NDP 2020-2024 Concept Note

*30 October 2018*

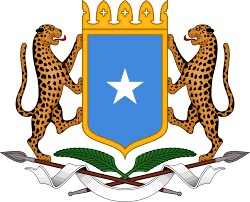


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# PURPOSE AND RATIONALE

The current 2017 -2019 National Development Plan will expire in December 2019. By that time, a new National Development Plan for 2020-2024, prepared with subnational stakeholder adequate participation and ownership, will need to be finalized and ready for roll-out in January 2020. Somalia has a long tradition of short- and medium-term development plans. Dating back from 1962 to-date, it has developed 8 National Development Plans and thus the next NDP will be the 9th development for Somalia.

The purpose of this concept note, therefore, is to outline the processes, management and coordination mechanisms to be followed in the preparation of the NDP 2020-2024

Underlying its preparation and implementation will be the need to ensure that the NDP 2020-2024 is compliant with the demands of the interim poverty reduction strategy paper (iPRSP) process. The iPRSP will be prepared by the Federal Government of Somalia as a key step towards the clearing of national debt arrears, and compliance in this case requires that the national development planning process reflects a number of fundamental principles. First and foremost, national development planning must be country-owned and based on a process of broad participation and consensus-building that delivers a comprehensive poverty context analysis sufficient to inform desired development results and outcomes. National development planning should link policy, planning and budgeting; identify national development objectives and priorities; improve the quality of expenditures leading to efficiency gains; harmonize development financing; and promote accountability and transparency through strong monitoring and evaluation. The NDP 2020-2024 process in Somalia, therefore, will be designed to open up space for participation by all major stakeholders, including civil society organizations, private sector representatives, women’s groups, and direct and indirect representatives of the poor. Special efforts will be made to reach traditionally less developed groups, such as the internally displace. Furthermore, the NDP process in Somalia will be backed up by analytical work, to help put the consultations on a firm foundation.

A further elaboration of how the NDP 2020-2024 process will approach PRSP compliance is provided in Annex 1 to this concept note.

# LESSONS LEARNED FROM NDP2017-2019

While the NDP 2017-2019 remains current at the time of writing, already a number of lessons can be drawn. Perhaps most important in this regard is that the NDP 2017-2019 has served as the rallying point and roadmap it was intended to be. This stemmed from the 2016 consultation process that underpinned the NDP 2017-2019, which ensured its accommodation of national priorities and helped create awareness and buy-in among stakeholders. As a result, all national stakeholders and international partners recognized the relevance and legitimacy of NDP 2017-2019 and aligned their strategies and interventions correspondingly. Federal Member States and federal ministries developed their strategic plans in alignment with the NDP 2017-2019. Similarly, international partners embraced the document and through the revamped aid coordination architecture contributed significant support to its various pillars and sectors.

Also important was the coordinated and inclusive drafting process, which ensured that appropriate technical expertise was mobilized to contribute to the individual chapters.

On the other hand, the NDP 2017-2019 lacked proper costing, which at the time was not possible due to the unavailability of appropriate costing standards, a limitation that will need to be addressed during the NDP 2020-2024 preparation process. Furthermore, the three years life cycle of present NDP is seen by some as too short to realize the (often ambitious) objectives. The NDP 2020-2024, therefore, will be costed, scheduled over a longer implementation period, and set goals that are both realistic and ambitious.

These lessons learned, coupled with the strong commitment from FGS to qualify for (partial) debt relief under the IMF´s HIPC, have informed the process that is developed for the new NDP, which is intended to serve as a national poverty reduction strategy.

# NDP 2020-2024 CONCEPT

Based on the lessons learned from NDP 2017-2019, and the criteria for PRSP compliance, the preparation of the NDP 2020-2024 will be driven by a process of national consultation, which together with selected technical assistance inputs will allow its essential components to be formulated. These components of the NDP 2020-2024 are as follows:

Part 1 - The context, lessons learned, objectives and rationale

NDP 2020-2024 will open with a review of lessons learned from NDP 2017-2019 implementation, including the findings of the mid-term review.

Part 2 - Process and methodology

This chapter will present the process and methodology followed during the preparation of NDP 2020-2024 and will highlight:

* The participatory process that the government followed to design and to build ownership.
* Consultations within government (among federal ministries, parliament, and subnational governments).
* Other stakeholder involvement (for example, civil society groups, women’s groups, policy research institutes and academics, private sector, trade unions, and representatives from different regions of the country).
* Bilateral and multilateral external development partners’ engagement, including collaborative analytical work to support NDP 2020-2024 development.
* Mechanisms used to consult the poor and their representatives.
* The approaches taken to prioritization and costing.
* Major issues raised during the participatory process.
* The impacts of the process on the content of the strategy and how the participatory process evolved over time.
* The extent to which the participatory process has been well integrated with and informed by the existing data.
* Comparison with earlier practices.
* How closely the NDP is related to any other current government documents that set forth national or sectoral development plans and/or budgets.
* What the plans are for public dissemination of the NDP 2020-2024.

Part 3 - Context of Poverty in Somalia

The third chapter of NDP 2020-2024 will present the context and poverty analysis upon which its content is based. This analysis will be drawn from ongoing work being conducted in Somalia and elaborated with the output of the consultation process.

Part 4 - Framework of the strategy

Part 4 of the NDP 2020-2024 will provide an overview of the principles underpinning the planning process and how these supports the aim of PRSP-compliance, and an explanation of the plan’s organising framework (that is, its strategic objectives and the structure of interventions and outcomes that are proposed to deliver these).

At this point also, the principal cross-cutting issues of the plan will be introduced and elaborated. These will include gender, youth, resilience, climate change, disaster risk management and institutional capacity building.

