



General Assembly

Distr.: General
29 November 2013

Original: English

Sixty-eighth session

Agenda item 134

Proposed programme budget for the biennium 2014-2015

Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

Thematic cluster III: United Nations Assistance Mission in Somalia

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for the period from 1 January to 31 December 2014 for the United Nations Assistance Mission in Somalia (UNSOM), which was established in accordance with Security Council resolution [2102 \(2013\)](#).

The estimated requirements for 2014 for UNSOM amount to \$50,394,800 (net of staff assessment).



I. Background, mandate and objective

1. The United Nations Assistance Mission in Somalia (UNSOM) was established effective 3 June 2013 under Security Council resolution [2102 \(2013\)](#), following a comprehensive assessment of the United Nations activities carried out in Somalia in support of the establishment of the Federal Government of Somalia. The formation of the Federal Government in September 2012 marked the end of eight years of political transition and the beginning of a period (2012-2016) of major political transformation. Owing to the efforts of the African Union Mission in Somalia (AMISOM) and internationally supported Somali security forces, Al-Shabaab was in retreat, creating space for a political process. By 2016, a federal system of government must be negotiated between the Federal Government and existing and emerging federal entities; federal institutions must be formed; a referendum on the Constitution must be held; and an electoral process must be commenced and concluded with free and fair national elections. At the same time, the Federal Government must stabilize newly recovered areas and extend its authority into the regions, including by quickly delivering tangible peace dividends such as basic security and services across the country.

2. The recovery of Somalia has far to go, but the Federal Government of Somalia has accomplished a number of significant achievements. In September 2013, the Government of President Hassan Sheikh Mohamud celebrated one year in power, which included surviving a no-confidence vote against the Prime Minister and negotiating a critical political agreement for an interim administration in “Jubaland”. It has set out a vision for reconciliation and governance reform leading up to elections in 2016, and has signed a compact with the international community, entitled “A New Deal for Somalia”, that sets out for a partnership for development assistance with the international community through 2016.

3. Major challenges remain. In a short period of time, Somalis must reconcile and agree among themselves on exactly how federalism in Somalia will work in practice, including on a mechanism for sharing power, revenue, resources and responsibilities in a way that benefits all Somalia. Meanwhile, the military campaign has stalled. Al-Shabaab has regrouped and is perpetrating increasingly sophisticated and damaging asymmetrical attacks against the population, the Government and, increasingly, the United Nations and other international organizations. The security situation, therefore, remains fluid and could derail the peace process and international efforts to support the Federal Government of Somalia.

4. UNSOM has been mandated by the Security Council to support the Federal Government of Somalia in reaching its goal of delivering elections in 2016, in close cooperation with other United Nations agencies and AMISOM. In recognition of the challenges posed to the peace and recovery process in Somalia, the Security Council, in resolution [2102 \(2013\)](#), decided that UNSOM would be based in Mogadishu and deployed further across Somalia, and that its mandate would be as follows:

(a) To provide United Nations good offices functions, supporting the Federal Government of Somalia’s peace and reconciliation process;

(b) To support the Federal Government of Somalia, and AMISOM as appropriate, by providing strategic policy advice on peacebuilding and state-building, including on: (i) governance; (ii) security sector reform, the rule of law (including police, justice and corrections within the framework of the United

Nations joint global focal point), the disengagement of combatants, disarmament, demobilization and reintegration, maritime security and mine action; (iii) the development of a federal system; the constitutional review process and subsequent referendum on the constitution; and preparations for elections in 2016;

(c) To assist the Federal Government of Somalia in coordinating international donor support, in particular on security sector assistance and maritime security, working with bilateral and multilateral partners, and in full respect of the sovereignty of Somalia;

(d) To help build the capacity of the Federal Government of Somalia to: (i) promote respect for human rights and women's empowerment, including through the provision of gender advisers and human rights advisers; (ii) promote child protection and implement the relevant Somali government action plans on children and armed conflict, including through the provision of child protection advisers; (iii) prevent conflict-related sexual and gender-based violence, including through the provision of women's protection advisers; (iv) strengthen Somalia's justice institutions and help ensure accountability, in particular with respect to crimes against women and children;

(e) To monitor, help investigate and report to the Council on, and help prevent: (i) any abuses or violations of human rights or violations of international humanitarian law committed in Somalia, including through the deployment of human rights observers; (ii) any violations or abuses committed against children in Somalia; (iii) any violations or abuses committed against women, including all forms of sexual and gender-based violence in armed conflict.

5. A temporary headquarters for UNSOM has been established at Mogadishu International Airport. Field offices have been or are in the process of being established in Hargeysa, Garoowe, Baidoa, Kismaayo and Beledweyne. UNSOM also has a small liaison office in Nairobi, where most Member States and many United Nations organizations currently have a presence.

6. The mission concept for UNSOM is based on the principles of Somali ownership, partnership, flexibility and risk management. In order to respond effectively to the fluid political and security situation, UNSOM will need to be flexible, with a light staff footprint and the capacity to add and remove resources to meet evolving and declining needs; it will draw on United Nations agencies, funds and programmes, AMISOM and other partners in delivering its mandate, which requires resources for building partnerships, and will work to mitigate risks for the United Nations and the international community through information-gathering and analysis capacity.

Cooperation with other entities

7. In line with its mandate, UNSOM will continue to develop partnerships with the African Union and other key bilateral and multilateral partners with a view to ensuring the unity of international efforts with regard to Somalia. On most aspects of its mandate, the Mission provides strategic and political guidance and acts as a convenor, in support of authorities, while closely cooperating with longer-term actors who have the expertise, the mandates and the resources to implement operational activities.

