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PROGRAMME QUARTERLY PROGRESS REPORT
Period (Quarter-Year): January-March, 2016

Project Name	UN Joint Programme on Local Governance and Decentralized Services Delivery in Somalia.
Gateway ID	00096397
Start date	April 1 st , 2013
Planned end date (as per last approval)	December 31 st , 2017
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PSG	PSG 1, PSG 5
Priority	
Milestone	
Location	
Gender Marker	

Total Budget as per ProDoc	\$ 145,608,918.81¹
MPTF:	
Non MPTF sources:	PBF: Not applicable Trac: Not applicable Other: Not applicable

Total MPTF Funds Received			Total non-MPTF Funds Received	
PUNO	Current quarter	Cumulative	Current quarter	Cumulative
	2,509,853	54,507,282	0	674,659
JP Expenditure of MPTF Funds ²			JP Expenditure of non-MPTF Funds	
PUNO	Current quarter	Cumulative	Current quarter	Cumulative
	3,187,778	50,804,767	0	674,659

¹ As per approved Project Document (JPLGII)

² **Uncertified expenditures.** Certified annual expenditures can be found in the Annual Financial Report of MPTF Office (<http://mptf.undp.org/factsheet/fund/4SO00>)



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SITUATION UPDATE

In February, a new Senior Programme Manager joined the management unit, filling a post which had been vacant for over a year. In the last quarter of 2015 the donors had made it clear that Annual Work Plans needed to be aligned to funds in hand and the macro management structures of the programme needed to be changed, creating of a Strategic Steering Committee, and an action plan for the implementation of the findings from the Mid Term Review. It was also clear that donors were concerned by the slow progress in management reforms and lack of programmatic direction. Somali partners and field teams were under considerable pressure to agree work plans and accelerate implementation. A wide range of important policy work, initiated in 2014/5 was coming to important points of maturity and yet complementarity of each policy was not fully in line.

The programme teams therefore focused on gaining a clearer strategic focus, realigning work plans, ensuring policy work was cross fertilized, building links with other important actors (such as the World Bank, TIS + and others) and redrafting work plans which aligned to funds in hand and had a clearer strategic direction. By the end of the quarter the following was in place:

1. New work plans had been presented and three steering committee meetings set in the calendar.
2. Terms of Reference for the Somaliland steering committee and Strategic Steering committee agreed.
3. A draft JPLG strategic plan for the aligning policy work in Somaliland and Puntland
4. A draft JPLG strategic plan to align and expand operations in the new federal member states.
5. Confirmed interest from two leading donors for continued support (EU and DFID), contracts anticipated before the end of May 2016.

Together with the Ministry of Interior and Federal Affairs, JPLG (UNDP) with TIS + assisted the Federal Government to launch the first national framework for local governance and reconciliation. The products presented come after a long period of technical support and guidance from the teams of JPLG. The new framework has been approved by all Federal Member States (except Puntland – where its relevance is less important). It is envisaged that all partners will use the framework as a core strategy and ensure that stabilization and local governance work is aligned.

In the north the primary strategic documents for JPLG has been the decentralization policy and related work. During the quarter JPLG has supported the policy review. This has been closely interlined with the development of a fiscal decentralization strategy and ongoing work in municipal fiancé policy along with reviews of the pilots on service delivery.

Long standing work in relation to land dispute tribunals, capturing their successes and weaknesses was compiled by UNHABITAT, has been published.