Part 5 – The NDP pillars

The fifth constituent part of the NDP 2020-2024 – the development pillars – forms the core of the plan. In each pillar the priorities for the different sectors for development are outlined, based on a short analysis of the present state of affairs, the challenges and opportunities are indicated, and the way forward is presented. Part 5 will be organized along the following lines, and evolved during the process of consultation and technical development:

| PILLAR | STRATEGIC OBJECTIVES | INDICATIVE SECTOR GOALS[[1]](#footnote-1) |
| --- | --- | --- |
| Security | To stabilize and secure Somalia by strengthening the national security architecture and the capacity of national and sub national security institutions. | To be determined |
| Governance/Political (Rule of Law, Justice, Constitution & Human Rights) | To drive progress towards a federal, democratic and stable Somalia where the rule of law prevails | To be determined |
| Economic & Social development | To further strengthen the foundations of Somalia’s economic and social development | **Economic development**  Livestock  Fisheries  Agriculture  Manufacturing and value chain development  Extractive industries (oil, gas, minerals)  Private sector empowerment  Employment creation  Technical & vocational training  Information & communications technology  Infrastructure  **Social development**  Social protection  Health  Education |
| Environmental governance and natural resource management | To increase the contribution of environmental management to national resilience and peace building | To be determined |

Part 6 – Poverty reduction policies and strategies

The sixth constituent part of the NDP 2020-2024 will concern the policy-level development that will need to be made to complement and support interventions under the three Pillars, to address gender equity, climate change adaptation, resilience and disaster risk management, and that will help sustain progress made into the future. These will include:

* Structural and sectoral policies that address the key policy, incentive, and institutional constraints to poverty reduction.
* Measures to promote fair and equitable treatment of all people under the law (in particular women and the youth) and avenues of recourse, including with respect to property rights.
* Social protection and labor policies (with an emphasis on women and youth).
* Measures to address systemic problems in budget formulation and execution, financial management and procurement systems, and monitoring of public spending, as well as short-term measures to ensure accountability for the use of **HIPC debt relief**.
* Plans for improvements in governance arrangements and service delivery, including the role of local communities and local government.
* Steps to be taken to improve transparency and ensure accountability of public institutions and services vis-à-vis the needs and priorities of the poor.
* Efforts to address critical problems inhibiting civil service performance and any issues of corruption in the public service.

Commentary will be provided on the intended impact of proposed policy measures on the poor, and measures to mitigate any negative impacts

Part 7 - Macro-Economic & Fiscal framework

Achieving the goals set out in the NDP 2020-2024 will require a credible budgeting and financing

framework. Therefore, Part 7 of the NDP 2020-2024 will describe the macroeconomic and budgetary framework to support the achievement of the targets and strategies and consolidate the positive achievements recorded under NDP-I. Part 7 will set out the macroeconomic outlook and medium term budgetary framework for 2020 to 2024, showing that the required efforts for resource mobilization are embedded in monetary and fiscal policies, external resources outlays, domestic private sector savings, credit and investment levels, foreign direct investments, and local communities’ contributions of labour, material and funds.

Finally, this section will consider financial risks associated with NDP 2020-2024 implementation and will outline contingencies in the event of a shortfall in revenues or financing.

Part 8 – Aid Policy

In this section, the NDP will review the current aid architecture and explore opportunities to build on its strengths and improve where necessary.

Part 9 - Implementation & Monitoring Framework (including risk management and alignment with SDGs)

This section of the NDP2 document will present the institutional arrangements for data collection, analysis, and monitoring of NDP2, as well as planned arrangements for aligning budgets, sectoral plans, the public investment program with NDP2 and the approval plan for the NDP 2. The narrative will elaborate, *inter alia*:

* + Institutions, systems, tools and instruments by which monitoring, and evaluation will be conducted
  + Result indicators, disaggregated by social group, gender, and region, that are in line with strategic priorities and sector goals, and that will form the basis of NDP 2020-2024 monitoring and reporting
  + How result indicators map against the Sustainable Development Goals
  + Efforts to improve data collection and analysis

NDP 2020-2024 strategies, goals and results are expected to align with the relevant localized SDGs. It is expected that the milestones for each result will be mapped to specific localized SDG. The SDGs are listed below with emphasis on those pertinent to Somalia’s development goals.

| **Sustainable Development Goals** |
| --- |
| 1. End poverty in all its forms everywhere |
| 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture |
| 3. Ensure healthy lives and promote well-being for all at all ages |
| 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all |
| 5. Achieve gender equality and empower all women and girls |
| 6. Ensure availability and sustainable management of water and sanitation for all |
| 7. Ensure access to affordable, reliable, sustainable and modern energy for all |
| 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all |
| 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation |
| 10. Reduce inequality within and among countries |
| 11. Make cities and human settlements inclusive, safe, resilient and sustainable |
| 12. Ensure sustainable consumption and production patterns |
| 13. Take urgent action to combat climate change and its impacts |
| 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development |
| 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss |
| 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels |
| 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development |

While world community attaches importance to all SDGs, different countries have different goals, hence their perceptions of which SDGs are prioritized will vary. SDG localization will be determined during the consultation process.

Part 10 -- Annex: The NDP 2020-2024 Results Matrix

# PROCESS COORDINATION AND MANAGEMENT

Preparation of the NDP 2020-2024 will require the coordination and management of two main processes: consultation and stakeholder engagement, and document drafting.