8. UNSOM and AMISOM have established a Senior Coordination Forum, which is chaired alternately by the Special Representative of the Secretary-General for Somalia and the Special Representative of the Chairperson of the African Union Commission for Somalia and is attended by the senior leadership of both missions. The Forum meets to discuss strategic policy guidance for the United Nations and AMISOM in Somalia on political, security, development and humanitarian activities. In addition, the Special Representative of the Secretary-General and the Special Representative of the Chairperson of the African Union have undertaken several joint visits within Somalia and to troop-contributing countries, as well as a fundraising campaign with the Gulf countries as part of the strategy aimed at diversifying the funding for AMISOM. A joint planning unit comprising officers from UNSOM, the United Nations Support Office for AMISOM (UNSOA), the Office of the Resident Coordinator, the Department of Safety and Security and the Office for the Coordination of Humanitarian Affairs in Somalia is responsible for working-level planning and coordination and supports the Senior Coordination Forum. The joint planning unit will facilitate the development and monitor the implementation of the United Nations integrated strategic framework, which will guide United Nations activities in support of the New Deal compact of the Federal Government of Somalia.

9. In order to support Somali federal institutions in completing the review process with respect to the federal constitution, UNSOM and the United Nations Development Programme (UNDP) have established an integrated unit to work closely with the Parliament, independent commissions and other federal, State and regional authorities to ensure the timely, inclusive and consultative completion of this key political process. In addition, under the joint global focal point system, UNSOM and UNDP manage a joint programme on justice and corrections to support the Federal Government of Somalia in coordinating and implementing the national strategic plan for the justice sector (2013-2015). UNSOM is currently negotiating with the United Nations Office on Drugs and Crime for a partnership on corrections support. In 2014, an integrated electoral assistance team consisting of UNSOM and UNDP staff is also envisaged. The staffing levels of the team will be determined by the findings of an electoral needs assessment mission that was conducted by the Electoral Assistance Division of the Department of Political Affairs in early November 2013.

10. UNSOM is also establishing implementation and coordination partnerships with bilateral partners of the Federal Government of Somalia. A stabilization hub has been established in the UNSOM offices, which hosts partners from AMISOM, the United Kingdom of Great Britain and Northern Ireland, the European Union and the United States of America working on stabilization. This has facilitated the coordination with the Government significantly and has improved support for the government stabilization framework.

11. In the area of aid coordination, UNSOM will continue to assist the Federal Government of Somalia and work with the Somali Media Support Group, the United Nations Information Group and the African Union information coordination team in harmonizing messaging and creating communications products and strategies to ensure a coherent international approach to communications on Somalia. In addition, UNSOM and the United Nations country team are providing support to the Government in the development of a new coordination architecture within the framework of the New Deal compact.

12. In line with its mandate, UNSOM is a structurally integrated mission that draws its administrative and logistical capacity from UNSOA. All of its human resource, finance, logistics, transportation and procurement capacities are sourced through UNSOA, which is co-located with UNSOM in a head office in Mogadishu and a liaison office in Nairobi. In recognition of the need for cooperation with AMISOM, further collaboration is being explored in all of the substantive areas that UNSOM covers.

Developments during 2013

13. UNSOM was launched on 3 June 2013. In the remaining part of 2013, the Mission will establish minimum operational capacity in Mogadishu and in three field offices (Garowe, Baidoa and Kismaayo). Plans for a substantive office in “Somaliland” have been placed on hold and are still being discussed with authorities in Hargeysa. Locally recruited national staff are managing the office compound while negotiations aimed at resolving the issue continue. The Mission also maintains a small liaison office in Nairobi, where the majority of donors, bilateral partners and the members of the United Nations country team are still located. UNSOM has established effective relationships with the Federal Government of Somalia, AMISOM, AMISOM troop-contributing countries, Ethiopia, regional actors and international financial institutions, as well as with Member States and donors providing support to Somalia.

14. The political work of UNSOM has been to address flashpoint issues and support the Federal Government of Somalia in its efforts to implement the political road map. The Special Representative of the Secretary-General supported negotiations during the closing stages of the Juba Interim Administration agreement, signed on 28 August 2013 in Addis Ababa. UNSOM, together with UNDP, also played a key supportive role at the follow-up conference held in Mogadishu in early November on the implementation of the agreement. In addition, UNSOM has been providing good offices for the “Puntland” internal political processes leading to the selection of the new Parliament members in December and presidential elections in January 2014 and to assist in confidence-building between the “Puntland” administration and the Federal Government. UNSOM, together with UNDP, has been supporting the Federal Government in launching the constitutional review process and has been providing assistance to a broad process of popular consultations, which should clarify several key areas that remain contentious. On 2 September 2013, UNSOM backed the launch of a national political conference entitled “Vision 2016”. In the areas of the rule of law and security sector reform, UNSOM has been providing policy advice to help move key issues forward, in particular to address the issue of the disengagement of former Al-Shabaab fighters as well as with a view to the coordination of international support. The Mission’s human rights and protection group has begun to monitor human rights and protection issues. UNSOM has also been carrying out its mandate to support a coherent international approach in Somalia, including by supporting the development of a New Deal compact aid framework, which was launched on 16 September 2013 in Brussels, and by ensuring further integration within the United Nations family and between the United Nations and AMISOM.

