SSJP Annual Review – September 2020

Title: Somalia Security and Justice Programme		
Programme Value £ (full life): £34.7m		Review date: September 2020
Programme Code: 205069	AMP start date: July 2016	AMP end date: September 2020

Summary of Programme Performance

Year	2017	2018	2019	2020				
Overall Output Score	B	A	A	A				
Risk Rating	Major	Major	Major	Major				

DevTracker Link to Business Case:	https://devtracker.dfid.gov.uk/projects/GB-1-205069/documents
DevTracker Link to results framework:	https://devtracker.dfid.gov.uk/projects/GB-1-205069/documents

A. SUMMARY AND OVERVIEW [1-1 ½ pages]

Context:

Improved security and rule of law is a key priority for Somalia in enabling continued progress towards stability and facilitating the transition from a reliance on AMISOM to security delivered by effective and accountable Somali security forces. The UK has played an important role in supporting this agenda, working closely with Somali partners and with the wider international community.

The 2017 London conference endorsed the new national security architecture (NSA) for Somalia, including the federal system for policing presented in the New Police Model (NPM). The London conference also agreed a Security Pact with new approaches designed to increasingly coordinate and cohere international support behind the implementation of the NSA. Subsequent Somali National Security Council (NSC) meetings have further detailed and validated these agreements. The Somali Justice Model was scheduled for consideration by the NSC, but the ongoing difficulties in relations between the Federal Government of Somalia (FGS) and the Federal Member States (FMS) has prevented a formal agreement on the justice model to date.

This deterioration in relations, which began in September 2018, has had wide reaching implications for development work in Somalia. The NSA agreement has been politicised and is now seen by some Somali stakeholders as an imposition by the International Community. This is less the case with the NPM, however the federated approach to policing continues to be the subject of dispute between FGS and FMS stakeholders regarding precise mandates and their implementation. The FGS has produced a Security and Justice Roadmap which it would like to see implemented instead.

These wider contextual factors and the political dynamics in the country continue to create evolving challenges for the programme, accentuate risks and underline the importance of proactive risk management informed by sound and timely analysis and collective messaging by international partners.

This past year has been a particularly challenging one for the programme and its implementing partners. The programme has been required to respond to a significant number of key issues, and considerable uncertainty, most notably the COVID-19 pandemic and its impact on programming and the merger of DFID and the FCO and its impact on planning for future phases of implementation.

The COVID-19 crisis represents a significant challenge to a country already suffering from a lack of healthcare systems, weak national governance, extreme poverty, and protracted conflict. These issues have been further exacerbated by the differing perceptions of the importance of COVID-19 between the international community, who quickly pivoted almost all programming to towards COVID-19 response, and Somali stakeholders who prioritised more localised crises such as flooding or political tensions. As such the pandemic is not perceived as a priority to many Somalis within Somalia, which limits the FGS, FMS and donors' ability to collectively respond to the crisis. However, whilst Covid-19 directly

impacted programming by pausing most activity, limiting face-to-face interaction and placing significant strain on both donors and implementing partners alike, SSJP has been able to use implementing partners' political capital and leverage to create opportunities for either institutional reform or enhanced service provision, by translating and aligning the international communities focus on Covid-19 response into Somali into activities deemed important to local stakeholders in terms of community-police relations, or enhanced access to justice. These are elaborated upon in later in the report.

The uncertainty caused by Covid-19 has been compounded by the impact of the creation of the FCDO merger on the ability of the programme to transition to a second phase of implementation. SSJP was due to finish in July 2020, with a follow-on programme commencing shortly afterwards. The creation of the FCDO has created delays in approval for phase II of programming, which has generated a series of financial pressures on SSJP and its implementing partners. These have resulted in a number of implementing partners leaving the programme, whilst others are required to operate within an environment of considerable uncertainty regarding future funding. This uncertainty and constrained funding has had a direct impact on programmatic activity. It has also put strain on the longevity and substance of the commitments that form a bedrock on which political relationships and operating space are negotiated and maintained by the programme and its implementing partners.

Other issues include tensions between the Federal Government of Somalia (FGS) and Federal Member States (FMS), the future of the electoral process in Somalia with the mandate of parliament and president set to expire in December 2020 and February 2021 respectively, and increased outbreaks of conflict over the year.

Against the backdrop of these various challenges, the programme has demonstrated a remarkable degree of resilience and has continued to deliver effectively under the constraints placed on it. Implementing partners have largely delivered their objectives with reduced funding envelopes (e.g. GJG's Justice Snapshots), pivoted institutional reform activity to align with the Covid-19 context (Tetratech consortium) or have conducted community policing forums or police mentoring remotely (DDG and Sahan) But collectively, programme partners highlight concerns regarding the volatile nature of the context, the contested nature of the political settlement and the likely continuing stresses that will be placed upon the programme going forwards. Indeed, with the federated New Policing Model likely to come under increasing pressure following state elections in Jubbaland and as we approach national elections planned for late 2020/early 2021, risks are likely to increase rather than subside and will require concerted focus, adaptive programming and timely diplomacy if they are to be effectively managed.

Description of programme

The Somalia Security and Justice Programme (SSJP) is a key component of a wider HMG approach to supporting improved stability, security, and rule of law in Somalia. Under this programme, the UK has provided a total of £34.7 million over four years (2016- 2020) to support police and strengthen justice systems across Somalia. This includes Conflict Security and Stability Fund (CSSF) funding of £6M that contributes towards access to policing initiatives. The programme works across Somalia, (federal, state and district levels of government) including Somaliland – with a primary focus on supporting security and justice delivery at the state level in a manner which builds trust between the state and communities; and helps develop legitimate institutions that contribute to both state-building and peace-building objectives.

SSJP operates through the UN-led Joint Policing Programme (JPP), the Joint Justice Programme (JJP) and through a number of additional Somali and international partners[1] implementing a range of activities. The programme provides support through training, mentoring, stipends, infrastructure and equipment, and engages with formal and informal policing mechanisms; government institutions that manage and/or should hold police providers to account; formal and informal justice actors; and communities that benefit from these services, and increasingly hold those providing them to account. This is underpinned by a strong and proactive approach to third party monitoring and regular political and technical level dialogue, as well as investments in collectively identifying and analysing lessons and best practice, and ensuring that these are integrated into adaptive policy and programmatic interventions.

What are the expected results?

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[1] UNOPS; AMISOM; Danish Demining Group (DDG); Armament Policy Support (APS); Horizon Institute; TetraTech, KasmoDev, ASAL, Governance ad Justice Group (GJG) and Sahan Foundation

The SSJP programme aims to:
- Re-establish basic policing and justice functions in key urban areas recovered from Al-Shabaab.
- Improve access to justice for communities in a manner which complements our support to police development in the states.
- Strengthen financial management and accountability within the security sector (with a specific focus on policing) at both federal and sub-national levels.
- Build more effective strategic direction in the security and justice sectors, including through support to the development of federal and sub-national policing and justice policy and legislation.
- Build a more responsive and accountable approach to the provision of security and justice, including through the development of community partnerships, thereby helping people feel safer and have greater confidence in their ability to access justice.

Programme evolution

The programme began as a basic policing 'train and equip' programme, focused primarily on stipends provision and infrastructure support to the Somalia Police Service. In 2017, a revised Theory of Change (ToC) was developed to act as a foundation for more coordinated and coherent international support to police development. The programme was then built up around this ToC, with a series of projects delivered by a range of implementing partners which could provide reach and linkages from community to FMS to policy making. In order to provide the capacity to manage these projects and transition them into more coherent integrated programme, enabling shared learning and coordination, it was agreed that a management agent, should be brought on board, and in December 2017, UNOPS were selected to act as Fund Manager for SSJP. Following the 2018 annual review it was recommended that increased investments made in identifying and capturing lessons and best practice through a dedicated output, which saw the results framework being amended to accommodate this through an additional fifth output.

