SSJP II
Early Market Engagement

20 May 2021 (1300-1430 EAT)

Agenda

- Welcome & Introductions
- Part 1: Programme Overview
- Part 2: Programme Approach
- Part 3: Management Modalities & Programme Components
- Part 4: Partner Engagement Process
- Questions and Answers

UNOPS Team

- Katrina Aitken-Laird, Director of Security and Justice
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Part 1: Programme Overview

Programme Overview

Context

- Progress in the S&J and wider development space, and the political settlement that underpins them remain extremely fragile.

- Non-state armed groups exercise significant authority over political and security landscape.

- Allegations of serious human rights abuses by state & non-state armed groups inflame conflict & undermine peacebuilding efforts.

- Customary and Shari'ah judicial pathways have gained legitimacy and provide an important safety net for many, but their role is ill-defined and application is often unpredictable.

- Marginalised groups, including women & minority clans, often denied fair settlement.

- Approaches to S&J are poorly understood, lack wider public or elite confidence and are often captured by clan, political and business interests.

- All against the backdrop of multiple and varied shocks (climate change, environmental disasters, displacement, urbanisation, etc.)

Programme Overview

- Eight year programme

- Budget: USD $100-120mn

- Geographic focus: 2-3 urban and peri-urban communities in at least two FMSs (SWS and Jubaland), with the option to expand to other areas as additional funding becomes available

Building from SSJP Learning and Evidence

SSJP II builds on substantial gains and significant body of evidence and learning produced by the current programme (SSJP I). Final year consolidation and anchoring of evidence:

- Compendium of (global and Somali) evidence reviews: S&J programming; GESI, GBV and social norms - completed;

- Qualitative and Quantitative research in Kismayo, Baidoa, Hargeisa and Burco (July 2021):

  - S&J needs & priorities of Somali men & women;

  - Roles, behaviours & norms of security forces;

  - Accountability & accessibility of security forces;

  - Women's access to justice (incl. GBV);

  - Avenues to engage on land conflict;

  - Social norms - access to & provision of S&J (citizens)

Programme Objectives

NB: Outcomes and outputs will be revised and finalised during the inception phase

- **IMPACT:** Somalis benefit from improved security & access to justice through inclusive approaches that enjoy broad based understanding, support and both elite and public confidence.

- **OUTCOMES:**

1. Enhanced **resolution of specific security and justice (S&J) problems** identified as priorities by Somalis in target locations;

2. **Social norms** that relate to priority S&J problems in target locations are increasingly understood and programming approaches to address them are integrated and tested; and

3. **Learning and influence** leveraged effectively in order to catalyse innovation & adaptation within the programme & wider international community approaches