15. The security context in Somalia has shifted significantly since UNSOM was launched. On 19 June 2013, a complex attack by Al-Shabaab on the United Nations common compound in Mogadishu led to the death of eight people, including one United Nations staff member. Most of the United Nations staff living in the

compound have relocated temporarily to Nairobi, and only critical staff remain in Mogadishu to operate lifesaving activities from within Mogadishu International Airport. Despite these considerable security challenges, UNSOM is planning to establish an office in Villa Somalia, the seat of the Government, by December 2013.

16. Within UNSOM, the Special Representative of the Secretary-General has established a senior management team, comprising members of UNSOM, UNSOA, the United Nations Mine Action Service and the United Nations country team, that meets weekly to ensure an integrated approach, while the leaders consult daily on key developments. The new United Nations strategic approach was evident in the New Deal compact process, in which UNSOM and the members of the United Nations country team led the coordination of the Peacebuilding and State-building Goals in support of the Government.

II. Planning assumptions for 2014

17. The current mandate of UNSOM extends until 2 June 2014. January 2014 marks the start of phase II, during which UNSOM will focus on increasing operational capacity in Mogadishu and in the field offices, fully delivering on mandate priorities and supporting the New Deal compact priorities of the Federal Government of Somalia. It is expected that the mandate of UNSOM will be extended for an additional year and at least until the planned end of the interim period (2016). The future of the Mission will therefore be determined by the progress achieved in implementing the interim road map, as well as by a range of other factors, including the evolution of the security situation and the human rights situation, regional and international support and the volume and nature of requests for support from the Federal Government.

18. As from 1 January 2014, the United Nations in Somalia will be structurally integrated, with the creation of the function of Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator. With the appointment of the incumbent of that position, existing integration arrangements will be strengthened through increased planning, situational awareness, analysis and crisis management capacity that will enable the United Nations to maximize comparative advantage, better mitigate risk and respond to future crises in Somalia. Under the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator, the implementation of the New Deal compact and of stabilization activities of the Mission will be merged. This will reinforce coordination between the implementation of the compact and stabilization activities in the regions. It will also enable the United Nations to support the Federal Government of Somalia through the establishment of coordination forums at the local level.

19. To balance the requirements of the fulfilment of its mandate and the constraints resulting from security conditions on the ground, UNSOM has taken a phased approach to deploying its staffing and infrastructure capacities. The 2014 period represents the first year of a three-year establishment programme, with resource requirements based on a critical assessment of what is achievable during the period. The infrastructure establishment programme in 2014 includes the phased refurbishment and expansion of regional offices outside Mogadishu, initial funding for a mission headquarters, and minimum operating security standards security

enhancements of rented temporary premises outside the Mogadishu International Airport compound.

20. In its resolution 2124 (2013), the Security Council took note of the Secretary-General's intention to deploy a dedicated United Nations guard force in support of UNSOM. Resource requirements for the guard force have not been included in the current proposal and will be presented during the 2014 period as operational planning for the deployment of the force progresses. During that time, UNSOM will continue to monitor and assess the evolving security and operational situation, and will adjust its approach as appropriate in the updated proposal as conditions allow.

21. Against that background, and on the basis of the foundation built in 2013, UNSOM will continue its efforts in the five areas of mandate delivery (political, security sector, rule of law, human rights and international coordination), with increased outputs and larger geographical coverage.

Political affairs and mediation group

22. It is expected that the constitutional review process will make significant progress in 2014. In line with the timeline for a 2016 election and constitutional referendum, it is envisaged that the draft revised constitution should be ready for endorsement by the Parliament towards the end of 2014. However, this process can be meaningful only if progress is made on State formation and the key issues of power-sharing, resource-sharing and boundaries.

23. Reconciliation among political actors in the capital of Somalia and in the regions is a prerequisite for the finalization of an inclusive constitution. National reconciliation therefore needs to proceed urgently and in parallel with the technical process of constitutional review. The Federal Government of Somalia will need to engage with competing regional and domestic clan interests in multiple, overlapping processes of dialogue. Delay or crisis arising in one process — as recently in “Jubaland” — can delay or unravel progress in others.

24. Accordingly, the central focus of UNSOM in 2014 will be on supporting political dialogue, in particular by providing good offices and mediation support in order to resolve issues related to federalism. The Special Representative of the Secretary-General will continue to support the dialogue between the Federal Government of Somalia and “Somaliland” and “Puntland”, as well as supporting the process of State formation in the rest of the country, including in particular the central and southern regions. Meanwhile, the Mission will work closely with partners, particularly UNDP, to ensure complementarity between political dialogue and the evolution of the constitutional review.

25. In parallel with the constitutional process, preparations for the 2016 elections should also begin in 2014, with discussions under way on the content of an electoral law and the establishment of an electoral management body. UNSOM will progressively engage the Somali authorities on these issues, through both in-house capacity and the deployment of experts and the support of UNDP. Awareness-raising with regard to the constitutional process and other ongoing reform processes taking place during the interim period will continue, and the Mission will keep monitoring perceptions of United Nations action among the population. In addition, support for the strengthening of women's participation in the national, regional and local political process will continue to ensure that women's voices and concerns are taken

into account in decision-making. Assistance from the United Nations will include advisory support for the establishment of a national electoral management body and the capacity required to ensure that it functions.

26. In support of the New Deal compact, UNSOM will be working closely with the Government on coordinating the United Nations inputs for the Peacebuilding and State-building Goal on inclusive politics (known as Peacebuilding and State-building Goal 1).