Over the course of the 19/20 reporting year, two more implementers have been added to the programme (the Tetra Tech Consortium (Tetratech, ASAL, KasmoDev and Transparency Solutions), who are leading the process of providing capacity building support to FMS institutions, and the Governance and Justice Group (GJG), who are leading the Justice Snapshot process). In early 2020, Katrina Aitken-Laird was appointed as Director of Security and Justice at UNOPS, responsible for programme managing both the SSJP and then subsequently now has oversight of the Joint Policing Programme (JPP). Two further additions to the UNOPS team were made: Ellie Lenawarungu, as Senior Policing Adviser and Caroline Enye, on Social Norms/Gender and Social Inclusion who will work across both programmes and support Katrina on strategic leadership.

Summary supporting narrative for the overall score in this review

In accordance with the level of ambition set within the programme's results framework, the SSJP programme is currently **meeting expectations (A)**. Most indicators have been achieved with some exceeded, and the surveys undertaken highlight improvements in public confidence and trust in the security and justice agencies, enhanced perceptions of their capability and performance, and some increase in their perceived ability to respond to the needs of marginalised groups, though there remains room for improvement.

A few outputs have not been met but in the main this is either due to delays or cessation of programme implementation as a result of the Covid-19 pandemic, or a shift in approach following evidence or analysis of the local political context, to not exacerbate FGS/FMS tensions, and to ensure value for money. There is evidence of the programme working politically in this way, with the political discussions and the MoU signed in South West State (SWS) between donors and the government a particularly good example of fusing political and programmatic engagement. There is now greater coherence between implementing partners than there was previously as evidenced by enhanced collective assessments and perception surveys and the process of quarterly reflection and adaptation is bedding in, whilst recognising that this is still a work-in-progress that needs to have a demonstrable effect on work planning based on evidence, lessons and best practice.

As noted above, the strategic pause generated by the Covid-19 pandemic, combined with the transition period following the FCDO merger has created considerable uncertainty, with implementing partners operating under challenging conditions and increasing risk. It does also however provide an important opportunity for the programme to collectively clarify its overarching vision, clarify the respective roles

and responsibilities of the various UN and other implementing agencies engaged in delivery, and develop a level of collective ownership of the theory of change, and the programmatic objectives and supporting indicators within a revised results framework, which should be ambitious but realistic. There is also a need to further enable an internal learning culture within the programme in which experiences, lessons and best practices can be shared.

Key to this will be agreeing with FCDO, and other UN stakeholders the extent to which SSJP is a funding mechanism or a programme itself, aligning the ambition of the programme to the respective mandates of the UN agencies involved in its delivery, and investing significantly more effort in building political relationships with Somali counterparts at both FGS and FMS level across the security and justice systems. Finally, SSJP comprises significant international and Somali expertise and understanding of the political economy – both of which are key ingredients for successful programming in a challenging context. What is required in the second phase of the programme is to ensure that mechanisms are in place for the considerable political access and influence and contextual understanding to contribute to the programme as a whole, rather than be directed towards the project in which those capacities are housed. There also remains a need to collectively utilise the various feedback mechanisms developed across the programme involving Somali stakeholders to track whether the ToC and its implementation remain appropriate and effective.

Major lessons and recommendations for the year ahead:

- Ensure that the second phase of the programme is grounded in a realistic, evidence-based Theory of Change, which has been collectively shaped using the inputs and experiences of all stakeholders engaged in the programme. This process should provide an important opportunity to collectively clarify the overarching vision of SSJP, which did not occur in the first phase of the programme.

- Where insufficient evidence exists or assumptions have been made within the theory of change, these should be articulated into a clear learning agenda for the second phase of the programme, and funds allocated to commission work to address knowledge and evidence gaps and use this to adapt programmatic approaches accordingly.

- Once the theory of change has been finalised it will be important to clarify the respective roles, responsibilities, and governance arrangements for its implementation both within SSJP, and between SSJP and other UN-implemented programmes such as JPP and JJP. Key to this will be securing agreement between the UN agencies involved in the programme's delivery as to how programming aligns with their respective mandates, and agreeing a mechanism to maximise synergies and manage any tensions which arise. This governance structure will need to be clearly communicated to all stakeholders, and reporting arrangements aligned accordingly.

- Once roles and responsibilities have been agreed, it will be necessary to determine how SSJP is 'branded' and how UNOPS' role within SSJP is communicated – particularly to Somali stakeholders within government at FGS and FMS level, as well as with wider security and justice stakeholders and the public. A key lesson from Phase I is that SSJP as a programme is considerably less well understood than its constituent parts, and hence it will be important to agree whether SSJP is simply a funding mechanism, or if it is a programme, then what are its key objectives, who are its key stakeholders and how will those involved communicate collective rather than individual messages. Consideration should be given to the name of the programme (potentially considering a Somali term rather than the current acronym) as well as increasing the proportion of staff working on the programme who are Somali rather than international if the programme is to shift towards an increasingly people-centric approach.

- At a minimum there is a need for greater strategic level engagement between SSJP and key FMS/FGS stakeholders regarding how the programme delivers collectively, and in coordinating the responses of SSJP implementers, particularly regarding activities within the same geographical area. Whilst some progress was made in generating state level strategies in phase I, this remains an area for improvement for the second phase of the programme. Key to this will be harnessing the political and social capital enjoyed by many of the implementing partners for the collective good of the programme, rather than just their component within it. Resources will need to be invested to ensure that adequate political access and influence capital is available to the programme and utilised effectively.

- Ambition must link to the resources available, and form should follow function. As such, it will be necessary for UNOPS to ensure that it possesses the political, technical, and programmatic expertise required to deliver upon the expectations set for the organisation. Should this not exist

within UNOPS, there will be a need to ensure that implementing partners possess the knowledge and skills required, and these are invested in the programme, not the individual components.

- In particular it will be important that monitoring and evaluation (M&E) is a central and shared function within future phases of the programme, rather than a series of individual investments by implementing partners. a far greater level of investment in monitoring and evaluation is made in the second phase of the programme, This should be in addition to the already enhanced focus on learning which has been welcomed and should be sustained, but with stronger connections to a centralised M&E capacity which drives future adaptation. Key to this will be the development of effective monitoring and evaluation plans that are clear about who is responsible for tracking and capturing what information, how and when. The first phase of the programme struggled to synergise the various efforts to monitor progress, though improvements were made in aligning perception surveys and data capture over time. However, there is still work to do to ensure analyses, surveys, activities, and opportunities to streamline or coordinate are both shared and acted upon across SSJP. There is also a need to encourage a clear process for lessons learnt and have established a learning agenda across the programme to inform implementation and the next phase of the SSJP.

- To maximise the effectiveness of the adaptive approach, mentoring and coaching needs to be accessible to implementing partners, particularly Somali organisations, to support them to be comfortable in challenging both their and others' assumptions, and revising and adapting activities accordingly. In an environment where activity-based budgeting remains the norm, the concept of adapting approaches to deliver outcomes is still relatively unfamiliar. For the programme to achieve its wider goals it will be necessary to build confidence among IPs in pivoting and adapting, which if left unaddressed presents a potential risk to effective implementation.

- Further, there is a need to ensure that the adaptive approach advocated by the programme is delivered in reality, and that programmatic vision aligns with the budget cycle and contracting mechanisms. Time should be invested prior to the start of the second phase of the programme with UNOPS HQ to help them understand the need for flexibility within budget lines and in work planning based on changes in either the operating environment or the evidence underpinning change pathways. Such an approach would greatly benefit the ability of the programme to be opportunistic as well as responsive to evidence, best practice, and lessons. If adaptation is not possible contractually or bureaucratically, it is unfair to penalise implementing partners for not doing so.