Theory of Change Visual
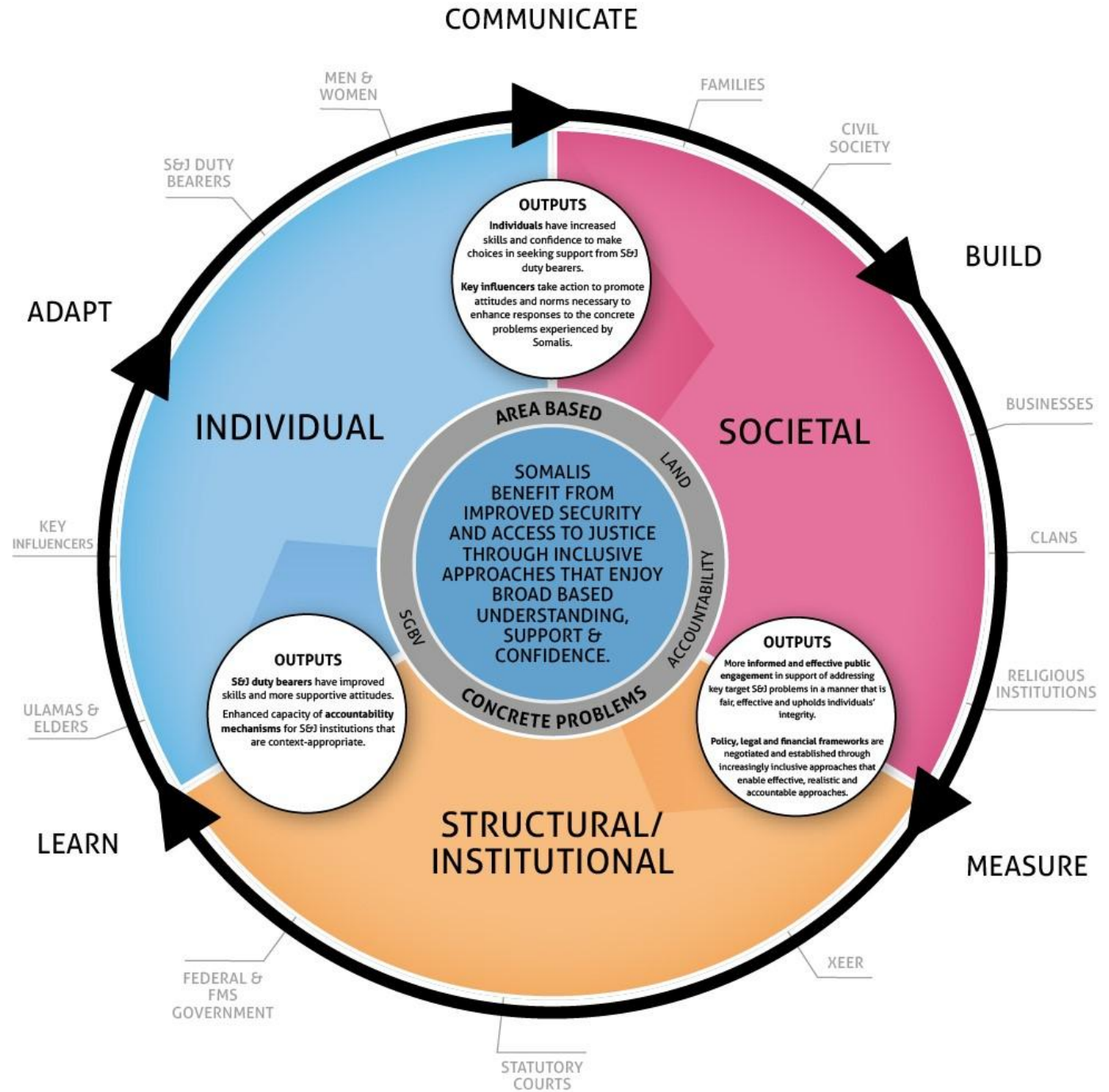
Indicative outputs

NB: Outputs, including milestones and targets will be revised and finalised during the inception phase

1. S&J duty bearers have improved skills and have attitudes which are more supportive of addressing key target S&J problems in a manner that is fair, effective and upholds individuals' integrity.

2. Key influencers take action to promote attitudes and norms necessary to enhance responses to concrete problems experience by Somalis

3. Individuals have increased skills and confidence to make choices in seeking support from S&J duty bearers to address key target S&J problems

4. More informed and effective public engagement in support of addressing key target S&J problems in a manner that is fair, effective and upholds individuals' integrity

5. Policy, legal and financial frameworks are negotiated and developed through increasingly inclusive approaches and are more effective and locally-appropriate to address key target S&J problems