Rule of law and security institutions group

27. In 2014, UNSOM will continue to provide strategic and policy advice to the National Security Council on the management and coordination of security. The Peacebuilding and State-building Goal on security (known as Peacebuilding and State-building Goal 2) is the main coordination platform that brings together the Government, the United Nations and bilateral donors. UNSOM supports the secretariat of the group. Top priorities for 2014 will include support for the disengagement programme for former Al-Shabaab fighters. The Mission will also complete the analysis of the various assessments in the areas of security and disarmament, demobilization and reintegration, including the gender assessment of the security sector, with a view to coordinating and identifying suitable solutions. In particular, UNSOM will provide advice on training for the strengthening of the security forces, specifically the police forces. The Mission will also continue to support coordinated efforts on counter-piracy and maritime security, and will engage in the capacity-building of the Somali explosives management agency, in collaboration with the United Nations Mine Action Service, as well as support weapons and ammunition management in line with the terms of the Somalia arms embargo.

28. UNSOM will continue to deploy an integrated justice and corrections team between UNSOM and UNDP. The team is envisaged to operate through a joint programme, which will continue the support provided to the Federal Government of Somalia in coordinating and implementing the national strategic plan for the justice sector (2013-2015). In addition, under the Peacebuilding and State-building Goal on justice (known as Peacebuilding and State-building Goal 3), the Mission will be playing a key coordination role and provide secretariat support to the Government in this area. UNSOM will also form a partnership with the United Nations Office on Drugs and Crime on corrections support. The authorities are expected to assume the leading role in both coordination and implementation in order to demonstrate their political will to establish functioning justice and corrections sectors.

29. One of the main focus areas in 2014 will remain contributing to the efforts of the Federal Government of Somalia to extend State authority throughout the country. In the justice sector, this is envisaged through the gradual establishment of formal justice institutions, while maintaining access to informal justice mechanisms and ensuring that they conform to international standards. Particular attention will be given to cases involving women. UNSOM will concentrate on, inter alia, ensuring access to justice and legal aid, increasing the capacity of policymaking and legal drafting, ensuring the independence of the judiciary and bringing about prison reform. UNSOM will support the prosecution of identified terrorists and high-risk ex-combatants as part of the disengagement programme.

30. With the adoption of Security Council resolution [2124 \(2013\)](#), UNSOM has been tasked with greater accountabilities in order to support the Federal Government of Somalia in strengthening the National Security Forces, including by mapping the structure of the Forces, establishing clear command and control systems and implementing appropriate procedures, codes of conduct and training. The Mission, together with the Government and other partners, is in the process of assessing the impact of these additional tasks on its capacity, the results of which will be reflected in an updated proposal.

Human rights and protection group

31. In accordance with its mandate, UNSOM will continue working with the Federal Government of Somalia and other actors, in particular AMISOM, to improve the respect for human rights in the country, including the protection of children affected by the armed conflict and conflict-related sexual violence. The Mission will also support efforts aimed at raising awareness within civil society with regard to human rights, children's rights, women's human rights and conflict-related sexual and gender-based violence, and the establishment of coordination structures and mechanisms. It is expected that by the beginning of 2014, legislation establishing an independent national human rights institution will have been enacted. UNSOM efforts will focus on providing technical advice to the Federal Government aimed at assisting it in establishing a national human rights institution in line with the Paris Principles.

32. UNSOM will continue to monitor and report on violations of international human rights and humanitarian law, taking into account the specific reporting obligation under its mandates regarding children's protection and conflict-related sexual violence. Public human rights reports will be a regular feature of the Mission. UNSOM will also ensure that human rights, child rights and conflict-related sexual and gender-based violence are mainstreamed into all of its activities, particularly those related to the rule of law, including the security, corrections and justice sectors. The Mission will establish mechanisms for implementing the human rights due diligence policy on United Nations support to non-United Nations security forces, through the provision of training and technical advice to AMISOM and the Federal Government of Somalia.

Coherence and effectiveness group

33. In 2014, UNSOM will also continue the coordination of international assistance in support of the Somali authorities. With the New Deal compact adopted in 2013, the Mission and the United Nations country team will continue to support the Federal Government of Somalia in coordinating implementation across all five Peacebuilding and State-building Goals. Within the integrated Mission, the Office of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator will track support across all the pillars, especially in ensuring that gender is mainstreamed into all of the Peacebuilding and State-building Goals. UNSOM will remain at the forefront of donor coordination in Mogadishu and will extend its work on stabilization in additional recovered areas, including closer coordination with AMISOM.

34. The Mission and the United Nations country team will enter the first year of the implementation of their integrated strategic framework and will expand the integration structure as UNSOM reaches its full operational capacity. The

establishment of the position of Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator within UNSOM will further strengthen the link with the country team.

35. The coherence and effectiveness group, headed by the Chief of Staff, will aim to catalyse the work of the Mission by providing relevant support in the areas of planning, information and the analysis and implementation of programmes. In line with the mission concept set out in the letter dated 19 April 2013 from the Secretary-General addressed to the President of the Security Council (S/2013/239), the incumbent will oversee the coherence and effectiveness group, an “enabling platform” for strategic integration, comprising integrated systems for analysis, strategic planning and mandate implementation. The purpose of the platform is to facilitate effective management across the substantive areas of the mission mandate, including through intra-United Nations integration and collaboration between the United Nations and the African Union.