- Within this flexible programmatic approach careful thought should be given to the balance of effort between technical advisory support and catalytic operational funding. Many of the actors with whom the programme is working have very real infrastructural needs that are not being addressed, which has presented some challenges in terms of how SSJP gains institutional/stakeholder engagement on e.g. strategic planning and institutional reforms processes. Providing such support to lubricate delivery has already proved effective in Somaliland through Horizon's programme, where the organisation expanded its ability to access police stations, prisons and courts to monitor and provide paralegal advice through the provision of small scale operational necessities such as furniture, bedding and stationary. – These approaches should be replicated in other components also, with consideration given as to how Joint Policing Programme (JPP) work requests might be the source of such support.

B: THEORY OF CHANGE AND PROGRESS TOWARDS OUTCOMES

Summarise the programme's [theory of change](), including any changes to outcome and impact indicators from the original business case.

SSJP aims to contribute to improved rule of law and public safety in Somalia, through deepening support to stabilization in southern and central Somalia by focusing on urban areas recovered from Al-Shabaab, and establishing the political and financial foundations for the sustainable development of state security and justice institutions.
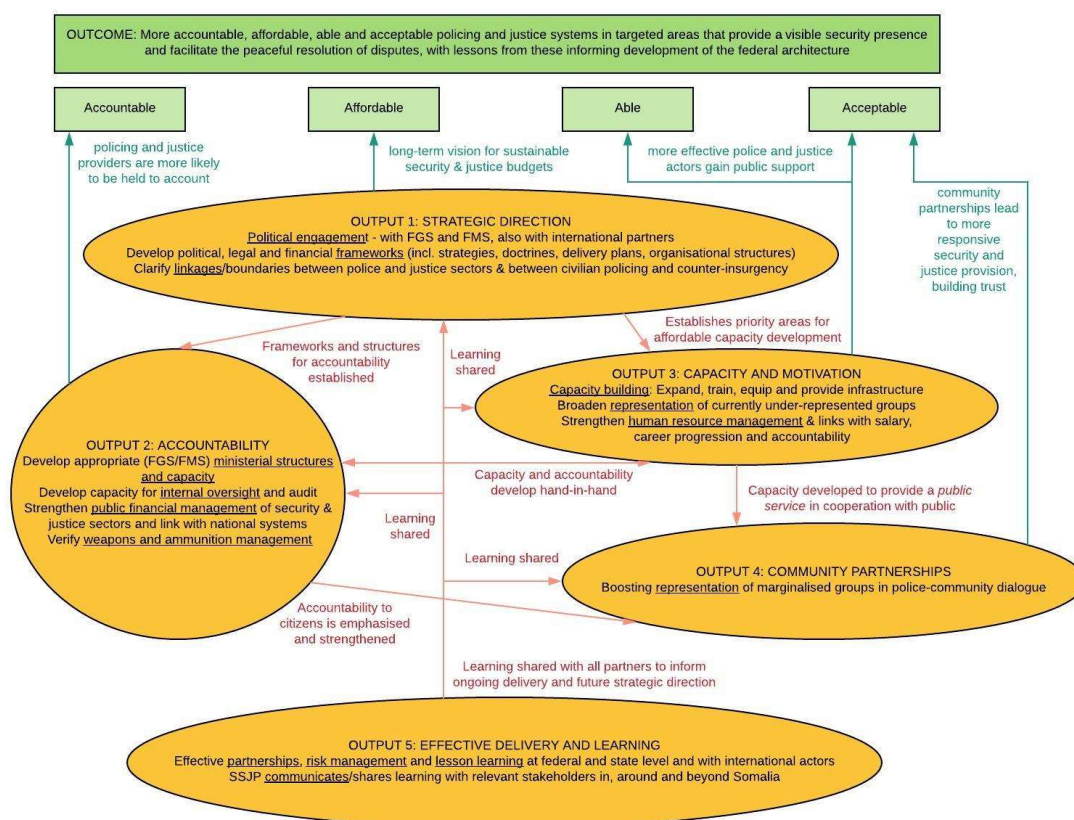
The outcome SSJP seeks to achieve is to strengthen and expand the foundations of sustainable police and justice systems across Somalia. It does this by contributing towards more accountable, affordable, able, and acceptable policing and justice systems in targeted areas[2] that provide a visible security

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[2] Targeted areas (as of March 2018) across the programme are a) the following key urban areas recovered from Al-Shabaab:

presence and facilitate access to justice, including for women and vulnerable populations, with lessons from these informing development of the federal architecture.

The programme's theory of change is summarised in the schematic below. It has not changed significantly since it was approved in April 2018, soon after UNOPS assumed the management agent role. A light touch review of the ToC was conducted as part of the planning process for the final extension period of the programme. This did not result in significant changes, perhaps particularly because of the challenges related to undertaking an exercise of this sort over a remote medium.

As discussed in the recommendations section above, it would benefit from a review as part of the transition to the second phase of the programme, and for the supporting results framework to also be updated in line with the revised theory of change, with clear responsibilities allocated across implementing partners for output and outcome delivery. SSJP management has established a process for the final year in which the programme will undertake a series of facilitated reviews of the ToC and supporting evidence. The process put forward recognises the need for a more robust review that draws in wider stakeholders beyond traditional S&J sphere, and that interrogates the available evidence underpinning the ToC.


OUTCOME: More accountable, affordable, able and acceptable policing and justice systems in targeted areas that provide a visible security presence and facilitate the peaceful resolution of disputes, with lessons from these informing development of the federal architecture

Accountable — policing and justice providers are more likely to be held to account

Affordable — long-term vision for sustainable security & justice budgets

Able — more effective police and justice actors gain public support

Acceptable — community partnerships lead to more responsive security and justice provision, building trust

OUTPUT 1: STRATEGIC DIRECTION
Political engagement - with FGS and FMS, also with international partners
Develop political, legal and financial frameworks (incl. strategies, doctrines, delivery plans, organisational structures)
Clarify linkages/boundaries between police and justice sectors & between civilian policing and counter-insurgency

Frameworks and structures for accountability established

Learning shared

Establishes priority areas for affordable capacity development

OUTPUT 3: CAPACITY AND MOTIVATION
Capacity building: Expand, train, equip and provide infrastructure
Broaden representation of currently under-represented groups
Strengthen human resource management & links with salary, career progression and accountability

OUTPUT 2: ACCOUNTABILITY
Develop appropriate (FGS/FMS) ministerial structures and capacity
Develop capacity for internal oversight and audit
Strengthen public financial management of security & justice sectors and link with national systems
Verify weapons and ammunition management

Capacity and accountability develop hand-in-hand

Learning shared

Learning shared

Capacity developed to provide a public service in cooperation with public

OUTPUT 4: COMMUNITY PARTNERSHIPS
Boosting representation of marginalised groups in police-community dialogue

Accountability to citizens is emphasised and strengthened

Learning shared with all partners to inform ongoing delivery and future strategic direction

OUTPUT 5: EFFECTIVE DELIVERY AND LEARNING
Effective partnerships, risk management and lesson learning at federal and state level and with international actors
SSJP communicates/shares learning with relevant stakeholders in, around and beyond Somalia

Approach

The programme takes a "top down, bottom up, middle out approach" to supporting security sector development in Somalia. Top down in terms of working in support of the process to agree and implement the national security architecture, the NSC and working with some of the key security institutions and oversight mechanisms at the centre – particularly as this also helps negotiate the space to work in the states. Bottom up in terms of working to understand the realities at a community level and help address the challenges faced on a daily basis by ordinary Somalis (which will also inform how we engage and support federal and regional authorities and security actors); and middle out in terms of working with the regional authorities and regional security actors to support them in playing a constructive role in

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Baidoa (South West State), Beledweyne (Hirshabelle), Kismayo (Jubaland), Somaliland, Mogadishu and federal-level architecture

engaging upwards to the federal government and the federal security institutions and also downwards in playing a more positive role in promoting community security and building social contract.