6. Enhanced capacity of accountability mechanisms for S&J institutions that are context-appropriate

7. Continual improvement and adaptation of the programme based on structured learning, research and evidence undertaken
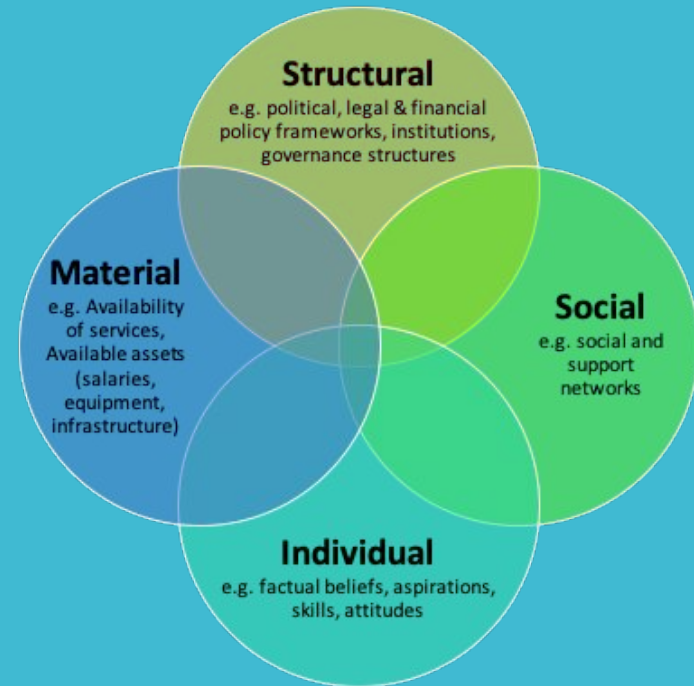
Part 2: Programme Approach

Programme Approach

1. Embedding **political analysis and negotiation** as central to programme strategies;

2. Taking an **area-based**, **problem-driven** approach;

3. Applying a more robust and transformative approach to **gender and inclusion**;

4. Driving **evidence-based adaptation**; and

5. Fostering **authentic partnerships.**

Political Analysis & Negotiation

- Encouraging inclusive negotiations on political and financial frameworks of security and justice;

- Invite consultation and constructive challenge;

- Invest in strengthening both horizontal checks and balances and vertical accountability with the public;

- Establish a balance of deeper, longer-lasting power blocs, rather than supporting individual powerbrokers;

- 'Pressure from without, capacity from within' - marrying up the best of bottom-up, top-down and diplomatic approaches.

Area Based, Problem Driven

Structural e.g. political, legal & financial policy frameworks, institutions, governance structures

Material e.g. Availability of services, Available assets (salaries, equipment, infrastructure)

Social e.g. social and support networks

Individual e.g. factual beliefs, aspirations, skills, attitudes

- Working in 2-3 urban & peri-urban communities in each target FMS to improve Somali citizens' experiences of S&J, AND to inform and influence wider strategic direction and decisions.

- Testing both diffusion & advocacy models for change to scale up impact.

- Utilising the Dynamic Framework for Social Change to develop, implement and test integrated and locally-appropriate solutions.

Area Based, Problem Driven

Four cross-cutting issues likely to form basis of initial interventions:

1. Security forces retain allegiances to clan, political and business elements that often supersede their mandates in practice;

2. Security forces rarely follow clear accountability pathways;

3. Women in general, and especially as survivors of SGBV, have little to no agency in their choice of S&J providers and face potential threats from security providers;

4. The administration of land ownership is highly politicised and a key driver of intercommunal and political conflict.

Gender and Social Inclusion

Strengthening the rule of law interferes with the most intimate workings of power - therefore SSJP II will ...

- Actively strive to **identify, examine and challenge** unequal power relations and discriminatory norms based on gender, clan, disability, etc. that influence rule of law and the nature of the social contract.

- Identify GESI Champions – within programme and among partners;

- Facilitate GESI transformation internally;

- Develop GESI strategy – defining with our Somali partners what success looks like, and identifying entry points and pathways to encourage positive change.