36. The integrated information hub, which includes the Security Information and Operations Centre, will ensure mission-wide situational awareness through monitoring and reporting on current operations and the situation in Somalia. It will draw on inputs from components in producing alerts and regular situational reports for distribution within the Mission and to United Nations Headquarters, in accordance with Department of Political Affairs reporting requirements. The integrated information hub will be the point of contact for the United Nations Operations and Crisis Centre, most importantly during times of crisis. During a crisis, the hub will form the core of the Crisis Management Centre, supplemented by additional staff, as required for operations 24 hours a day, seven days a week, and subject to the nature of the crisis. In addition, the Crisis Management Centre will ensure integrated situational awareness, serve as the secretariat of and provide recommendations to the crisis management team and facilitate the coordination of operational response activity. The hub will work closely with other United Nations situational awareness and operations bodies in Somalia, particularly the integrated analysis team, the Security Information and Operations Centre, the Joint Support Operations Centre and AMISOM military operations, co-locating where possible. The United Nations country team, UNSOA, the Department of Safety and Security, the United Nations Mine Action Service and AMISOM will be invited to second staff to, or place liaison officers within, the integrated information hub to facilitate efficient information-sharing and ensure the ability to produce integrated situational awareness reports and to sustain a 24/7 operational capacity.

37. The integrated analysis team will facilitate the collection, collation and analysis of information from all available sources to produce medium- and long-term integrated predictive assessments based on mission-wide priority information requirements established by the Special Representative of the Secretary-General. The assessments will serve as the basis for decision-making, enhanced mission planning and contingency planning. The team may also support individual mission components in enhancing their own decision-making capabilities. It will issue products that are predictive, and will focus on threats and opportunities relating to the implementation of mission-mandated tasks. The team may also generate analysis designed to support the operational and planning processes of other components (e.g., inputs to draft reports of the Secretary-General and mission risk analysis), where they require the integrated analysis of information from all available sources. The analysis team will work closely with other parts of the United Nations system

and with AMISOM to establish an early warning system and issue integrated predictive analysis. It will play a critical role in integrated crisis management, seeking to provide early warning of developing crisis situations, providing the contextualization of crisis incidents and dynamic analysis during crisis situations, and supplementing the integrated information hub to form the Crisis Management Centre. The team will also work closely with other situational awareness bodies in Somalia, particularly the integrated information hub, the Security Information and Operations Centre and AMISOM military intelligence, co-locating where possible. The United Nations country team, UNSOA, the Department of Safety and Security, the United Nations Mine Action Service and AMISOM will be invited to second staff to, or place liaison officers within, the integrated analysis team to facilitate efficient information-sharing and the ability to undertake integrated analysis and produce common predictive assessment products.

38. In line with the System-wide Action Plan for the implementation of Security Council resolution 1325 (2000) across the United Nations system, efforts will be undertaken to ensure that at least 15 per cent of all funding pledged and available (for activities targeted directly at women's empowerment and those mainstreamed into other programmes) is provided to address women's specific needs, advance gender equality and promote women's empowerment.

39. Close coordination with AMISOM will continue at all levels, including through a joint leadership mechanism and monthly meetings. The stabilization/early recovery team of the Mission will continue working with the Federal Government of Somalia and key donors to coordinate support for local areas from Mogadishu and other recovered areas.

Strategic communications and public affairs group

40. During the first half of 2014, a polling contractor will be engaged to conduct research on the impact of the Mission in its first year. The activities of the strategic communications and public affairs group will expand geographically, with increased regional and international activity, to the regions and the diaspora.

41. The group will continue to deploy the full range of strategic communications techniques in support of the mandated activities of the Mission. These include national and international media engagements, online and digital communications, promotional materials, audio and video broadcasts, photographs, media visits and training. The group will provide to the Mission guidance on messaging, polling and research, media monitoring and analysis of current opinion, media speaking opportunities, and communications risk assessment in a complex media environment.

42. The public information work of the Mission will assist in engaging more Somalis in a dialogue to promote political reconciliation and peacebuilding, with a focus on targeting particular population groups, such as women and youth. The group will also continue to support security sector reform, including programmes for the disengagement of combatants and the messaging and communications work with the Contact Group on Piracy off the Coast of Somalia. In the area of human rights, the group will hold two training workshops for civil society and State institutions on the rights and freedoms aspects of the new media and communication laws. The group will also continue to support respect for rights by issuing periodic statements on the human rights situation with a special focus on the human rights situation of women and children.

43. The objective, expected accomplishments and indicators of achievement of the Mission are set out below.

Table 1

Objective: To enhance peace, security and national reconciliation in Somalia

Expected accomplishments	Indicators of achievement
(a) Strengthened, broad-based and representative government institutions in Somalia	<p>(a) (i) Increased number of regions and districts engaged with the Government in outreach and reconciliation initiatives</p> <p><i>Performance measures</i></p> <p>Estimate 2013: 4 regional entities engaged</p> <p>Target 2014: 6 regional entities engaged, including newly recovered areas</p> <p>(ii) Constitutional review process undertaken by Parliament</p> <p><i>Performance measures</i></p> <p>Estimate 2013: 1 constitutional review consultation</p> <p>Target 2014: revised constitution submitted to Parliament</p> <p>(iii) Electoral preparations under way</p> <p><i>Performance measures</i></p> <p>Estimate 2013: not applicable</p> <p>Target 2014: electoral law adopted</p> <p>(iv) Percentage of women's representation in all national, regional and local political processes</p> <p><i>Performance measures</i></p> <p>Estimate 2013: 20 per cent</p> <p>Target 2014: 30 per cent</p>

Outputs

- 3 meetings between the Federal Government and regional political stakeholders to enhance peace, security and reconciliation, in particular in “Jubaland”
- 1 large-scale reconciliation conference to address the formation of federal entities
- Monthly meetings with international stakeholders to coordinate support for the political process
- 8 meetings held among AMISOM, UNSOM and the Intergovernmental Authority on Development