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QUARTERLY PROGRESS REPORT RESULTS MATRIX			
OUTCOME 1 STATEMENT			
POLICY AND LEGAL FRAMEWORKS ARE IMPROVED TO ENABLE LOCAL GOVERNMENTS TO EFFECTIVELY DELIVER EQUITABLE SERVICES			
Output 1.1: Sectors' regulatory frameworks, strategies, policies and laws for decentralization (in Education, Health, NRM, ULM, Water, LED, PPP, SWM, Bio medical waste, URF and Roads) drafted and aligned to the Decentralization Policy (based on SDM pilot progress).			
INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR ³	
		THIS QUARTER	CUMULATIVE
# of decentralization or local governance-related policies that are developed (or drafted).	2	0 ⁴	2 ⁵
# of decentralization or local governance-related legislation/sector specific policies developed (or drafted).	4	4	4
UNDP ONLY: sources of evidence (as per current QPR)			
OUTCOME 2 STATEMENT			
LOCAL GOVERNMENT CAPACITY FOR EQUITABLE SERVICE DELIVERY IS IMPROVED			
Output 2.1: Structures and systems for good local governance, planning and budgeting are established and strengthened.			
# of districts that have systems in place to increase revenue generation (e.g. property taxes, business licensing, etc.)	16	16	16
# of monitoring visits completed by central governments' staff to district level governance bodies.	3	0	0
# of districts with established community monitoring groups.	15	15	15
UNDP ONLY: sources of evidence (as per current QPR)			
Output 2.2: Competencies and skills are developed for good local governance and equitable service delivery.			
"# of local and central government personnel trained in at least one PEM module (but up to 5)	786 ⁶	473	473
# of district council members trained in civic education, public management, procurement and etc	250	245	245
# of community volunteers trained in civic education, public management, procurement and etc	225	120	120
UNDP ONLY: sources of evidence (as per current QPR)			
Output 2.3: FISCAL ARRANGEMENTS INCLUDING LOCAL REVENUE GENERATION AND THE LDF			

³ Fill in only the numbers or yes/no; no explanations to be given here.

⁴ Discussion on distribution of roles in connection to decentralization and/or local governance is continued between FGS and new states (ISWA, IJA)

⁵ Somaliland and Puntland

⁶ The set target is preliminary as programme has no approved training strategy.



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ARE STRENGTHENED AND EXPANDED FOR SERVICE DELIVERY AND LOCAL INVESTMENT.

# of districts that implement their LDF budgets as per their workplan and eligible for increase in LDF funding	16	16	16
# of districts, that implement pilot Service Delivery Models (SDMs) in the areas of health, education, roads, NRM or WASH with JPLG support	7	9	9
# of districts that have developed participatory AWP, which include priorities/activities where women are a primary beneficiary, using JPLG tools	21	16	16

NARRATIVE

POLICY AND LEGAL REFORMS

A process of assessment and review of the Decentralization Policies and Roadmaps was undertaken in Somaliland and Puntland. An action plan for Somaliland was drafted / developed, which provides recommendations on the implementation of the policy including strengthening the sectors engagement and improving coordination. Sector ministries (education, health, water, finance, environment and public works) and district officials of Somaliland articulated their decentralization goals during a participatory workshop.

Inter-Ministerial Committee on Local Governance (IMCLG) under the leadership of the Vice President of Puntland organized a two day decentralization dialogue forum⁷ with the participation from ministries, members of the Parliamentary committees, mayors, Puntland State Agency for Water Energy and Natural Resources (PASWEN), Puntland Highways Authority (PHA) and UN-JPLG agencies. The forum deliberated on lessons learnt from the implementation of the Decentralization Policy and contributed to improved understanding and strengthened commitment to the decentralization process.

These two important sessions led by the respective vice presidents, underline how strategic the governments of Puntland and Somaliland consider the process of decentralization and service orientated local governance. Their leadership and drive is a strong indicator of ownership and the substantive relevance of JPLG’s work.

Alongside the policy review, JPLG together with the Civil Service Institute (CSI) and key government stakeholders has reviewed legal and policy gaps and clashes affecting the decentralization framework, strategy and roadmap. As a result of these reviews a clear list of policies, laws and regulations will need to be amended in Somaliland to support the devolution of authority. Recommendations to address these gaps, including on amending existing law, will be discussed and validated in the next quarter.

Social sector ministries and local government representatives of Somaliland held a conference around improved social sector planning⁸. The first conference of its kind, the stakeholders worked to strengthen planning and coordination processes, linking with overall national planning, with a view to supporting district led planning, and relating plans to national plans. Unified planning and budgeting templates were drafted and reviewed,

⁷ February 9 – 10, 2016. Garowe, PI

⁸ January 28, 2016. Hargeisa, SI



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awaiting final approval and review by the harmonization task force. The ministry of planning and development led a regional planning coordination meeting that took place in Berbera.⁹

A workshop to finalize the Local Government Finance Policy (LGPF) and procedures was held in Garowe¹⁰. Representatives from the Ministry of Finance (MoF), Ministry of Interior (MoI) and Auditor General (AG), executive secretaries of the districts, directors of administration and finance, Association of Local Government in Puntland (ALGPL) and admin/finance consultants at the districts contributed to the discussion and commented on key relevant policy issues, such as budget preparation and execution, revenue generation, expenditure management, reporting and internal control mechanisms. The final presentation to Inter Ministerial Committee is planned in May. Similarly, LGFP for Somaliland is in the process of being finalized and the final presentation will take place in May for Inter-Ministerial Committee members prior to endorsement by the Cabinet.