High level oversight, coordination and problem-solving will be provided by the National Development Council (the NDC, consisting of the Federal and FMS Ministers of Planning and the Federal Minister of Finance), in conjunction with the Office of the Prime Minister and Office of the President. **This body will be referred to as the “NDC+”** for the purpose of this exercise and will be tasked with (a) strategic oversight and guidance of both consultation and drafting processes, (b) ensuring process consistency and inclusivity, and (c) providing troubleshooting and problem diagnosis when necessary.

Technical level oversight, coordination and problem-solving will be provided by a **Joint Management Team (JMT)**. Under the overall guidance of the Permanent Secretary of the Federal MoPIED and the operational leadership of the MoPIED Director General of Planning and Economic Development, the JMT will include senior representatives from Federal technical ministries and, as feasible, state level planning ministries. Other technical advisors, such as the National Sector Leads, and consultants will be drafted into the JMT on an as-needs basis. The JMT will track progress being made in the consultation and drafting processes, provide technical guidance where needed and keep the NDC+ appropriately informed. The JMT will also prepare periodic updates to relevant stakeholders, including international partners.

Support to the NDC+ and JMT, and day-to-day management and implementation of NDP 2020-2024 preparation, including the consultation and drafting processes, will be the responsibility of **the NDP Secretariat**. The NDP Secretariat will be led by the Director General of Planning and Economic Development with support from a dedicated MoPIED support team, National Sector Leads, and technical experts contracted in for NDP drafting.

# THE CONSULTATION PROCESS

The government is committed to ensure to the extent possible that citizens engage in the preparation of the NDP 2020-2024, and in doing so will employ available technologies to ensure maximum participation. People living in inaccessible areas will be reached either through their representatives in national and subnational governments or by connecting to national NGOs working in those areas.

The consultations are an essential part of the planning process and will inform the government’s understanding of both effects and root causes of poverty, and the subsequent identification of development priorities under the three proposed Pillars of the NDP 2020-2024. In grounding the NDP 2020-2024 in a strong consultation process and poverty analysis, and by reflecting these in its proposed strategies, policy responses and implementation plans, the government intends that the NDP 2020-2024 will be fully PRSP compliant.

Going forward, citizen engagement and participation will continue to be a feature of NDP 2020-2024 implementation. That is, while the government is committed to do its part, through developing a solid structure of legal and regulatory arrangements as well as government support mechanisms, actual implementation of and investment in economic growth opportunities, service delivery and social protection will require the engagement of domestic civil society and the private sector. This commitment is not only driven by necessity due to limited resources, but it also reflects the government’s vision of inclusivity in the management of Somalia’s economic and social spaces.

The consultations will be a Somali-owned process and will be divided into two layers to maximize ownership and inclusivity. There will be both national and a state-level management and coordination apparatus, as described below and summarized schematically in Figure 1.

At the national Level

At the national level, the NDC+ with NDP Secretariat support will meet with and seek input from international partners (including the Pillar Working Groups of the Somalia Development and Reconstruction Facility), civil society, private sector, academia and the Parliamentary Planning Committee to ensure that all relevant input of the consultations are adequately captured.

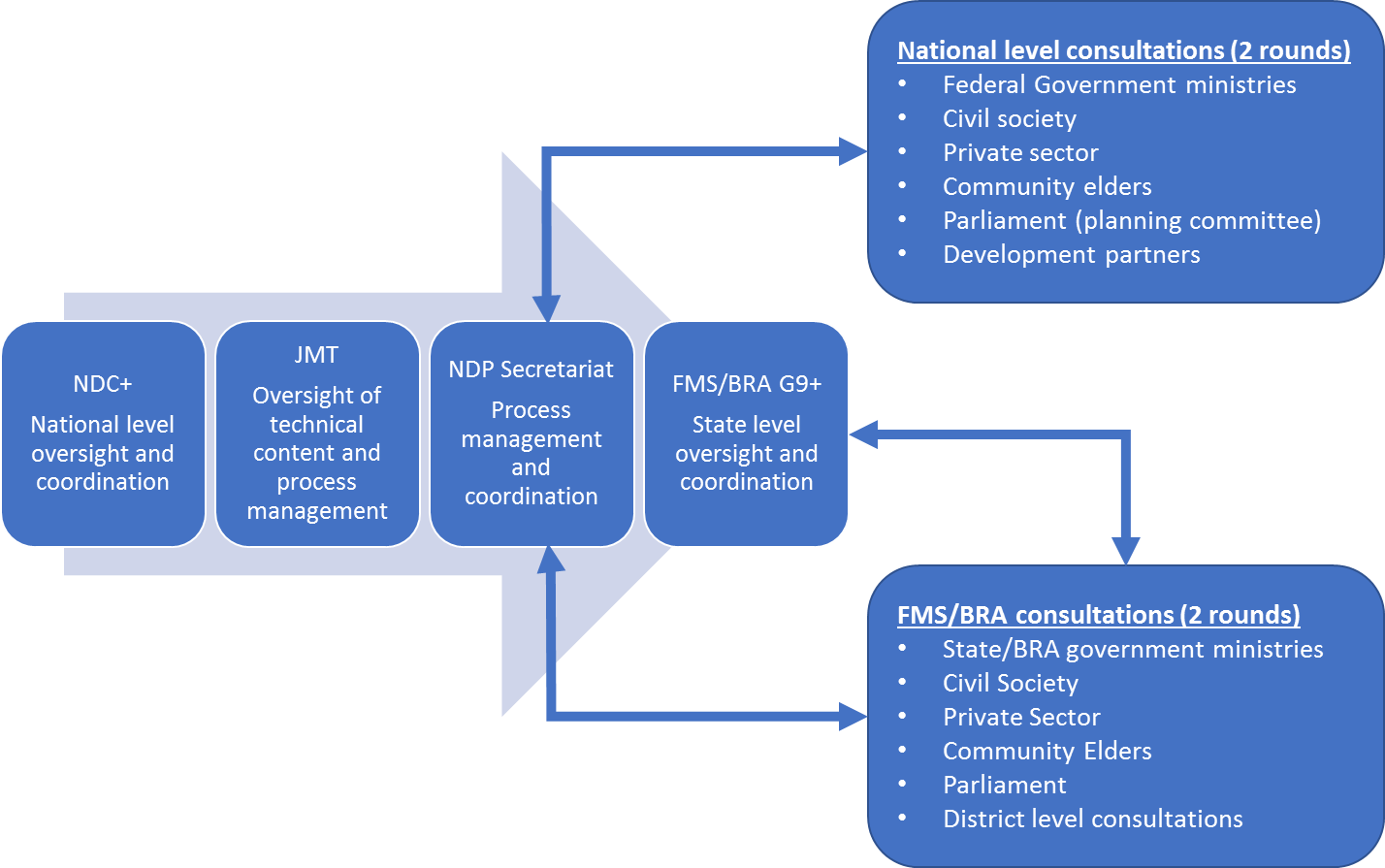
At the FMS-Level and in the Benadir Regional Administration