- Policy advice and technical assistance provided to the Somali authorities in the drafting and adoption of an electoral law, including on the form of the electoral system, a process for appointing election commissioners, gender perspectives and a temporary special measure for women, in collaboration with UNDP
- Technical advice provided by UNSOM to the authorities on options for the establishment of the electoral management body, in collaboration with UNDP
- Conduct of an electoral needs assessment to establish requirements for the holding of credible and technically sound elections
- Technical and logistical support provided to the electoral management body for the planning, preparation and holding of the 2016 general elections
- Technical advice provided to the ministry responsible for women's and social affairs on the implementation of a national action plan for women and peace and security (Security Council resolution 1325 (2000)), including strategies for promoting women's political participation, addressing sexual and gender-based violence and meeting women's needs in the security sector
- 6 consultative meetings with women's organizations to enhance their participation in peacebuilding and State-building
- 1 public information campaign on peacebuilding and State-building targeting regions and the diaspora, including at least one activity in "Puntland", "Somaliland" and south-central Somalia, beyond Mogadishu and in the diaspora, for dialogue on political reconciliation
- 1 public opinion poll measuring and analysing the impact of the Mission and key partners in its first year of operations (in follow-up to the 2013 surveys and the campaigns to raise awareness of the new Mission)
- Support provided to strengthen capacities and cohesion among women's organizations/platforms working for women and peace and security in the regions and to initiate the process for creating a national platform

Expected accomplishments	Indicators of achievement
(b) Functioning justice and corrections institutions	(b) (i) Justice and corrections coordination mechanisms are established and functioning <i>Performance measures</i> Estimate 2013: 1 coordination mechanism established Target 2014: 4 meetings of the coordination mechanism held (ii) Implementation of the national strategic plan for justice and corrections reform <i>Performance measures</i> Estimate 2013: national plan operationalized, with clear targets and timelines Target 2014: 30 per cent implementation rate with respect to the plan

(iii) Progress in the development and implementation of a strategy for ensuring access to justice

Performance measures

Estimate 2013: drafting of the strategy started

Target 2014: 10 per cent increase in the number of people receiving legal aid

Outputs

- Technical advice and secretariat support services provided for the high-level justice and corrections coordination mechanism and its technical working groups, and at least 6 background/research papers drafted and submitted to inform the subgroups
- 5 round tables/seminars/workshops on issues emerging from the subgroup discussions, to foster ownership and consensus on sensitive rule-of-law issues
- Technical support provided to the Ministry of Justice for the review and harmonization of key justice legislation, including to ensure that laws are compliant with constitutional and international standards
- Support provided to the judiciary on measures and procedures for improving transparency and accountability of the judiciary to promote the building of confidence in the justice system
- Technical advice provided to the Somali Bar Association and bar associations in “Puntland” and “Somaliland” on enhancing their capacity to license, monitor performance and discipline members
- Technical advice provided to support the development of a national legal aid strategy and scheme for Somalia that include a policy dialogue on alternative dispute resolution mechanisms, and are responsive to women’s particular situations and needs
- Finalization of assessment, including recommendations, on pretrial detention in Somalia
- 3 detailed assessment reports finalized on the functioning of the Ministry of Justice, the Judicial Service Commission and the Office of the Attorney-General
- Technical support for the drafting and review of policies and procedures for the organizational streamlining of the Ministry of Justice, the Judicial Service Commission and the Office of the Attorney-General
- Technical support provided to the judiciary and the Ministry of Justice on the establishment of a judicial training centre in line with the national justice strategic plan 2013-2015, including the drafting and review of modules on gender and women’s rights
- Technical support provided to the Ministry of Justice on the establishment of a training centre for corrections staff
- Training and mentoring provided to justice and corrections personnel as required by the authorities
- Technical support provided for mainstreaming gender into the training for justice and corrections personnel
- Continued support provided to the corrections service on accurate record-keeping and case management
- Police guidance developed on staff recruitment, promotion, remuneration, discipline and dismissal, ensuring that a gender perspective is provided

- Technical advice provided to the Ministry of Justice on alternative sentencing and sentence execution in line with international standards
- Technical advice provided to the Ministry of Justice, the judiciary and Parliament to enhance judicial independence
- Comprehensive inventory completed on infrastructure, assets and equipment and supplies of the corrections service
- Periodic media visits to corrections facilities and audiovisual production for broadcast on justice issues

Expected accomplishments	Indicators of achievement
(c) Strengthened security sector in Somalia	<p>(c) (i) National security council established by the Federal Government of Somalia</p> <p><i>Performance measures</i></p> <p>Estimate 2013: 4 coordination mechanisms established</p> <p>Target 2014: national security council secretariat established</p> <p>(ii) Policy framework developed for the reception, rehabilitation and reintegration of combatants</p> <p><i>Performance measures</i></p> <p>Estimate 2013: 5 standard operating procedures developed</p> <p>Target 2014: Legal framework established; design of national security policy commenced</p> <p>(iii) A maritime resource and security strategy for Somalia is developed and implemented</p> <p><i>Performance measures</i></p> <p>Estimate 2013: 1 strategy developed</p> <p>Target 2014: 1 strategy 50 per cent implemented</p> <p>(iv) A strategy for the management of explosive threats is implemented</p> <p><i>Performance measures</i></p> <p>Estimate 2013: 1 strategy developed</p> <p>Target 2014: 75 per cent of capacity development component of phase 1 of strategy completed</p>

(v) Military and police personnel trained on human resources management

Performance measures

Estimate 2013: gender and human rights training curricula for security forces developed