Given the significant engagement of other international partners at the Federal level, the FCDO programme placed primary emphasis on the regional level. The intention is to shift the focus from establishing the regional policing and justice mechanisms onto performance - what these actors actually do - and how their roles should develop over the coming years.

SSJP is a complex programme, which has many components and inter-relationships with other DFID and internationally funded programmes. A schematic of the SSJP 'ecosystem' is provided below.
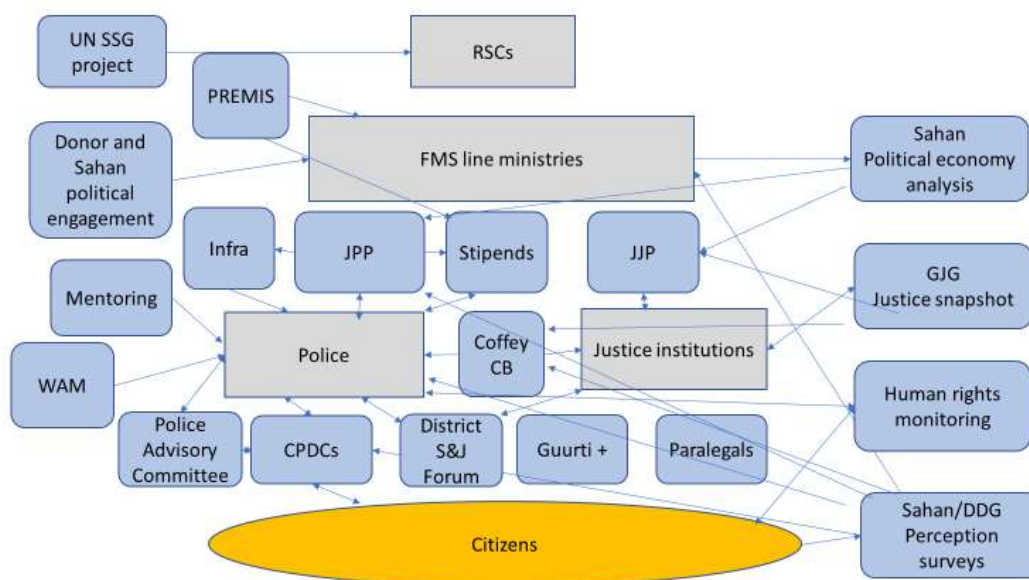
Progress towards programme outcomes

Good progress has been made towards the delivery of the SSJP outcome (outlined above). Some examples of delivery against the five supporting outcome indicators can be found below. Overall, the programme is assessed to be meeting its intended objectives (A).

Outcome	The Foundations of Sustainable Police and Justice Agencies are Strengthened and Expanded Across Somalia		
	More accountable, affordable, able, and acceptable policing and justice systems in targeted areas* that provide a visible security presence and facilitate access to justice, including for women and vulnerable populations, with lessons from these informing development of the federal architecture		
Outcome number:	1	Outcome Score:	*A*
Impact weighting (%):	100	Weighting revised since last AR?	N

Indicator(s)	Milestone(s) for this review	Progress
1 Police and justice institutions established and functioning in key towns in Somalia	SSJP can provide considerable evidence that its support has helped to re-establish basic policing and justice functions in target institutions.	FMS police have been recruited, vetted, trained, and deployed in all three target states. According to Sahan's routine monitoring, the police are present and visible in the communities they operate in. The police are deployed in urban centres and performing basic policing functions.
		SSJP funded perception surveys highlighted that the majority of respondents (89%) rated police performance in the past one year as having

		improved with no discernable difference among the gender respondents. According to FGDs and KIIs, police response to distress or handling crime was rapid and effective. Respondents also observed that the police treatment of the public has been on a positive trajectory over the past three years. The survey results showed that over three quarter (77%) of the survey participants indicated that the police carried out their responsibilities very well. This was confirmed by the survey results in which 91% of the survey respondents indicated that the level of security has improved in the past one year, with no discernable difference on the basis of gender or geographical location. SSJP funded perception surveys showed that more than half of the survey participants reported to have very high level of trust in the police. Studies found a significant reduction in cases of police victimization reported in most of the target locations. The DDG survey results showed that 83% of the respondents reported that the police protect the basic rights of people in their area. The re-establishment of basic justice services has only been partially met, owing to delays in the commencement of the Joint Justice Programme. However, DDG's work through its Guurti+ support, covered below, also has made a positive contribution to justice service provision also. According to the survey respondents the justice system is guided by three complementary laws; the common law (penal code), Islamic law (sharia law), and civil law (customary (Xeer) law) indicating they have been used interchangeably depending on the nature of the cases. The study found respondents had mixed opinions about the efficacy of these justice systems in terms of handling and resolving disputes hence mixed opinion among respondents about their preferred justice provider in the respective locations.
2 Citizens, including marginalised groups, benefit from improved policing and access to justice in key towns in Somalia	SSJP can provide considerable evidence of improved access to justice for communities in target areas, especially for women and marginalized groups	The vast majority of the SSJP perception survey participants (74%) reported that the police always treat everyone in their community equally. Similarly, the majority of women respondents welcomed the presence of female police officers in the police force citing it has contributed to a change in women's perception because it has improved their access to police services and ability to report cases of criminality. However, challenges remain: the survey results also showed that nearly three quarters (74%) of the survey participants reported that there is no gender desk at the local police station and a considerable proportion (22%) did not know if there is a gender desk at the local police station. Wider evidence relating to levels of SGBV and the weakness of customary or religious justice pathways point to the need for a more concentrated approach to enabling access to justice for women and marginalised groups in future phases of the programme.

		On access to justice, female respondents indicated however that although the Guurti plus has improved access to justice for women and handled SGBV cases, they noted structural challenges that limit their clout and representation to have stronger voice during decision making in the council. They observed there is a need for recruitment of more women into the councils to improve access to justice and suggested the need for more training on SGBV.
3 Security and justice sectors improve public financial management practices thereby promoting affordability and improving accountability	Federal Police fully utilising country financial management systems At least one state has developed state-level financial management systems At least one state has increased salary contributions	The JPP has been able to make stipend payments every month for the duration of the programme, as well as ensuring that payments have reached beneficiaries in Hirshabelle, Jubaland and SWS. Some payments have also been made for the Joint Patrolling Unit in Galmudug and Puntland. One state (Jubbaland) has developed state level financial management systems. SWS has expressed a commitment to contributing to stipend payments, with discussions ongoing. There has been no requirement to increase salary contributions to date.
4 Security and justice institutions benefit from clear strategic direction and effective leadership	State policing and justice institutions are developing in coordination with federal-level legislation, policies, and structures	Work is underway to improve the effectiveness of state level policing and justice institutions to implement federal-level legislation, policies, and structures through the TetraTech consortium, for example, assisting the Ministry of Justice in Hirshabelle with the development of the draft Judicial Services Commission Bill. However, this work pivoted towards Covid-19 response during the reporting year towards assisting the police to develop COVID-19 security response plans, and undertaking rapid assessments of justice institutions in each FMS in order to understand how the Courts and the AGOs were functioning during the pandemic. Positive feedback was received regarding the effectiveness of the Covid-19 responses by the Police. The Justice Snapshot process, and its creation of Justice Sector Steering Committees has played a positive role in enabling a data and evidence-based approach to justice system policy and resourcing. Whilst still at an early phase, work to date has proved helpful in facilitating problem-based approaches to policies, structures and budgeting, though ongoing effort will be required to increase levels of data fluency and usage of information.
5 Security and justice institutions are increasingly accountable and more responsive to community needs	Community Police Liaison Teams formed and functioning in targeted areas, evidence that they also cater for women and marginalized communities	The perception surveys found that security and justice institutions were becoming increasingly accountable and more responsive to community needs and as a result, communities were more willing to cooperate with them, through mechanisms such as the CPDC model, which has become increasingly institutionalised in local governance structures, and Community Police Liaison teams. Community willingness to cooperate with the Police has also improved. The survey results showed that majority (65% and 32%) of the respondents indicated very good and good respectively when they were asked about the engagement between

		the police and the community. The study found engagement between police and communities is stronger in all the locations as compared to the past. The strong community willingness was attributed to forums established through SSJP that strengthened information sharing and feedback mechanisms.
		The survey results showed 67% and 21% of the survey participants said they are willing and very willing to call the police to report a crime, respectively.
		Horizon's paralegal work has also started to prove an effective way to engage justice sector institutions to push for changes from the bottom-up that result in increased access to justice through better service delivery.