Evidence Based Adaptation

- **Adaptive Delivery:** what happens at the 'front line'
- **Adaptive Management:** formal process, systems & tools to promote & support adaptive delivery;
- **Adaptive Programming:** ways we design, procure, fund & manage performance
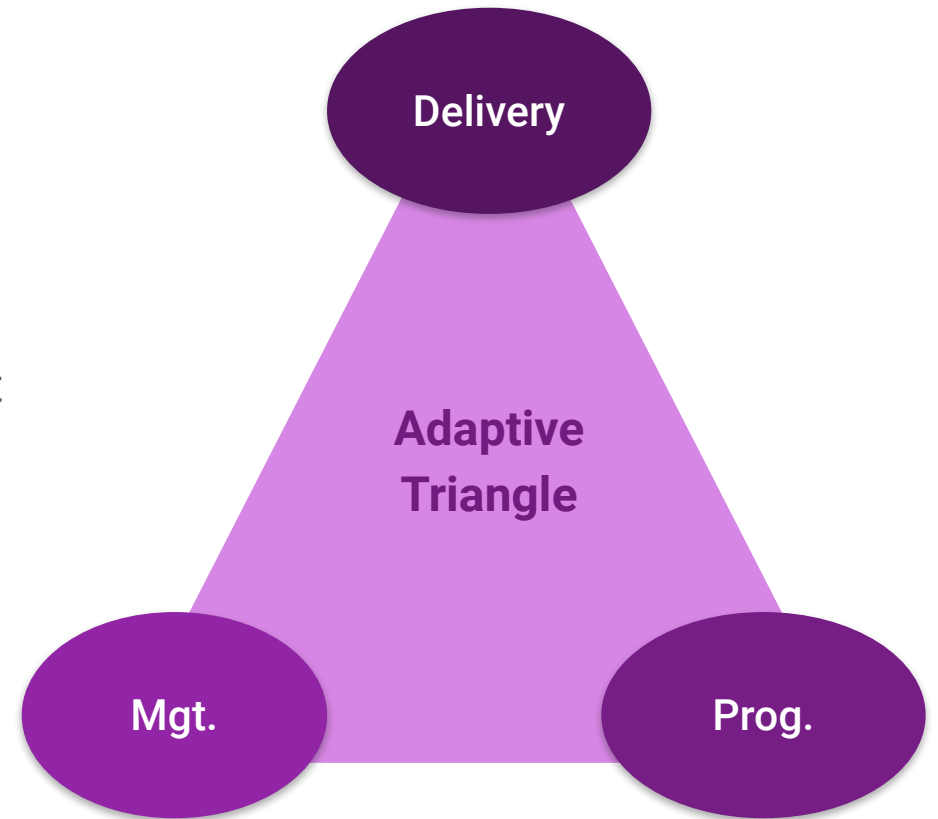
Authentic Partnerships

Authentic Partnerships

- Fostering meaningful relationships between UNOPS and its partners;

- Somali partners will have a critical role in shaping and driving the programme, the approach and delivery;

- Bringing together best of Somali expertise and global experience;

- Investing in the programme's culture as one of trust, which encourages and enables honest challenge and mutual accountability.

- Celebrating and supporting organisations' individual contributions, achievements and reputation, while crafting jointly a common programme identity.

Part 3: Management Modalities & Programme Components

Management Structure

- SSJP II will be overseen and directed by a high-calibre leadership team made up of programme, technical and fund management experts drawn jointly from UNOPS & partners.

- UNOPS will play the role of strategic fund manager - under direction of UNOPS' Director of Security and Justice, with a Technical Director and Deputy Chief of Party/Team Leader recruited directly by UNOPS.

- A condition of award may be that partners' programme staff are co-located in joint programme office(s), with a single management structure.

- Area Directors will be responsible for ensuring active collaboration and integration of programme activities; information sharing and joint learning between partners; and programme-level representation to Government.

Programme Components

01 Implementation

- Community engagement & mobilisation
- Behavioural change programming, incl comms
- GESI & GBV
- Public Safety & Access to Justice programming

02 Global Experience

- SSR/SSG
- Social norms
- Gender transformation, men & masculinity, GBV

03 MERL

- Adaptive M&E tools (e.g. outcome harvesting, SearchFrame, rubrics, etc.)
- Embedded Advisors
- Research capability

Component 1: Implementation

Requirements

UNOPS will engage partners through a combination of Grant Service Agreements and Professional Service Contracts. We are seeking partners with experience implementing, testing and adapting approaches in the following areas:

1. Public safety and access to justice programming;
2. Participatory public policy & institutional strengthening - S&J;
3. Individual attitudinal and behavioural change programming;
4. Communications for behaviour change;
5. Gender and SGBV;
6. Community engagement and mobilisation

Somali organisations and those that demonstrate long-standing engagement with Somali communities and strong Somali representation on their leadership/management team are highly encouraged to apply.