Each FMS, and the Benadir Regional Administration (BRA), will manage its own part of the consultations and will ensure that its priorities are well captured in the NDP 2020-2024. To lead and enable the process, a state-level management committee will be formed, which will be made up of senior representatives (Director level or higher) of the 9 key FMS ministries with development mandates[[2]](#footnote-2), and a senior representative of the Federal Ministry of Planning. The FMS/BRA Ministries of Planning will serve as respective coordinators of the state-level committees.

These management committees will be termed the G9+ (that is, 9 FMS/BRA ministries plus a representative of the NDP Secretariat from the Federal MoPIED). The G9 will be the main coordinating body at the state level for the consultation process and has a similar set of functions as its national counterpart (the NDC+). See figure 1 below for a graphical representation of these management and coordination arrangements.

The results of state and national level consultations will be communicated to and synthesized by the NDP Secretariat.

Figure 1: Consultation process management and coordination



Consultation approach

Consultations will be conducted either directly through face to face stakeholder meetings, or by virtual means. For face to face consultation, the NDP Secretariat will draft the following documents to support national and FMS/BRA-level consultations:

* Lessons learned from NDP 2017-2019
* An initial context and poverty analysis
* An NDP 2020-2024 strategy framework
* Consultation guidelines and all necessary templates

These documents will be used uniformly throughout the country by both FMS, the BRA and the NDP Secretariat for national-level consultations. The initial context and poverty analysis, and guidelines and templates, shall be reviewed and endorsed by the NDC+ before being rolled out.

The guidelines and templates will provide the FMSs, BRA and the FGS with clear consultation and reporting procedure all other necessary tools to carry out the consultations in a consistent manner. The consultations will be divided into two rounds, each typically being scheduled over 5 days. For example:

* Day 1 – Government (Ministries, Governors, District heads)
* Day 2 – Elders, Parliament
* Day 3 – Private Sector
* Day 4 – Civil society
* Day 5 – District level consultations/Parliament planning committee (national level)

The first round will focus on the identification of priorities, while the second round will serve to review and validate the draft NDP 2020-2024 document and to confirm that all relevant stakeholder inputs were properly captured.

Virtual consultations will also be conducted. Examples of such an approach would include:

* Regular ‘ask me anything’ session by the Minister on Twitter
* Facebook presence
* E-Engagement platform
* Radio and TV debates

This outline of the consultation process will be more fully developed by a consultation specialist, who

Consultations timeline

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ACTIVITIES/TASKS** | **nov-18** | | | | **dec-18** | | | | **jan-19** | | | | **feb-19** | | | | **mrt-19** | | | |
| **NATIONAL LEVEL** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| NDC + (bi-monthly) |  |  | Bi-Monthly |  |  |  |  |  |  |  | Bi-Monthly |  |  |  |  |  |  |  | Bi-Monthly |  |
| DG **Monthly** |  |  |  | Monthly |  |  | Monthly |  |  |  | Monthly |  |  |  |  | Monthly |  |  | Monthly |  |
| National Level Consultations |  |  |  | 1st round |  |  |  |  |  | 2nd round |  |  |  |  |  |  |  |  |  |  |
| **FMS & BRA** | **nov-18** | | | | **dec-18** | | | | **jan-19** | | | | **feb-19** | | | | **mrt-19** | | | |
| Puntland |  |  |  |  |  | 1st round |  |  | G9+ |  |  | 2nd round |  |  | G9+ |  |  |  |  |  |
| Jubbaland |  |  |  |  |  | 1st round |  |  | G9+ |  |  |  | 2nd round |  |  | G9+ |  |  |  |  |
| South-West |  |  |  |  | 1st round |  |  |  | G9+ |  |  | 2nd round |  |  | G9+ |  |  |  |  |  |
| Hirshabelle |  |  |  |  | 1st round |  |  |  | G9+ |  |  | 2nd round |  |  | G9+ |  |  |  |  |  |
| Galmudug |  |  |  |  | 1st round |  |  |  | G9+ |  |  |  | 2nd round |  |  | G9+ |  |  |  |  |
| BRA |  |  |  | 1st round |  |  |  |  |  | 2nd round |  |  |  |  |  |  |  |  |  |  |
| **DIASPORA OUTREACH** | **nov-18** | | | | **dec-18** | | | | **jan-19** | | | | **feb-19** | | | | **mrt-19** | | | |
| Asia |  |  |  |  |  |  |  |  |  |  |  |  | 1st round |  |  |  |  |  |  |  |
| Africa |  |  |  |  |  |  |  |  |  |  |  |  |  | 1st round |  |  |  |  |  |  |
| North-America |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 1st round |  |  |  |  |  |
| Australia |  |  |  |  |  |  |  |  |  |  |  |  | 1st round |  |  |  |  |  |  |  |
| West-Europe |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 1st round |  |  |  |  |  |

|  |  |  |
| --- | --- | --- |
|  | SMP |  |

# NDP 2020-2024 DRAFTING PROCESS

The proposed NDP Secretariat will lead the overall drafting process, supported as appropriate by technical assistance. In doing so, it is expected that the NDP 2020-2024 will be developed through 4 iterations, as follows:

* Draft 1 to be prepared following the first round of national and FMS/BRA consultations
* Draft 2 to be prepared on the basis of NDC+ and JMT input to Draft 1
* Draft 3 to be prepared following the second round of national and FMS/BRA consultations on Draft 2
* Draft 4 (Final) to be prepared on the basis of NDC+ and JMT input to Draft 3.

This process is elaborated in the table below.

| **STEP** | **INDICATIVE DEADLINES** |
| --- | --- |
| 1. Prepare for input to the first round of consultation process  * Lessons learned from NDP 2017-2019 (V-1) * Context & poverty analysis (V-1) * Strategy framework (V-1) | End-November 2018 |
| 1. Prepare synthesis of first round of national and FMS/BRA consultation input | End December 2019 |
| 1. On the basis of the first round of consultation input, prepare Draft 1 of NDP 2020-2024 consisting of:  * Lessons learned from NDP 2017-2019 (V-2) * Process and methodology (V-1) * Context & poverty analysis (V-2) * Strategy framework (V-2) * The NDP pillars (V-1) * Poverty reduction strategies and policies (V-1) * Macro-economic and fiscal framework (V-1) * Implementation & monitoring framework (V-1) * Results matrix (V-1) | Mid-January 2019 |
| 1. Incorporate NDC+ and JMT feedback into 3 to produce a Draft 1A of NDP 2020-2024 for second round of stakeholder consultation:  * Lessons learned from NDP 2017-2019 (V-3) * Process and methodology (V-2) * Context & poverty analysis (V-3) * Strategy framework (V-3) * The NDP pillars (V-2) * Poverty reduction strategies and policies (V-2) * Macro-economic and fiscal framework (V-2) * Implementation & monitoring framework (V-2) * Results matrix (V-2) | End January 2019 |
| 1. On the basis of the second round of consultation input, prepare Draft 2 of NDP 2020-2024, consisting of:  * Lessons learned from NDP-1 (V-4) * Process and methodology (V-3) * Context & poverty analysis (V-4) * Strategy framework (V-4) * The NDP pillars (V-3) * Poverty reduction strategies and policies (V-3) * Macro-economic and fiscal framework (V-3) * Implementation & monitoring framework (V-3) * Results matrix (V-3) | Mid-March 2019 |
| 1. Incorporate NDC+ and JMT feedback into 5 to produce Draft 2A (Final) of NDP 2020-2024:  * Lessons learned from NDP 2017-2019 (Final) * Process and methodology (Final) * Context & poverty analysis (Final) * Strategy framework (Final) * The NDP pillars (Final) * Poverty reduction strategies and policies (Final) * Macro-economic and fiscal framework (Final) * Implementation & monitoring framework (Final) * Results matrix (Final) | End March 2019 |

The process can best be visualised in the following flow chart:

* Process and methodology
* Framework of the strategy
* Implementation & Monitoring Framework

In following this process, the NDP Secretariat will draw on considerable technical assistance, both from within Federal Government (in particular the National Sector Leads), and from contracted external expertise. In addition, the NDP Secretariat will:

* Provide overall management and scheduling of the drafting process
* Prepare guidance notes for each constituent section
* Prepare and commission terms of reference for required technical assistance
* Develop and roll out the outreach plan.
* Report on process and progress to both the national and international parties.
* Develop a budget for the total scope of the activities and mobilise the resources.

# NDP 2020-2024 PREPARATION WORK PLAN

The following table presents an outline work plan for the NDP 2020-2024 preparation process from October 2018 to March 2019, by which time a well-developed draft (Draft 2A) should have been completed. The work plan will be owned and managed by the JMT and NDP Secretariat.

| **Activity** | **Oct** | **Nov** | **Dec** | **Jan** | **Feb** | **Mar** |
| --- | --- | --- | --- | --- | --- | --- |
| NDP 2020-2024 Concept Note prepared and approved by Cabinet |  |  |  |  |  |  |
| NDP Secretariat appointed |  |  |  |  |  |  |
| Lessons Learned and Context & Poverty Analysis drafted |  |  |  |  |  |  |
| JMT convened |  |  |  |  |  |  |
| NDC+ Forum meeting and consultation |  |  |  |  |  |  |
| Federal-level consultations (FLMs, IPs, PWGs) |  |  |  |  |  |  |
| Data requirements identified |  |  |  |  |  |  |
| National first round consultations |  |  |  |  |  |  |
| FMS and BRA first round consultations |  |  |  |  |  |  |
| NDP 2020-2024 Draft 1 prepared |  |  |  |  |  |  |
| NDC+ & JMT review of Draft 1 and NDP 2020-2024 Draft 1A prepared |  |  |  |  |  |  |
| National second round consultations |  |  |  |  |  |  |
| FMS and BRA second round consultations |  |  |  |  |  |  |
| NDP 2020-2024 Draft 2 prepared |  |  |  |  |  |  |
| NDC+ & JMT review of Draft 2 and NDP 2020-2024 Draft 2A prepared |  |  |  |  |  |  |