C. DETAILED OUTPUT SCORING

Output Title	**Strategic Direction**: Political engagement – with FGS and FMS, also with international partners. Develop political, legal, and financial frameworks (incl. strategies, doctrines, delivery plans, organisational structures). Clarify linkages/boundaries between police and justice sectors & between civilian policing and counter-insurgency.		
Output number:	1	Output Score:	**A**
Impact weighting (%):	15%	Weighting revised since last AR?	N

Indicator(s)	Milestone(s) for this review	Progress
1.1 Evidence that SSJP has provided a significant contribution towards FGS/FMS development of the implementation mechanisms and legal framework required to operationalise the New Policing Model commitments made at the London Somalia Conference May 2017.	Positive SSJP contributions to implementation of NPM commitments (e.g. MoIS implementing FPP and SPPs; evidence that this is delivering change.	A – Achieved

Some examples of the positive SSJP contributions towards the implementation of NPM commitments can be found below.

JPP has supported implementation of NPM structures and supported FMS to implement priorities from their police plans.

Sahan conducted an in-depth study of regional Darwish forces in Jubbaland, SWS, Galmudug, Puntland and Banadir to guide international partners in developing a coordinated approach with respect to the National Security Architecture (NSA) and New Policing Model (NPM).

Tetra Tech started initial engagements with senior FMS officials in Hirshabelle and SWS. Tetra Tech pivoted support and focused on assisting police to develop COVID-19 security response plans, which were subsequently implemented – positive evidence of the programme adapting its approach to respond to concrete problems/felt needs while continuing to develop FMS capacities to deliver core security and justice functions. |

		DDG sensitised a total of 390 CPDC members (275 men, 115 women) on the New Policing Model (NPM) and Emerging Basic Policing across 10 districts. The CPDC committees signed MoUs with district police and district administration on monitoring visits to the police stations to observe conditions of detainees and raise concerns of oversight with station management and district authority for ratification.
1.2 Evidence that any relevant policy discussions on judicial reforms/ development which take place are informed by SSJP evidence and advice.	SSJP actively engaged on policy discussions about judicial reform in S/C Somalia. District-level CoPs are operational and have improved cooperation and are providing platform for operationalisation of FMS Stabilisation strategies. Somaliland: At least one example of the Somaliland justice system enacting reforms that were catalysed by the SSJP baseline study.	A - Achieved JJP has engaged local communities in 5 FMS (Galmudug, Hirshabelle, Jubbaland, Puntland and SWS) to initiate community conversations to seek solutions to rule of law issues. The programme has partnered with 5 local NGOs, trained 35 master trainers (5 from each FMS capital), who in turn trained 30 community facilitators in each location. JJP conducted an extensive study to evaluate key formal and informal justice mechanisms and analyse their inclusiveness and responsiveness to women, children, and other vulnerable groups. The study covered Mogadishu, Baidoa, and Garowe and produced results that highlight current barriers that prevent them from accessing justice. The study has been shared with FGS and FMS stakeholders and the implications for judicial reform highlighted. The Governance and Justice Group's Justice Snapshots have also enabled a detailed evidence-based understanding of justice systems in each of the target states, as well as the establishment of justice sector steering committees to ensure local ownership and enable policy discussions to be informed by accurate data. Sahan conducted annual perception studies where the use of local justice systems including frequency of use, cost involved, and community preferences is documented. Recommendations have been developed and shared with key Justice stakeholders. District level communities of practice are operational in all target locations, and provide a mechanism for local security and justice concerns to be discussed and resolved by key stakeholders. Following Somaliland baseline study and its subsequent airing in Justice Sector Forums across Somaliland, Horizon Institute hired paralegals providing police and prison detainees (children, women and people who cannot afford a lawyer) with legal assistance and education. 1,382 were released following Horizon support. Horizon also provided 10 Camp Courts in Burao and Borama: weekly Paralegal Aid Clinics (PLC) at Gabiley, Hargeisa and Burao prisons and Mobile PLCs at Borama, Baligubedle, Mandera and Aynabo prisons, providing legal education to 462 prisoners. The Somaliland judiciary were funded to run Mobile Courts in 5 regions (Awdal, Saahil, Togdheer, Sool

		and Sanaag) with 29 Mobile Court hearings held this reporting year. Tetra Tech undertook rapid assessments of justice institutions in each FMS (Hirshabelle, SWS and Jubbaland), to understand how the courts and AGOs were functioning during COVID-19.
1.3 Evidence that SSJP has contributed towards establishment of WAM systems within relevant FGS/FMS security institutions* and has supported training to develop their capacity	-Harmonised WAM system are operational and effective, and are utilised across the FGS and FMS: - Protocol established for WAM processes, incl. UNSC reporting & notifying requirements - Effective FGS system for import and distribution of weapons and ammunition through Central Storage Facility - Systemic FGS marking of imported weapons - National record keeping maintained across all relevant SPF units and SNA sectors	B – partly achieved. There is no harmonious WAM system operational and effective in Somalia, not least because CAR were instructed to focus on the Police rather than the wider security architecture. At this point the results framework should have been updated to reflect this. CAR however assisted the FGS in making significant progress towards the endorsement and publication of a national WAM strategy, co-hosting and financing the first national level WAM consultations with widespread representation from the FMS. This process included planning meetings regarding SPF WAM systems, liaison with EUTM on preparation of WAM Plan of Action, and a scoping mission to Jubbaland to assess priority WAM interventions with the MoIS and RSO. A key component of establishing protocols is their implementation, which in this case was through the usage of logbooks. CAR conducted logbook training for 27 SPF officers in Mogadishu, logbook training in Baidoa (including weapons registration and logbook monitoring), and fulcrum mobile data collection training with SPF in Mogadishu and Baidoa. CAR held national WAM Consultations in Mogadishu and developed a detailed specifications and a mock interface for prototype weapons database.