A draft of local government financial management manual, internal audit manual and districts audit committee manual were submitted to ministries of finance (including auditor general's office and accountant general) as well as MoI and member districts both with Somaliland and Puntland. These parallel processes will lay the foundations for an improved financial management in municipal governance, building on the strong foundations already in place. The manuals and key policy findings are relevant to the new Federal Member States, and the teams will explore how best these can be taken forward in the south.

The report "Harmonisation of the legal systems resolving land disputes in Somaliland and Puntland" was publicly launched and both governments agreed to implement report's key recommendations in 2016. This will reform legal and policy frameworks for land dispute tribunal and committee in Somaliland and Puntland. The report on "Resolution of Urban Land Disputes in Comparative Jurisdictions for Somaliland and Puntland" was completed. As simple example of impact can be obtained from the Mayors of the primary urban centers in the north, '*prior to the tribunals I spent over 50% of my time mediating between individuals around property claims*' – Mayor of Hargeisa. It is clear that there is a significant need for similar areas of work in Southern Somalia. In Mogadishu alone land disputes result in killings on a weekly basis and are a significant impediment to longer term stability. In the longer term there is a clear need for coherent policies and broader institutional reforms beyond local governance.

Good progress has been made in the National Urban Planning Committee (NUPC) in Somaliland that has adopted Urban Regulatory Framework (URF) and forwarded it to the Cabinet for final endorsement. The adoption process will be facilitated through IMCLG and in presence of mayors of local governments.

A review of the road sector legislative, institutional and policy frameworks and development of a strategy for LG service delivery was completed for Somaliland and Puntland. The recommendations of the review and strategy will support the development of systems to improve functionality and capability of institutions to deliver and manage road sector infrastructure. Today the majority of development projects selected for support by communities are rural and urban roads. These interventions are providing a solid basis for improved

⁹ March 27, 2016. Berbera, SI

¹⁰ January 19, 2016, Garowe, PI



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governance, however the sector as a whole needs to be overseen with a broader geographical view than simply districts.

The Municipality of Mogadishu procurement guidelines have been validated and a Training of Trainers on local government procurement for officers and technical service providers was concluded. This supports the development of competencies and skills in procurement thus promoting transparency and accountability in service delivery. Capacity building initiatives included contractor training on technical standards, specifications and public works project management (including training module 4 on Public Expenditure Management) for 30 contractors and representatives from 8 of the cities districts. Enumerators were trained and feasibility studies for 2016 Local Development Fund (LDF) projects conducted. Work with the Municipality was complimented by the Ministry of Public Works who were supported in establishing a contract management system and the same rolled out to the districts.

CAPACITY BUILDING

Revising numerous guidelines it was recognized that the local authorities required support in updating systems and simplifying tools. As a result the first draft of Local Governments Office Administration and Management Manual for Somaliland was produced, through collaborative efforts of 13 local governance admin and finance experts. The manual is aimed to support delivery of public services in day-to-day work of district municipalities, improve offices systems and simple asset management. The process will be taken beyond Somaliland, starting first in Puntland

The programme concluded an assessment of local training providers as part of the initiative to establish a Local Government Institute (LGI) in Somaliland. The assessment will help to articulate a structure and operating modalities for the institute. MoI has also compiled all the training modules for the LG resource center under the Capacity Development Section, in line with the government led expansion strategy. The resource center process have been supported by young graduates and experts deployed to MoI. This is an integral part of greater sustainability, where it is envisaged that the principle means of skill transfer will be Somali led and Somali owned, with UN technical teams helping to enrich material and assure quality.

As a part of the organizational restructuring and change management process in the Municipality of Mogadishu, consultants have continued implementation of the new structure and departmental terms of reference. The city now has clear organograms, with clear terms of reference for departments and all senior management, for the first time in 20 years.