# RESOURCE REQUIREMENTS

The elaboration of the NDP 2020-2024 will require extensive consultation throughout the country. In view of the large number of people involved and the costs of travelling to allow for convening the various stakeholders and the technical assistance required, the following budget has been prepared for all consultations in Somalia, the Diaspora outreach will be costed at a later stage:

Indicative Consultation Budget

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget Items** | **Puntland** | **Galmudug** | **Southwest** | **Hirshabelle** | **Jubbaland** | **BRA** | **G9+** | **National level** | **DG Monthly** | **NDC+** | **Total** | **Funding** |
| **Consultation Round 1** | $ 26.741 | $ 26.389 | $ 26.301 | $ 26.565 | $ 26.389 | $ 24.233 |  | $ 25.883 | $ 6.105 | $ 22.275 | $ 210.881 | N/A |
| **Consultation Round 2** | $ 26.741 | $ 31.988 | $ 31.900 | $ 32.164 | $ 31.988 | $ 24.233 | $ 49.335 | $ 25.883 | $ 6.105 | $ 22.275 | $ 282.612 | N/A |
| **Consultation Round 3** | $ 26.741 | $ 31.988 | $ 31.900 | $ 32.164 | $ 31.988 | $ 24.233 | $ 49.335 | $ 25.883 | $ 6.105 | $ 22.275 | $ 282.612 | N/A |
| **Consultation Round 4** | $ 26.741 | $ 31.988 | $ 31.900 | $ 32.164 | $ 31.988 | $ 24.233 | $ 49.335 | $ 25.883 | $ 6.105 | $ 22.275 | $ 282.612 | N/A |
| **Consultation Round 5** | $ 26.741 | $ 31.988 | $ 31.900 | $ 32.164 | $ 31.988 | $ 24.233 | $ 49.335 | $ 25.883 | $ 6.105 | $ 22.275 | $ 282.612 | N/A |
| **Consultation Round 6** |  |  |  |  |  |  | $ 49.335 |  | $ 6.105 | $ 22.275 | $ 77.715 | N/A |
| **Consultation Round 7** |  |  |  |  |  |  | $ 49.335 |  | $ 6.105 |  | $ 55.440 | N/A |
| **Consultation Round 8** |  |  |  |  |  |  |  |  | $ 6.105 |  | $ 6.105 | N/A |
| **Consultation Round 9** |  |  |  |  |  |  |  |  | $ 6.105 |  | $ 6.105 | N/A |
| **Consultation Round 10** |  |  |  |  |  |  |  |  | $ 6.105 |  | $ 6.105 | N/A |
| **Consultation Round 11** |  |  |  |  |  |  |  |  | $ 6.105 |  | $ 6.105 | N/A |
| **Total** | **$ 133.705** | **$ 154.341** | **$ 153.901** | **$ 155.221** | **$ 154.341** | **$ 121.165** | **$ 296.010** | **$ 129.415** | **$ 67.155** | **$ 133.650** | **$ 1.498.904** | **$ 1.498.904** |
|  |  |  |  |  |  |  |  |  |  |  |  | FUNDING GAP |

Technical assistance requirements

The process to develop the National Development Plan will require additional technical expertise. The initial assessment revealed the needs as presented below. However, it is to be expected that during the elaboration of the plan other requirements will emerge.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **TA** | **Description** | **Type** | **Nr of people** | **Unit cost** | **Nr of days** | **Cost** | **Total Cost** | **Funding** |
| Project Manager | Carries the overall operational and managerial responsibility for the NDP | International/National Consultant | 1 | $ 325 | 288 | $ 93.600 | $ 93.600,00 | N/A |
| National Coordinator | Provision of national coordinating capacity on Director level (October **to Dec. 2018**) | International/National Consultant | 1 | $ 221 | 68 | $ 15.000 | $ 15.000,00 | UNDP |
| Lead writer | Development Planning Specialist: provides overall coordination support including cross-cutting sectors | International Consultant | 2 | $ 800 | 90 | $ 144.000 | $ 144.000,00 | World Bank and UNDP 50/50 |
| Senior M&E Specialist | Advises on the preparation of the NDP 2020-2024 results framework and indicator matrix, and the development of monitoring and reporting systems | International/National Consultant | 1 | $ 650 | 50 | $ 32.500 | $ 32.500,00 | World Bank |
| M&E Specialist | Junior M&E Specialist: advises on the preparation of the NDP 2020-2024 results framework and indicator matrix, and the development of monitoring and reporting systems and assists the international M&E Specialist | National Consultant | 1 | $ 125 | 180 | $ 22.500 | $ 22.500,00 | World Bank |
| Senior Macro Economics and Fiscal Planning Specialist | Leads on the preparation and drafting of the base fiscal and regulatory framework for the delivery of the NDP | International/National Consultant | 1 | $ 800 | 50 | $ 40.000 | $ 40.000,00 | World Bank |
| Macro Economics and Fiscal Planning Specialist | Assists on the preparation and drafting of the base fiscal and regulatory framework for the delivery of the NDP | National Consultant | 1 | $ 125 | 150 | $ 18.750 | $ 18.750,00 | World Bank |
| Poverty Specialist | Leads on the preparation and drafting of the context and poverty analysis, and poverty reduction policies and strategies | National Consultant | 1 | $ 900 | 60 | $ 54.000 | $ 54.000,00 | World Bank |
| Sectoral Specialist | Supports the sectoral aspects of the consultation process and related priority setting; in consultation with National Sector Leads, leads the drafting of sector goals | National Consultant | 6 | $ 200 | 250 | $ 300.000 | $ 300.000,00 | World Bank |
| Translator/Interpreter | Translator: translates all the relevant documentations from English to Somali and vice versa | National Consultant | 1 | $ 100 | 150 | $ 15.000 | $ 15.000,00 | World Bank |
| Data management specialist | Leads the preparation of the NDP 2020-2024 database, and overseas consistent use of statistics and data throughout the document | National Consultant | 1 | $ 125 | 150 | $ 18.750 | $ 18.750,00 | World Bank |
| Stake-holder Engagement officer | Leads the stakeholder mapping and engagement (consultations, validation, buy-in, etc) for the NDP | National Consultant | 1 | $ 125 | 180 | $ 22.500 | $ 22.500,00 | World Bank |
| Admin and Finance Officer | Will carry out secretariat and administrative functions for the NDP Secretariat, NDC + and the JMT, such as, finance, logistics arrangements, information dissemination, taking minutes | National Consultant | 2 | $ 100 | 288 | $ 57.600 | $ 57.600,00 | World Bank |
| Consultations Specialist | Leads the technical aspects of consultations and ensures iPRSP compliance on this component, moderates consultations, etc | International/National Consultant | 1 | $ 500 | 60 | $ 30.000 | $ 30.000,00 | World Bank |
| Communication and Outreach specialist | Leads the communication and outreach aspects of the NDP through different mediums (TV, Internet, Radio, etc) | National Consultant | 1 | $ 125 | 288 | $ 36.000 | $ 36.000,00 | World Bank |
|  |  |  |  |  |  | **TOTAL** | **$900.200,00** |  |
|  |  |  |  |  |  | World Bank | $719.600,00 |  |
|  |  |  |  |  |  | UNDP | $ 87.000,00 |  |
|  |  |  |  |  |  | Funding Gap | **$93.600,00** |  |