Target 2014: training in gender and human rights delivered to mid- and senior-level commanders of the police and military forces through an international military assistance training team

Outputs

- Support programme established for the National Security Adviser to establish and run a national security council (secretariat)
- Technical security sector support provided to the Federal Government of Somalia and the authorities of “Puntland” and “Somaliland” to assist the implementation of the Somali maritime resource and security strategy
- Counter-piracy communications campaign commissioned by the Contact Group on Piracy off the Coast of Somalia initiated
- Secretariat support for the working group on security coordination structures established
- Advice provided on the development of a financially sustainable and gender-responsive national security plan
- National security architecture identified with the Federal Government of Somalia
- Technical support for the integration of gender into the security architecture
- Advice provided on the development of an integrated national security strategy
- Security sector assessment for newly recovered areas conducted
- Assistance provided to the Somali Police Force in the review of the legislation, rules and procedures related to the Police Act of 1973
- Support provided to the Somali Police Force in formulating policies, guidelines and standard operating procedures in administrative and operational areas, including on ways to counter organized crime, piracy and sexual and gender-based violence
- Support provided to the Somali Police Force for the development of an operational procedures manual to guide police in the performance of their critical policing functions
- Technical assistance provided to the Government in creating a civilian oversight mechanism
- Provision of support to the Government-led national programme for the disengagement of combatants and their dependants
- 6 coordination meetings chaired or co-chaired on the issue of disengaging combatants and/or members of other non-State armed groups in recovered areas with partners (including United Nations, AMISOM, Somali authorities and/or other multilateral or bilateral actors)

- 2 standard operating procedures (or equivalent documents) developed on the issue of disengaging combatants and their dependants
- Capacity-building plan for national and multilateral partners developed
- A module on the treatment of disengaging combatants developed and included in AMISOM training
- Mapping of armed groups in major towns and surrounding areas in south-central Somalia carried out
- Feasibility study on a community- or clan-based weapons management mechanism conducted
- Monitoring and evaluation and risk management plans specific to disarmament, demobilization and reintegration developed
- 60 coordination and planning meetings on mine action, weapons and ammunition management, mine risk education, victim assistance and efforts to counter improvised explosive devices planned and delivered and action items followed up on throughout Somalia (with coordination led at least 50 per cent of the time by the Somali explosives management agency by September 2014)
- Police teams for explosive ordnance disposal/efforts to counter improvised explosive devices rolled out in at least 3 regions, in accordance with government priorities
- Implementation of the policy approved by the Federal Government of Somalia for the regulation and inspection of private security companies
- Periodic statements (monthly or as relevant) on the security situation in Somalia and audiovisual production for broadcast on security issues, especially disengagement and de-radicalization

Expected accomplishments	Indicators of achievement
(d) Improved enjoyment of human rights, including for women and children affected by armed conflict, and reduced violence, abuse, exploitation, conflict-related sexual and gender-based violence	<p>(d) (i) Increased capacity of the Federal Government of Somalia to protect and ensure respect for human rights</p> <p><i>Performance measures</i></p> <p>Estimate 2013: 1 strategy by the Federal Government of Somalia for the monitoring and investigation of violations</p> <p>Target 2014: an implementation plan is developed by the Government to investigate violations</p> <p>(ii) Action plan for the establishment of a functioning independent national human rights institution</p> <p><i>Performance measures</i></p> <p>Estimate 2013: 1 action plan developed</p> <p>Target 2014: 50 per cent implementation of the action plan</p>

(iii) Increased reporting on conflict-related sexual or gender-based violence

Performance measures

Estimate 2013: Joint Communiqué of the Federal Republic of Somalia and the United Nations on the Prevention of Sexual Violence is adopted

Target 2014: implementation plan on Joint Communiqué is adopted

(iv) Improved monitoring and reporting of grave violations committed against children and women

Performance measures

Estimate 2013: action plans on ending the recruitment and use of children in armed conflict and on ending the killing and maiming of children are signed by the Somali National Security Forces, and a monitoring and reporting mechanism is set up

Target 2014: implementation of provisions of the two action plans is initiated by the Somali National Security Forces

Outputs

- Technical advice and training for the Federal Government of Somalia and other national actors on the implementation of an action plan for the establishment of an oversight mechanism
- Technical advice and training for the Federal Government of Somalia to support the implementation of the legislation on the establishment of an independent national human rights institution
- Quarterly consultations with the Federal Government of Somalia to provide support in the implementation of priorities for the action plans signed with the Somali National Security Forces on the recruitment and use and killing and maiming of children
- Monthly consultations with the Federal Government of Somalia aimed at the implementation of the 7 May 2013 Joint Communiqué of the Federal Government of Somalia and the United Nations on the Prevention of Sexual Violence
- Quarterly consultations with the Government to support the task force to address sexual violence in carrying out its mandate
- 4 consultations with the Federal Government of Somalia on capacity-building activities targeting Somalia security forces aimed at enhancing respect for international humanitarian and human rights law, particularly on the prevention of and response to conflict-related sexual violence
- 12 monthly, 1 public and ad hoc reports and press statements drafted on human rights violations and abuses, and provision of input to monitoring, analysis and reporting arrangements and monitoring and reporting mechanism reports
- Monthly consultations with senior United Nations leadership on the promotion and protection of human rights

- Operational guidance developed on the human rights due diligence policy, including in relation to the establishment of monitoring and reporting mechanisms; guidance provided to United Nations actors, and 1 risk assessment undertaken
- Quarterly consultations with State authorities on the establishment of a national process on the implementation of a transitional justice mechanism
- 2 training workshops on the rights aspects of the media and communications laws for civil society organizations and State institutions
- Periodic statements (monthly or as relevant) on the human rights situation in Somalia and production of at least 2 hours of audiovisual programmes for broadcast on human rights issues