Output Title	**Accountability:** Support, through engagement and debate, (FGS/FMS) <u>administrative structures and capacity</u> that are appropriate given Somalia's resource restraints and politics, including different perspectives (women, marginalised groups etc.). Support capacity for <u>internal oversight</u> and audit. Strengthen <u>public financial management</u> of security & justice sectors, including GRB, and link with national systems. Verify <u>weapons and ammunition management.</u>		
Output number:	2	Output Score:	*A*
Impact weighting (%):	10%	Weighting revised since last AR.	N/A

Indicator(s)	Milestone(s) for this review	Progress
2.1 Evidence that SSJP inputs and support have influenced national and international debate about the form and capacity of Somalia's administrative bodies regarding policing and justice.	Police and justice accountability considerations are better integrated into debate, policies, programmes regarding Somalia's administrative bodies.	A - Achieved JPP and its international partners regularly bring together FGS and FMS and secured a commitment to discuss issues of mutual interest in the security and justice sector. DDG produced two issues briefs with recommendations agreed and taken forward on enhancing accountability and civilian oversight of the police. The briefs are titled Gender, Security and Justice, and Fusing Paradigms: Individual Rights and Customary Justice in Somalia. DDG also presented lessons learnt studies on customary justice engagement and CPDC. Tetra Tech built effective working relationships with Regional Security Offices (RSOs) in Hirshabelle, SWS and Jubbaland. The RSOs have adopted a unified understanding of the role of the RSO as an office, both at the regional and Federal level. They have also, with the support of the programme, undertaken the implementation of new terms of reference for their respective staff that provides clarity and improves accountability. DDG continued facilitation of the Police Accountability Working Group (PAWG) meetings on a quarterly basis which contributed towards the sharing of ideas, and coordination between agencies working within the sector. GJG provided Justice Snapshots of SWS, Jubbaland and Banadir region. They also provided Justice Snapshot Steering Committees (JSSCs) to steer and guide each Snapshot established at FGS and FMS levels and ensure accountability for the findings and commencement of ownership transfer. Membership included police, custodial corps, Bar, OAG and Courts. The JSSCs took full ownership of each snapshot: agreed the workplan and facilitated researchers entering institutions at district level; validated the data collected; agreed and approved the investment options the data indicated. DDG's Security and Justice coordination forums at district level in all the 10 districts continued to be operational with meetings conducted on a monthly basis and chaired by District commissioners
2.2 Evidence that SSJP has supported Federal/State Police establishment of a basic payroll system that is linked to their human resources systems, with federal/state authorities contributing towards salaries (with a plan to increase contribution if/as revenues increase).	Electronic payroll system operates smoothly and effectively, is linked to HR systems; at least 2 states are making regular contributions to police salaries; at least one state has adopted an appropriate financial management system; there are plans for states to increase these	B – Partly Achieved SSJP in partnership with PREMIS made preparations with the authorities in Jubaland, SMS and Hirshabelle for the establishment of a payroll system with biometric recognition. The required hardware, software, and registration kits to support the development of state level payroll systems have been provided along with training. Preparations are in place to transition to country systems pending a political decision on the appropriateness of this. However, responsibility for progressing this lies with PREMIS rather than SSJP.

	contributions if/when revenues allow.	There are currently no plans to increase state contributions given the ongoing challenging fiscal situation.
2.3 % of agreed FMS police stipends* paid accurately and on time, with any disputes resolved promptly and effectively.	100% of stipends paid in accordance with JPP guidance (i.e. paid accurately and on time except where partner conditions not met); All disputes resolved promptly and effectively.	A+ - Exceeded JPP has successfully made 100% of payments every month for the duration of the programme to all of the appropriate beneficiaries in Hirshabelle, Jubbaland and SWS. Additionally, some payments have also been made to the Joint Patrolling Unit in Galkayo (Galmudug and Puntland). The only delay was where payment was interrupted in Jubbaland for two months, however this was resolved with officers receiving back pay. There have been no disputes resolving payment, but mechanisms exist to resolve these promptly and effectively if required.
2.4 Number of Joint Verification Team (JVT) missions to verify weapons and ammunition in line with UNSC mandate	Regular FGS-led JVT mission (between 6 to 8 in total for period of Sept 2017 to Jul 2020), leading to improved FGS adherence.	A+ exceeded 10 FGS-led JVT missions were undertaken during the period. CAR reported improved alignment with UNSC mandate, though challenges were still experienced in New York with the Somalia Permanent Mission in ensuring information was provided in a timely and accurate fashion.
2.5 Number of Weapons Training Teams (WTTs) established, trained, and mentored.	Relevant FGS/FMS security bodies have dedicated WTT capacity.	C – significantly not achieved CAR conducted weapon logbook training and monitoring in Mogadishu and Baidoa, with findings and recommendations shared with ONSA and SPF headquarters in Mogadishu. It is not evident however that relevant FGS and FMS bodies have dedicated WTT capacity.

Output Title	Capacity & Motivation: Capacity building: Expand, train, equip and provide infrastructure. Broaden representation of currently under-represented groups. Strengthen human resource management & links with salary, career progression and accountability.		
Output number:	3	Output Score:	**A/B**
Impact weighting (%):	45%	Weighting revised since last AR.	

Indicator(s)	Milestone(s) for this review	Progress
3.1 Number of police receiving training: - receiving basic police training (JPP) - receiving refresher training - receiving leadership training - receiving trainer or trainers - receiving station management Number of police officers receiving good quality training from SSJP-trained trainers, including how to treat and protect women and vulnerable populations.	Total of 2000 receiving basic training (2016-2020), training includes handling of women and vulnerable groups as well as their protection. Refresher training delivered. Leadership training delivered. SSJP-trained trainers have delivered good-quality training to 600 police officers. Total of 60 (30+30) station commanders have received station management training	A - achieved JPP with AMISOM trained over 2000 police officers. Within this, 2,700 received basic training, with 700 outstanding in Galmudug, 600 in the Gedo region and 600 in SWS. UNDP trained 20 human rights trainers. Further, Sahan's mentor provided refresher training for 10 police officers from the traffic units in Hirshabelle, Jubbaland and SWS. DDG undertook Training of Trainers for 401 Somali Police Mobile Training Team police officers from project target districts on rights-based and basic policing skills (366 male,35 female). Refresher training was attended by 316 police officers. The original aim was to train 600 police officers, but this was reduced due to the long process of establishing the MoU with government. On station management training, 58 station commanders received station management training (28 in the first-round training, and 30 in the refresher training. The additional two commanders in the refresher did not attend the first round. All training participants were male. Training was not conducted in Jubbaland given ongoing political tensions, but was in Hirshabelle and SWS.
3.2 Number of buildings constructed or rehabilitated in accordance with national and international building standards and codes (including special facilities for women, children and PWDs).	4 police HQs completed and handed over to state governments in 2018 and 2019 utilised effectively.	A – Achieved All four Police HQs have been completed and handed over. The defect notification period maintenance was completed for Hargeisa, Kismayo and Beletweyne Police Head Quarters (PHQ). All defects were rectified and testing, and commission was completed together with the police representative. Evidence points to these being utilised effectively as per the perception survey data referenced in the outcome summaries.
3.3 Evidence that SSJP has influenced Somali Police Forces to minimum standards for management and human rights	Management and HR considerations are better integrated into debate, policies, programmes regarding SPF; resulting in increased deployment of under-represented groups, such as women; police codes of conduct finalised and disseminated and supported by functioning internal disciplinary systems	B – Partly Achieved Sahan provides monthly monitoring of the police force's conduct and shares briefings with donors on human rights violations and mechanisms for mitigating. Through leadership engagement exercises, Sahan provides ongoing updates on the status of developments in the aforementioned areas. JPP has worked closely with donors to ensure progress is made on human rights related issues as outlined in the SWS example earlier in this summary. A police code of conduct was developed for SWS, though is yet to be supported by functioning internal disciplinary systems. Under-represented groups have yet to experience an increase in deployments due to ongoing security concerns and social norms.
3.4 Evidence that Guurti membership in South Central has been expanded to include	Guurti membership expanded in 10 districts, including more inclusive membership.	A+ - Exceeded DDG reinvigorated Guurti in 2 remaining districts of Belethawa and Wajid, with membership expanded to