Other expected costs

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Type** | **Description** | **Nr of units** | **Unit cost** | **Nr of days** | **Cost** | **Total Cost** | **Funding** |
| Pre-Fab | Pre-fab containing 1 large meeting room, 2 offices, kitchen and toilet | 1 | $ 18.000 | 1 | $ 18.000,00 | $ 18.000,00 | N/A |
| Pre-fab furniture | Seats, tables, cupboards, etc | 1 | $ 12.000 | 1 | $ 12.000,00 | $ 12.000,00 | N/A |
| Equipment | Cameras, Projectors, Printers, modems, laptops/desktops, stationary, etc | 1 | $ 20.000 | 1 | $ 20.000,00 | $ 20.000,00 | N/A |
| NDP Secretariat vehicles | Modest vehicles to support the transportation of the NDP secretariat staff (23 individuals) to various government agencies, civil society organizations, private sectors, with respect to the NDP consultations and engagements etc | 4 | $ 15.000 | 1 | $ 60.000,00 | $ 60.000,00 | N/A |
| Printing | The numerous print-outs for the desk-review, consultations, etc | 1 | $ 5.000 | 1 | $ 5.000,00 | $ 5.000,00 | N/A |
| Translations | Translation of Consultation outcome reports, different versions of NDPs, outreach programs, etc | 1 | $ 30.000 | 1 | $ 30.000,00 | $ 30.000,00 | N/A |
| Workshops | Support to the consultation and coordination arrangements; Support the design and implementation of the content structure and drafting process; Support the design and implementation of the quality and consistency control measures; etc | 12 | $ 6.000 | 1 | $ 72.000,00 | $ 72.000,00 | UNDP 46k |
| Travel | To FMSs and other countries as required | 1 | $ 50.000 | 1 | $ 50.000,00 | $ 50.000,00 | N/A |
| Total |  |  |  |  |  | **$249.000,00** | **$249.000,00** |
|  |  |  |  |  | UNDP | $ 46.000,00 |  |
|  |  |  |  |  | Funding Gap | $ 203.000,00 |  |

# ANNEX 1: POVERTY REDUCTION STRATEGY COMPLIANCE (PRS)

The Federal Government of Somalia is committed to produce development plan that is PRSP compliant through a process of broad participation and consensus-building. The goal of such broad based consultation is to draw up comprehensive poverty context analysis sufficient to inform key results and desired outcomes of the NDP. It´s specific objectives are to link policy, planning and budgeting; identifying national development objectives and priorities; improving the quality of expenditures leading to efficient gains; harmonizing of the financing framework; monitoring and evaluation. The NDP process will be designed to open up considerable space for participation by all major stakeholders, including civil society organizations, private sector representatives, trade unions, and women’s groups, direct and indirect representatives of the poor.. Special efforts will be made to reach traditionally less developed groups. Furthermore, the NDP process in Somalia will be backed up by analytical work, to help put the consultations on a firm foundation.

Basic Principles Underlying the PRSP Approach

According to the Joint IMF and World Bank paper; “Possible Elements of a PRSP,” Poverty Reduction Strategy Papers: Operational Issues, December 10, 1999, the PRSP approach is built on five basic principle:

***Country-driven***

* Country-ownership of a poverty reduction strategy is paramount. Broad-based participation of civil society in the adoption and monitoring of the poverty reduction strategy tailored to country circumstances will enhance its sustained implementation.

***Results-oriented***

* An understanding of the nature and determinants of poverty, and the public actions that can help reduce it, is required for the formulation of an effective strategy.
* Medium- and long-term goals for poverty reduction, including key outcome and intermediate indicators, are needed to ensure that policies are well designed, **costed**, effectively implemented and carefully monitored.

***Comprehensive***

* Sustained poverty reduction will not be possible without rapid economic growth; macroeconomic stability, structural reforms and social stability are required to move countries to a higher path of sustainable growth.
* Poverty is multidimensional; specific actions are needed to enable the poor to share in the benefits from growth, increase their capabilities and well-being, and reduce their vulnerabilities to risks.
* A poverty reduction strategy should integrate institutional, structural and sectoral interventions into a consistent macroeconomic framework.