Expected accomplishments	Indicators of achievement
(e) Coherent United Nations and international approach to Somalia	<p>(e) (i) Enhanced coordination on the New Deal compact</p> <p><i>Performance measures</i></p> <p>Estimate 2013: New Deal compact developed</p> <p>Target 2014: 30 per cent of compact implementation on track</p> <p>(ii) Senior leadership team of UNSOM/AMISOM is operating</p> <p><i>Performance measures</i></p> <p>Estimate 2013: 4 team meetings</p> <p>Target 2014: 8 team meetings</p> <p>(iii) Increased number of coordination mechanisms in newly recovered/accessible areas</p> <p><i>Performance measures</i></p> <p>Estimate 2013: 2 coordination mechanisms</p> <p>Target 2014: 4 coordination mechanisms</p>

Outputs

- Political support provided to the Federal Government of Somalia and development partners on the New Deal compact, including communications support and products on the implementation of the compact
- 8 meetings of the joint leadership team, alternately chaired by UNSOM and AMISOM
- Secretariat of the joint leadership team provided by the joint planning team
- 1 retreat held to facilitate joint programming with the United Nations country team
- Policy advice and secretariat support provided to the Somali authorities for the implementation of the Government's reconciliation and stabilization strategy, in Mogadishu and in the states
- Periodic and ad hoc analytical reports on key developments shared with key partners

- 3 joint UNSOM/United Nations country team working groups established (on security sector reform, federalism and elections), and coordinated advice and support in those areas provided to the Somali authorities
- Stabilization efforts coordinated in newly recovered areas by field coordinators, including through engagement with national and local authorities and development partners to bring all stabilization actors together to identify gaps and potential solutions
- Monthly participation in United Nations Information Group meetings and the African Union-AMISOM Information Coordination Group, and coordination with the Somali Media Support Group

External factors

44. UNSOM is expected to attain its objective provided that: (a) there is continued improvement in the security situation in south-central Somalia; (b) the relationship between the legislative branch and the Government is functional; (c) regional Governments/organizations will continue to support Somalia; and (d) the political and financial support of the international community will continue.

III. Resource requirements

Table 2

Resource requirements (regular budget)

(Thousands of United States dollars)

Category	2012-2013			Requirements for 2014		Total requirements 2013	Variance 2013-2014
	Appropriations	Estimated expenditure	Variance	Total	Non-recurrent		
	(1)	(2)	(3)=(1)-(2)	(4)	(5)		
Military and police personnel costs				126.5	–		
Civilian personnel cost				19 103.2	1 051.6		
Operational costs				31 165.1	9 459.8		
Total requirements				50 394.8	10 511.4		

Table 3

Positions

	Professional and higher categories									General Service and related categories		Total inter-national	National staff			United Nations Volunteers	Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Service	General Service		Professional Officer	Local level			
Proposed 2014 (1 January 2014)	1	2	1	6	28	25	21	1	85	44	–	129	51	29	12	221	
Proposed 2014 (1 July 2014)	1	2	1	6	28	25	20	1	84	35	–	119	46	25	–	190	
Change	–	–	–	–	–	–	(1)	–	(1)	(9)	–	(10)	(5)	(4)	(12)	(31)	

45. The estimated requirements for 2014 amount to \$50,394,800 (net of staff assessment) and comprise requirements for six United Nations police (\$126,500), salaries and common staff costs (\$19,103,200) for the staffing complement of international positions (1 Under-Secretary-General, 2 Assistant Secretary-General, 1 D-2, 6 D-1, 28 P-5, 25 P-4, 21 P-3, 1 P-2 and 44 Field Service), 80 national positions (51 National Professional Officer and 29 Local level) and 12 United Nations Volunteer positions. The number and levels of positions include three positions for Headquarters offices in New York to provide backstopping services (1 P-5 in the Africa I Division of the Department of Political Affairs, 1 P-4 in the Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations and 1 P-4 in the Programme Planning and Budget Division of the Department of Management). The proposed resources would also cover other operational requirements (\$31,165,100), comprising 10 Government-provided personnel (\$133,200), consultants (\$481,500), official travel (\$1,359,400), facilities and infrastructure (\$9,090,000), ground transportation (\$2,340,800), air transportation (\$5,446,200), communications (\$5,283,700), information technology (\$1,765,100), medical (\$1,488,700) and other supplies, services and equipment (\$3,776,500).

46. Effective on 1 July 2014, 12 international positions (1 P-4, 2 P-3 and 9 Field Service), 9 national positions (5 National Professional Officer and 4 Local level) and 13 United Nations Volunteer positions will be transferred to UNSOA, in line with the structural integration of UNSOA mandated under Security Council resolution [2093 \(2013\)](#). Accordingly, the current proposed budget includes only six months of funding in 2014 for these positions, with the understanding that future funding will be embedded under UNSOA.

Extrabudgetary resources

47. UNSOM currently manages two trust funds: the Trust Fund in Support of the Somali Transitional Security Institutions and the Peacebuilding Trust Fund for Somalia. The fund balance for the Trust Fund in Support of the Somali Transitional Security Institutions is \$6.5 million, and the fund balance for the Peacebuilding Trust Fund for Somalia is \$1.5 million, although these have largely been committed for ongoing activities. UNSOM is in discussions with the Government, implementing partners and donors on what programmes require additional funding in 2014.