Demonstrate a commitment to gender equality and social inclusion.

Consortia may be considered, where there is demonstration of comparative advantage across the thematic areas.

Component 1: Implementation

Expectations

1. Jointly design, through an iterative process, integrated solutions to address the concrete problems identified in each target location;

2. Actively draw on and adapt global learning, expertise and practice for the Somali context, working with TA facility and UNOPS;

3. Implement, test and adapt diffusion and advocacy approaches to ensure area-based engagement informs and influences wider strategic direction and decisions;

4. Work with MERL provider to design and implement a learning agenda, monitoring and evaluation framework, and adaptive management approach;

5. Identify and build on 'what works' (with MERL provider) and adapt design of programme based on new learning to improve impact and cost- effectiveness.

6. Ensure adequate governance and programme management functions in place to meet narrative, financial, value for money, risk, safeguarding, and audit requirements as agreed in the agreement.

7. Systems, structures and processes that promote gender and social inclusion

Component 2: Global Experience

Expectations

1. Engagement throughout programme design and implementation to be managed directly by UNOPS Technical Director, in consultation with partners.
2. TA Facility to be established to provide technical and management expertise in the following areas:
   - Security Sector Reform and Security Sector Governance;
   - Gender transformation, GBV, men and masculinity;
   - Social norms change and communications
3. May be engaged as short-term or long-term embedded technical support to programme and partners;
4. Intention to develop organisational/institutional partnerships with implementing partners.

Component 3: Monitoring, Evaluation, Research & Learning (MERL)

Deliverables

MERL as a 'Critical Friend'

1. UNOPS will lead MERL

2. UNOPS will contract an independent company directly to undertake formative research, evaluate outcomes, and learning - and to inform development of MERL frameworks and tools

3. MERL Advisors to be embedded into partner organisations to ensure they are part of everyday discussions/analysis and can feed back to MERL company learning and context

4. Adaptive approach situated firmly with the programme, but MERL Contractor may play a facilitative learning role (e.g. developing learning agenda, facilitating formal review sessions)

5. MERL Contractor must develop and maintain deep understanding of what the programme is trying to achieve and be able to monitor change in real time to inform adaptation of tools.

6. Mix of Somali & international MERL expertise.

Implementation Requirements

- Inception report after six months to include: programme governance & management arrangements; refined theory of change; programme design document; MERL framework; implementation and operations plan; and payment milestones

- Annual Review in year 1 of programme implementation will be used to refine results

- Annual Review in year 3 will be used to inform decisions regarding future funding and approach

- Quarterly Progress Reports

- Terms of payment may be based on hybrid model with % fees paid on achievement of outputs and KPIs.

Part 4: Partner Engagement Process

Partner Engagement Process

Key Stages:

- Stage 1. Drafting of ToR and Relevant Procurement Documents – Currently Underway
- Stage 2. Expression of Interest (EOI) Issued - Late May 2021
- Stage 3. Evaluation of EOIs and Issuance of RFPs - Cover letter with timescales, instructions to offerors, schedule of requirements and terms of reference, evaluation criteria and scoring methodology, UNOPS contract conditions and contract templates - July 2021
- Stage 4. Receipt and Evaluation of Offers (RFP responses) - September - October 2021
- Stage 5. Clarification of the winning Tenders and Award of Contracts - November 2021
- Approximate timeline of 6 months

Questions and Responses

1. What is the best model for bringing together global and Somali experience and expertise across the areas identified?

2. How do we achieve the balance of establishing a single programme, while retaining the identity of Somali organisations?

3. What is the best approach for embedding MERL as a 'critical friend' within the programme, while retaining independence to assess outcomes?