***Partnerships***

* Government development of a strategy can provide the context for improved coordination of the work of the Bank and the Fund, as well as that of regional development banks and other multilaterals, bilateral assistance agencies, NGOs, academia, think tanks, and private sector organizations.

***Long-term Perspective***

* A medium- and long-term perspective is needed, recognizing that poverty reduction will require institutional changes and capacity building--including efforts to strengthen governance and accountability--and is therefore a long-term process.
* National and international partners' willingness to make medium-term commitments will enhance the effectiveness of their support for a poverty reduction strategy.

Country-Driven

Poverty reduction is not the sole responsibility of the government, therefore the PRSP will aim to embody the views and aspirations of the Somali people, in particularly the poor and their partners. Furthermore, to be successful, poverty reduction initiatives must be collectively managed as a massive social movement where stakeholders at national, local international level (government, private sectors, NGOs, religious groups and communities at large) can actively participate in a democratic milieu. Their views are to be collected through an inclusive, consultative and participatory process with a wide range of stakeholders. It is believed that by fostering stronger ownership of the strategy and broader participation of stakeholders, the prospect for successful implementation will be improved. The use of popular participation in the poverty reduction strategy is also aimed at transforming poverty reduction initiatives from being top down in its design and implementation to a bottom-up approach with a strong focus on the poor and marginalized groups. The World Bank (1999:101) argues that the empowerment of the poor by increasing their voice and participation in decision-making is an important *outcome* but also a vital *input* in improving policies, institutions, effective services delivery and an inclusive political basis in the pursuit of pro-poor growth. The process of developing a PRS is intended to put Somalia on the lead in designing and driving its own development strategies through a wider level of consultation and participation to ensure broader consensus on policies and internalize local values effectively in policy initiatives.

Consultation Methodology

The Somalia NDP consultation framework will be guided by the following key principles:

* Broad-based approach;
* Inclusiveness;
* Participation;
* Comprehensiveness; and
* Feedback mechanism.

***Broad-based:*** this entails the involvement of all government institutions and going beyond government to include all stakeholders in private sector covering large–scale businesses, informal and formal sectors, services trading, individual entrepreneurs, civil society organizations, local and international NGOs, professional societies and development partners among others.

***Inclusiveness:*** this entails ensuring that vulnerable groups like peasants, pastoralists, the poor, marginalized, minorities, persons with disabilities, women, children and orphans etc. are to be consulted.

***Participation:*** this entails ensuring that all who attend consultation meetings will be given equal opportunity to voice their experiences, concerns and aspirations.

***Comprehensive:*** this entails ensuring that the extent of coverage was significantly representative, incorporating all corners and sectors of the country, with a depth that provide opportunity for all to participate and influence the course and shape of events.

***Feedback:*** is the “accountability” mechanism for the consultation process. The feedback process builds the relationship for future consultations and interaction among all the stakeholders and build trust.

Result-Oriented and Comprehensive

An understanding of the nature and determinants of poverty, and the public actions that can help reduce it, is required for the formulation of an effective strategy. The consultations should seek to build, where appropriate, on existing poverty strategies and reflect relevant country-specific characteristics.

The context analysis could begin by describing the nature and locus of poverty based on existing data. To the extent possible, this should go beyond consideration of the incomes and asset holdings of the poor to include regional, sectoral, environmental, and demographic and gender dimensions of poverty, and highlight linkages between the institutional structure and poverty incidence. While goal setting for poverty reduction should be based on a country's conditions and priorities, to put the country in an international perspective, the paper could draw on international comparisons of key social indicators related to the Sustainable Development Goals (SDGs).

The result-orientation of poverty reduction goes beyond policy and strategy development, it fundamentally sits in the approach towards realizing the political, social and economic investment in the opportunities that will have an impact on reducing poverty in a sustained manner. To realize poverty reduction, we require a comprehensive strategy that aims to reduce poverty and the causes and effects of poverty. There will be no sustained poverty reduction without peace, there will be no sustained poverty reduction without stability in governance, there will be no sustained poverty reduction in the absence of economic growth and employment creation, and there will be no sustained poverty reduction in a society that remains extremely vulnerable to external shocks and climate change. Sustained poverty reduction requires solid commitment on all levels of society, in all sectors and in all communities. This is the challenge we are determined to face and tackle.

Key political, executive and international engagement

* Upon finalisation of this concept note, it will be presented to the **FGS cabinet** for approval.
* Subsequently, sensitisation on national development planning will commence and will be embedded as part of Ministerial activities at national level through monthly **Director General/Permanent Secretary** level meetings. National pre-consultation sensitization at federal and state level is, however, a prerequisite for informed consultations and is likely to attract relevant participants during the consultation.
* High level consultations at State level, through the **National Development Council**, with support for the process affirmed by **M.O.U signed between Federal and State ministries**.
* **National Development Council** (NDC) is a high-level advisory forum that aims to guide and inform the NDP process with representation from: Ministry of planning from all states and BRA, FGS Ministry of Finance and chaired by the FGS Ministry of Planning. .
* **Pillar Working Groups.** The Pillar Working Groups are expected to engage in the process for input of what has been achieved under current plan. Feedback and contribution in this regard will inform solidification of NDP in terms of resources planning and effective implementation

1. Indicative, to be developed during consultation and technical development of the NDP 2020-2024. [↑](#footnote-ref-1)
2. This will vary by FMS but will tend to include: Planning, Finance, Labour, Agriculture, Livestock, Public Works, Fisheries, Interior, and Energy and Water. [↑](#footnote-ref-2)