more women, young people, and minority clan representatives, and number of Guurti members trained in conflict mediation to strengthen dispute resolution capacity and sensitised on gender and human rights issues	Total of 210 trained on participatory conflict analysis. Total of 224 trained on conflict mediation Total of 300 trained on gender and human rights issues	include women, youth, and minorities. During AR FY2018, Guurti membership was expanded to 7 districts and 1 peace committee for Beletweyne, making the total 10 inclusive Guurti. DDG trained 321 inclusive Guurti members (294 male, 92 female) on participatory conflict analysis in 10 districts. DDG trained 383 members (310 male, 73 female) from 9 inclusive Guurtis and 1 Peace Committee on conflict mediation. DDG trained 392 members (313 male, 79 female) from 9 inclusive Guurtis and 1 Peace Committee on gender and human rights issues.
3.5 Evidence of increased monitoring of effectiveness of administration of justice in targeted areas, especially for vulnerable and marginalised populations in a context of rapid urbanisation, and evidence that this evidence is catalysing reforms, incl. to improve adherence to human rights	SSJP monitoring and research is used to inform policy-level discussions. Strategy completed with downstream local HR actors contributing more professional and contextualised HR monitoring of justice sector with follow-up and monitoring indicators and analysis developed by the review of justice delivery capacities (point 3.6) Final report drawing together main issues and learning from HR monitoring and capacity building.	B – Partly Achieved Horizon has provided ongoing monitoring of media violations, irregular migration, juvenile justice, and child rape in Somaliland. Horizon has monitored 253 cases at the Hargeisa, Maroodi-Jeeh Region, district, regional and appeal courts. Horizon funded 1 local HR expert to provide legal assistance to detained journalists, supported two community organisations within IDP camps, and a women's group to work on GBV cases within their community in close consultations with Horizon's GBV Victims' Advocate in Burao, passing on cases that need legal assistance and practical support. The work was successful and many of the women and girls helped by Horizon were referred by these groups. Horizon disbursed funds to the National Human Rights Commission to equip their new regional offices in Burao and Boroma, enabling them to have their first field offices, thus devolving human rights monitoring capability for the first time. Support to downstream human rights organizations was also carried out. The partnership with the Somaliland Journalists Association (SOLJA) resulted in solid work regarding the protection of journalists threatened with detention and intimidation. Beyond Horizon's work however the extent to which SSJP is engaging with human rights issues across the justice sector is more limited, though it is hoped that the finalisation of the justice snapshots will provide further data and evidence to inform future phases of programming.
3.6 Improved capacity of formal justice institutions to deliver justice in target areas	Test approaches and improvements and design long term approach to improving capacity of formal institutions to deliver access to justice	B – Partly Achieved Tetra Tech's justice team provided a workflow mapping of the core judicial and administrative processes in the Courts and AGOs of the three FMS. By the end of March 2020, the team had developed a questionnaire along with the corresponding data capturing tool, with support from international STTA; and engagement was underway with justice authorities in Hirshabelle, including the Attorney

		General, the chairmen of the Middle Shabelle Regional Court (RC) and Jowhar District Court; with engagement with officials in SWS and Jubbaland taking place in April.
		GJG ensured a consolidated data set across the justice system agreed by State and Federal governments around which development partners could plan and coordinate. GJG also received a request by Ministries of Justice in SWS and Jubaland and Supreme Court in Mogadishu to establish information management units to house the data collected and look forward to conducting future Justice Snapshots.

Output Title	**Community Partnerships and Police Composition.** Strengthening relationships between security & justice providers and the communities they serve, by:		
Output number:	4	Output Score:	**A**
Impact weighting (%):	10%	Weighting revised since last AR?	

Indicator(s)	Milestone(s) for this review	Progress
4.1 Number of community safety concerns that have been raised by community members, and responded to by police	105+	A+ - exceeded. 392 safety concerns were recorded during the period under review that have been raised by community members and responded to by the police. Overall, the project recorded 564 safety concerns. CPDC forums and joint trainings managed to integrate the community members with the security providers bringing the two parties closer and enabling them to work cooperatively. These forums strengthened information sharing and feedback mechanism hence the increase in reported cases as highlighted by respondents during perception surveys.
4.2 Number of dialogue meetings between CPDC members	102	A+ - exceeded. DDG facilitated a total of 504 CPDC meetings (divided into 379 section meetings and 125 town meetings) with community and police representatives at different levels of responsibility. Following the COVID-19 pandemic, the CPDCs mobilised themselves and conducted awareness raising on preventive measures including social distancing to the wider communities using radio stations to disseminate the dialogue sessions. During COVID-19, the CPDC also played key roles in reducing overcrowding in detention facilities as well as mass gathering around market locations to prevent rapid spread of the virus.
4.3 Evidence of more joined-up justice sector operation in targeted areas, with more engagement between formal and traditional justice mechanisms and increased access to justice	Investment in government providers expanded access to justice in Somaliland and direct services provided by SSJP have empowered public to access to justice and put pressure on supply side resulting in more HR-based outcomes	A – achieved The JJP has engaged communities, including women and marginalised groups such as minority clans and IDPs, different age groups, in jointly seeking solutions to rule of law issues. The programme trained 35 mast trainers from 5 different FMS, who trained 30 community facilitators in each location. Community conversations have been conducted in three locations in each FMS: Galmudug, Hirshabelle, Jubbaland, Puntland and SWS. Within this, 893 women have participated, and were empowered to highlight their access to justice concerns to justice sector actors across target locations. Through paralegals, Horizon provided police and prison detainees (children, women and people who cannot afford a lawyer) with legal assistance and education in Gabiley, Hargeisa, Burao, Mandera, Baligubedle, Aynabo, & Borama. Over the reporting period, 1,382 people were released from police/prison custody as a result of Horizon's interventions, and a further 463 prisoners received legal education. Camp Courts and Mobile Courts were another tool used to increase access to justice for prisoners who would otherwise not get justice outside of Hargeisa where services and aid are mostly concentrated. Through Horizon's GBV victims advocates assistance was provided to 71 women, girls, and young boys on rape, divorce, child custody and financial maintenance in Hargeisa, Maroodi Jeex region, Berbera in Sahil region, Burao and Odweyne in Togdheer region and
Indicator(s)	Milestone(s) for this review	Progress

		Aynabo in Sool region. A further 97 were assisted with civil cases in Burao, Odweyne, Aynabo, Hargeisa and Berbera. Horizon held 4 Town Hall meetings on Child Rape in Hargeisa (2), Burao and Odweyne to generate supply side pressure to secure more HR based outcomes. The aforementioned Justice Snapshots undertaken by GJG and the subsequent establishment of JSSCs to steer and guide each Snapshot at state and federal levels increased engagement between formal and traditional justice mechanisms based on a stronger understanding of justice pathways.
4.4 Evidence of negotiations with FMS authorities on the composition of each police cohort (disaggregated by ethnicity/clan and gender) prior to recruitment and training	Possible engagement on expanding the policing programme in Gedo (Jubbaland) and Galmudug. Similar recruitment and verification process is expected	B – partly achieved Sahan's monitoring of initial Hirshabelle police composition revealed a skewed selection process in terms of clan-based representation and gender. This was highlighted through mentoring and leadership discussions as well as through the JPP and led to significant improvement in the selection of the second and third cohorts of police officers in Hirshabelle. This ensured that there was a more inclusive vetting committee and composition – both in terms of geographic origins (district) and clan. The political tensions in Gedo and Galmudug have resulted in a decision not to expanded recruitment and verification in these locations.

Output Title	**Effective delivery and learning:** Effective partnerships, risk management and lesson learning at federal and state levels with international actors. SSJP communicates/shares learning with relevant stakeholders in, around, and beyond Somalia.		
Output number:	5	Output Score:	*A*
Impact weighting (%):	20%	Weighting revised since last AR?	

