihoods, and key infrastructure						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Enhanced food security	Number of people in poverty					
	Unemployment rate					
Output 1	Output 1 Indicator					
Strengthened household food security capacity	Number of households trained in food storage					
	Number of households in early warning catchment areas					
	Number of livelihoods supported through cash programming					
	Number of alternative livelihoods supported					
Output 2	Output 2 Indicator					
Strengthened government capacity to support food security	Number of government institutions with labor market information systems					
	Number of FGS and Federal State government staff trained to coordinate food security and livelihoods sector					
	National food security strategy and policy					
	National poverty reduction resilience strategy					

SOCIAL PROTECTION						
Alignment with SDG #: 5-Gender Equality / 10-Reduced Inequalities						
Alignment with NDP #:						
Objective 3:Advanced durable solutions and recovery for previously displaced and affected communities						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Enhanced resilience of vulnerable populations	Percentage of poverty incidence of former IDPs that are female					
Output 1	Output 1 Indicator					
Stronger social protection service provision	Number of government staff trained in social protection	TBD	TBD			
	Number of vulnerable people receiving livelihoods training	TBD	TBD			
	Percentage of government spending on social protection services	TBD	TBD			
	Number of vulnerable people receiving life skills training	TBD	TBD			
	Number of vulnerable people receiving in-kind or cash support for livelihood	TBD	TBD			
Output 2	Output 2 Indicator					
Greater policy enabling environment for protection service delivery	Agreed policy and operational framework for social protection	TBD	TBD			

GENDER						
Alignment with SDG #: 5-Gender Equality						
Alignment with NDP #: 1, 5 Gender						
Objective 2: Recovered and resilient economic sectors, livelihoods, and key infrastructure						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Advanced gender-specific recovery needs	Number of women in the labor force					
Output 1	Output 1 Indicator					
Enhanced access to gender-specific recovery inputs	Number of women trained in livelihoods / skills enhancement	TBD			TBD	
	Number of women with access to cash programming	TBD			TBD	
	Number of women with access to productive assets (e.g., land)	TBD			TBD	
Output 2	Output 2 Indicator					
Strengthened institutional capacity to support gender-specific recovery needs	Number of government staff trained in SGBV	TBD			TBD	
	Number of comprehensive mechanisms put in place to address gender-specific recovery needs	TBD				
	The number of community-level women groups developed	TBD			TBD	
	Number of relevant laws, policies, strategies formulated and adopted for gender mainstreaming	TBD				

GOVERNANCE						
Alignment with SDG #: 16-Peace, Justice & Strong Institutions						
Alignment with NDP #: 1-Institutions						
Objective 1: Strengthened government capacities for inclusive recovery and disaster risk management planning, implementation, and monitoring						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Enhanced governance for recovery	Global Governance Index					
Output 1	Output 1 Indicator					
Government has strengthened capacity to effectively manage recovery processes	Number of government staff trained in recovery processes					
	Number of state recovery plans					
	Number of relevant laws, policies, strategies formulated and adopted for public sector institutions					
	Number of state-level operational grievance redress mechanisms established					
Output 2	Output 2 Indicator					
Communities are empowered to engage with government	Number of recovery-focused community platforms established					
	Number of needs assessments conducted through recovery-focused community platforms					
	Number of initiatives implemented by recovery-focused community platforms					

DISPLACEMENT						
Alignment with SDG #: 1 Ending Poverty; 11-Sustainable Cities						
Alignment with NDP #: 6-Resilience						
Objective 3:Advanced durable solutions and recovery for previously displaced and affected communities						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Address the urgent recovery needs of displaced people	Number of former IDPs in poverty					
Output 1	Output 1 Indicator					
Greater service delivery capacity targeting former IDPs	Number of former IDPs with access to WASH	TBD			TBD	
	Number of former IDPs with access to education	TBD			TBD	
	Number of former IDPs with access to livelihoods					
	Number of former IDPs with access to health care	TBD			TBD	
	Number of former IDPs benefiting from psychosocial support	TBD			TBD	
Output 2	Output 3 Indicator					
Greater government capacity to support durable recovery solutions for IDPs	Number of government staff trained to support IDP recovery	TBD			TBD	
	Federal policy on internal displacement and reintegration	TBD			TBD	
	Number of Districts and Regions providing usable input to a federal IDP information system	TBD			TBD	

DISASTER RISK MANAGEMENT						
Alignment with SDG #: 11 Sustainable Cities						
Alignment with NDP #: 3-Resilience						
Objective 1: Strengthened government capacities for inclusive recovery and disaster risk management planning, implementation, and monitoring						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Reduced exposure to disaster risk	Economic loss from natural disasters					
	Number of deaths from natural disasters					
Output 1	Output 1 Indicator					
Greater DRM capacity	Number of government staff trained in DRM	TBD			TBD	
Output 2	Output 2 Indicator					
Improved access to DRM structures	Number of emergency control rooms	TBD			TBD	
	Number of communities with pre-positioned emergency supplies					
	Number of regional emergency communication systems (linked nationally)					
Output 3	Output 3 Indicator					
Stronger policy instruments supporting DRM	Agreed coordination framework for DRM	TBD			TBD	
	Number of Districts and Regions providing usable input to a DRM information / early warning system	TBD			TBD	
	National and regional DRM policy					
	Number of national and regional disaster management organizations or centers established and functional					

MACROECONOMIC IMPACT						
Alignment with SDG #: 1-Ending Poverty / 8-Decent Work & Economic Growth / 17-Partnerships						
Alignment with NDP #: 1-Macroeconomic / 6-Infrastructure						
Objective: Recovered and resilient economic sectors, livelihoods, and key infrastructure						
Outcome 1	Outcome 1 Indicator	Baseline	Target			Data Source
			Year 1	Year 2	Year 3	
Enhanced economic recovery	Annual investment growth rate					
Output 1	Output 1 Indicator					
Improved access to financial services	Percentage of population using internet	TBD	TBD			
	Amount of mobile money for drought response	TBD	TBD			
	Number of businesses with access to micro-finance credit	TBD	TBD			
	Number of central bank staff trained on financial licensing					
Output 2	Output 3 Indicator					
Advanced policy and institutional enabling	Number of relevant laws, policies, regulations, strategies formulated and adopted for the private sector	TBD	TBD			
	National ID system	TBD	TBD			



ACP-EU Natural Disaster Risk Reduction Program

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