The local authorities and community of Adado completed a series of trainings on local administration and participatory planning and used the knowledge to develop and approve the Adado 2017-2021 District Development Framework (DDF). This quarter an improvement in engagement of district monitoring groups as well as co-ordination between the district departments and project monitoring. This has provided a strong example for the Galmudug State authorities to take this work forward. This was confirmed by the Minister of Interior who is already seeking ways to take this work forward in Southern Galkayo.

The programme continues strengthening the capacity of Social Affairs Departments (SADs) to support



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decentralization of service delivery in Puntland and Somaliland. SADs currently exist within district governments to oversee implementation of service delivery. However, low capacities and poor enabling environments hinder the SADs abilities to fully perform their intended functions. This quarter UNICEF has conducted capacity assessments of SADs in pilot districts, validation workshops on the same, began supporting the development of revised SAD terms of reference and a capacity response (training) plan for SADs - all of which will contribute to improved capacities in service delivery at district level. The current low levels of capacity are and will continue to be a significant impediment to service decentralization. For this reason their capacities, structure and terms are being revisited by both governments.

The programme conducts Civic Education (CE) outreach activities in Mogadishu and South West State (Baidoa), and capacity building for state and district government on CE communications. Under the general theme of “Voice and Accountability” CE activities seek to enhance a sense of citizenship and raise awareness about peoples’ rights and responsibilities with regard to their district councils and village committees; facilitate processes for public involvement in district plans and budgets; establish mechanisms for strengthening transparency and accountability through increased public participation, contribution and monitoring district council performance in service delivery. Whilst capacity building for Puntland and Somaliland governments to conduct CE activities will continue (training activities to commence in next quarter), JPLG has shifted CE focus to emerging states in the South in cooperation with Federal Ministry of Interior and Security (FMIS). This is fully in line with the national local governance framework – Wadajir.

This quarter the program:

- Training of 68 community facilitators on strategies to organize civic education activities and hold community meetings on key aspects (citizenship rights and government roles and responsibilities).
- Production of 16 public events where Somali poems and dramas were presented for CE awareness raising.
- Provided CE training for 200 school children from 17 primary/secondary schools in Mogadishu. The session created interaction among children from different schools and districts and improved the children’s understanding on their rights as citizens.
- Facilitated 17 “community dialogues” and public meetings in the 17 districts of Banadir region. In each of the 17 district 48 community members led four days discussions with the district local authorities and 680 citizens of Mogadishu (373 male/307 female) on rights/responsibilities and community priorities. A documentary video and community priorities are being published following these discussions.
- Public awareness raising through CE messages and visibilities (1,200 T-shirts with caps bearing CE messages) were distributed to school children, youth, women groups, CSOs and other community members.

JPLG has continued improving property tax collection, supporting the establishment of billing unit within the Garowe municipality and training staff on accounting, billing and map reading. This has involved numbering all houses (around 4,000 units). As an immediate impact, the office documented resumption of systematic property tax collection. The programme’s next focus is on resuming property tax as part of the renewed commitment from the Bosaso local council under the leadership of the new mayor. It is worth noting that the Mayor of Garowe has just been appointed as the new Director General of the Mol. Although it is a great loss that one of Puntland’s leading female civil servants was reassigned, the former mayor has a strong understanding of JPLGs work and what impact the program has had. It is therefore a great opportunity for the program.

Responding to a request from Hargeisa local government and following appointment of a new administration and finance director, the programme trained new and existing staff on Accounting and Billing Information



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Management System (AIMS/BIMS). This was complimented by an update survey of Hargeisa of which 90% is done with four districts surveyed completely. Three days GIS training to update property database was carried out in Garowe in January 2016 and 10 municipal staff were trained. The training focused on the use and update of the GIS based property database, property numbering, tax notification and collection, and map reading.

Similarly work has continued in Mogadishu where 1,950 properties equivalent to 85% of total properties were surveyed in Shibis district. This is starting to lay the basis for a coherent municipal administration, aiming to streamline management of property taxation in Somalia; the programme has finalized a report on tax regime in Mogadishu, Somaliland and Puntland. It focuses on four different areas of property and urban land taxation namely, valuation, collection, enforcement and accountability. The programme prepares a draft by-law on urban and properties property taxation which will be presented to the local authorities in Mogadishu, and government in Somaliland and Puntland in May.