Indicator(s)	Milestone(s) for this review	Progress
5.1 Evidence that the SSJP's management structures and processes are effective and support SSJP and partners to act upon monitoring data and to learn lessons in a way that demonstrates practical application of 'problem-driven iterative approaches' (PDIA)	Sustainable evidence available that SSJP management structures and processes, including knowledge management, are effectively applying PDIA methodology and that this has led to more flexible, more appropriate, and more effective programming	A – achieved Over the past 12 months SSJP has invested in a structured process for bringing together implementing partners and wider stakeholders on a quarterly basis to assess the political economy of the operating environment, consider what is working well and what is not, identify lessons and consider how the programme and activities might need to adapt to enable improved delivery and impact. The process, delivered by First Call Partners has operated increasingly effectively with each quarterly review, though there remains a need to ensure that IPs routinely share lessons and best practice outside of these structured sessions through the learning and knowledge exchange process implemented by Kulan Consulting. Significant investments made in strengthening UNOPS senior management and strategic oversight of the programme. This includes a Director of Security and Justice, Katrina Aitken-Laird, who brings substantial technical expertise and previous Somalia experience; Ellie Lenawarungu as Strategic Policing Adviser; and Caroline Enye as Gender and Social Norms Adviser. This investment has begun to demonstrate returns in improved quality programming and coherence. Substantial evidence of the programme pivoting to respond to the COVID-19 pandemic. This includes in particular Sahan, who produced (at short notice) an assessment of the security and wider conflict risks associated with the pandemic; and TT who pivoted their focus substantially to enable more informed and effective FMS responses to COVID-19. This latter effort demonstrates the programme's ability to identify concrete problems and tailor longer-term institutional strengthening efforts to address those. The second phase of the programme offers an opportunity for a collective learning agenda to be developed, owned, and implemented by all key stakeholders. There is a need to build upon initial attempts to improve collective knowledge management, building on evidence of an increase of sharing of these products through various platforms such as SOMHUB.
5.2 Quality/effectiveness of partnership and coordination between SSJP and federal, state, and international security & justice actors	Considerable evidence available to demonstrate that SSJP has taken a politically savvy approach to maintaining and strengthening	B – partly achieved. Progress has been made to continue to build and expand relationships with FGS/FMS counterparts and improve donor cooperation on S&J within Somalia more broadly. The negotiations with the SWS political

	partnerships with FGS/FMS and international donors working on S&J	leadership following the HR abuses by security actors during the election process was perhaps the best example of a politically savvy alignment between political and programmatic actors. There does remain a need for SSJP's collective vision to be communicated to key FGS and FMS stakeholders and for programme wide, rather than project specific, political access and influence activity to be planned and executed. IPs have continued to form mutually respectful working relationships with Somali counterparts with Sahan and Horizon displaying agile approaches to maximise access and influence with the police leadership in all target locations and judicial actors in Somaliland, respectively. Tetra Tech's support to the development of COVID-19 security response plans entailed leveraging relationships with senior government officials such as Police Commissioners (PCs), their deputies and MoIS ministers and DGs which resulted in well-regarded responses to the pandemic. Information sharing and coordination exists between all major international donors working on S&J in Somalia, though as always, there is room for improvement. Further work is required to ensure clarity on the respective mandates of the JPP, JPP and SSJP, and to ensure that as SSJP continues to strengthen its usage of evidence and learning to inform work planning, that mechanisms exist to incorporate these into JPP and JJP design and delivery.
5.3 Existence and effectiveness of risk monitoring and management systems	Numerous examples of how SSJP has identified, mitigated, and monitored risks and has prepared responses and/or adequately responded to any risks that have been realised (occurred)	A – Achieved SSJP undertakes risk monitoring and assessment on a regular basis, and was required to adapt considerably over the reporting year to both HR violations in SWS and the Covid-19 pandemic. On both occasions, mitigation plans were adapted and implemented effectively.
5.4 Existence and quality of regular reporting, monitoring, research, and analysis which provide gender, age and clan-disaggregated evidence of delivery/impact and informs wider SSJP and partner understanding of S&J issues across Somalia	At least 10-15 substantial papers documents published by SSJP partners. Considerable evidence that SSJP research and analysis has informed SSJP and partners' understanding of and approaches to key S&J issues	A+ - Exceeded 17 substantial papers and documents have been published by the SSJP including flash/mission reports on human rights violations, lessons learned reports, selection and vetting reports, perception surveys, reports on the Darwish, programme reviews, assessments into social norms and local area specific papers. The research and analysis has informed SSJP and partners' understanding and approaches to key S&J issues such as lessons from the CPDC findings.
5.5 Evidence that SSJP research, evidence, lessons learned, and other documentation is being proactively shared with key Somali and international stakeholders and anecdotal evidence that they find this	Further evidence that key stakeholders receive SSJP products and find them useful	A – Achieved Significant progress has continued over the year in generating research, evidence and lessons learned as outlined in 5.4 above. Feedback from UNDP, US, and other UK programmes indicated that SSJP research products were useful – with Horizon, DDG, Sahan and JJP studies cited as being influential in shaping other donor programming.

information to be well-communicated, accessible, and useful.		

D: RISK

Overview of risk management

The risk rating of this programme is, and continues to be, major, despite the mitigation measures contained within the programme's risk register. The thematic nature of the programme, combined with the challenging and often inaccessible nature of the operating environment, recently exacerbated by the Covid-19 pandemic, means that the SSJP risk level is unlikely to reduce in the short to medium term. There is even potential for the risk rating to increase to severe as political terms expire and elections approach.

The main risks contained within the risk register relate are reputational and political risks; operational and security risks; fiduciary risks; and risks relating to human rights and conflict sensitivity. There have been some good examples over the course of the reporting year by which donors working together to align political messaging and programme delivery has resulted in reductions in politically motivated police abuse, particularly in South West State. This was a good example of where an effective third-party monitoring, working together with UNOPS management and FCDO can ensure that programme funding is used as leverage to improve the behaviour of political and security actors. An increasingly state based approach has resulted in a greater understanding of local level political dynamics and thus more politically attuned programmatic interventions. As such it has proved possible to increasing police and justice service delivery for citizens in spite of the stand off on the federated justice model, and the limited engagement of FGS bodies such as the National Security Council.

Fiduciary risk remains major for a programme of this nature, with an instance of fraud within the infrastructure component being highlighted in the 2018 Annual Review. Lessons have been learnt from that experience, and despite ongoing political pressure for procurement contracts to be awarded on a clan basis, the programme has resisted these in favour of transparent and meritocratic processes.

Sahan provided quarterly political and security updates of the context in which the programme operates and has been able to flag out eminent threats to security that could potentially affect the policing programme.

Current level of fiduciary risk and direction of travel since last ASP	Major Stable
Specific assessment of corruption risk and direction of travel since last ASP	Major Stable
Is a full FRA update required?	As part of the development of the programmatic documentation for the second phase of the programme we recommend that an FRA update is undertaken.

E: PROGRAMME MANAGEMENT: DELIVERY, COMMERCIAL & FINANCIAL PERFORMANCE [1 - 1 ½ pages]

The FCDO has, through this programme and wider policy work, played a key role in shaping the debate around federal security and justice models in Somalia. The FCDO was instrumental in the consultation and design of the NPM and the Justice Model and has worked to ensure the implementation of these models are broadly accepted among the FGS and FMS. The FCDO has also been a key driving force behind the establishment of the Joint Policing, Justice and Corrections programmes, ensuring that FMS and FGS have strategies in place in these sectors and that donor funding is increasingly coherent and aligned with these strategies to enable more effective implementation.

UNOPs to complete delivery and financial performance

In order to maximise coherence across all implementers in the second phase of the programme, it is recommended that the process of updating the theory of change and results framework is used as an opportunity to secure collective buy-in from all programme partners to the second phase of SSJP's outcomes and outputs, as well as to ensure that their own interventions are aligned with those of the programme as a whole. Within this process it is also recommended that a learning agenda is agreed at the outset of the programme, with responsibilities for contributing to the key findings allocated across the programme to maintain collective ownership of the approach.

Date of last narrative financial report		Date of last audited annual statement	