As for ITC infrastructure for Financial Management Information System (FMIS) in Somaliland, installation and configuration of main server to allow the system go live is ongoing, With regard to the Puntland FMIS, RFP was posted to procure a services for a cloud based FMIS system, and a technical working group was formed to help the tendering process, evaluation of the bidders is ongoing. This work is being closely implemented with the World Bank.

In line with field testing the decentralization policy JPLG has worked on draft land use plans for using URF guidelines for Gabiley and Bosaso city extension plan. Work has involved consultations, close collaboration with districts and the ministries of public works. Bosaso have already used the findings in a presentation to the Italian government who recently visited Bosaso.

A nice example of the work of JPLG being used beyond target districts can be found from Association of Local Government in Somaliland (ALGASL) which in collaboration with the Ministry of Interior, conducted a conflict management training in Las-Anod and Erigavo in March, 2016. These two districts fall outside the geographical coverage of the program, ALGASL took the initiative to roll out knowledge and skills gained from the program to other districts. Using the program's training material and modality but with funds from member districts, ALGASL successfully trained 60 local councilors and municipal key staff on conflict management skills. This local initiative of rolling out knowledge and skills gained from the program, could serve a prime example of a local level expansion strategy to roll out the training materials and systems throughout the country and a simple validation that the authorities find the work of value and fully identify with the tools. Similarly, the Association of Local Government for Puntland (ALGAPL) in collaboration with Ministry of Interior organized a workshop on finance policies in Garowe in January 2016. The workshop was attended by the technical staff of the districts that the program covers.

The programme conducted training on conflict management for the Municipality of Mogadishu. A total of 50 participants from regional and district level attended the training. The materials used for the training was from the Series of Training Manuals "Building Bridges"; between citizens and local governments to work more effectively together.

Two consultation workshops held in February in Hargeisa and Garowe with partner universities, faculty of law at University of Hargeisa and Puntland State University to elaborate land curriculum and land certificate for local government staff. Draft modules on land curriculum and training of trainers manuals for certificate programme



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were developed. The fact that materials developed under JPLG are now being incorporated into independent university curriculums is another simple example of impact. This has been followed by training members of Land Dispute Tribunals and Committees in Somaliland and Puntland on statutory legal analysis.

SERVICE DELIVERY

Programme continued piloting Service Delivery Models in Health and Education in Somaliland through quarterly dispersals of funds (and monitoring support), which are met with pre-agreed financial contributions by state and local government. The funding enabled local government to make payments to subordinate school and health staff, ensure hygiene in facilities and contract for rehabilitation of facilities. Other specific quarterly outcomes of delivered by local government via JPLG include:

- Expansion of 4 classrooms in Burao district; (Nasiye and Haqayamalas villages).
- Finalized the construction of three new health centers and one ward and delivery room expansion in Burao district (with additional support from Burao LG); (Nasiye, Dhoqoshay, Riyoxidho and Kalbare villages).
- Completed 70% of the construction of a health center (in Berbera district), which will be equipped and managed by the local government with support from the MoH.
- Completed the rehabilitation of Shifo and Idhanka health centers in Borama districts.
- Conducted health education programmes in Borama and Burao districts, specifically, at the main health centers for mothers and child health awareness.

Both the Ministries of Education and Health held quarterly planning sessions for implementation of SDMs for fiscal year. The meetings contributed to the SDM review, which is underway in Somaliland and Puntland as recommended by the JPLG Mid Term Review. Consultants' report finalization on SDM review and any relevant actions are to be implemented in next quarter.

Mol staff and local councils were trained on the Community Engagement Guide. The guide will institutionalize the participatory planning tools based on the Participatory Integrated Community Development (PICD) approach and District Public Expenditure Management (PEM) framework.

Programme and partners conducted an assessment and mapping of ten Community Monitoring Groups (CMG) in Somaliland JPLG pilot districts and provided additional training on the basics of monitoring projects and reporting to the mayors and the local councils. The community monitoring groups voluntarily work with the local councils on development activities in their districts, and on accountability of local government.

LDF investments and LED/SDM grants, where projects were selected using participatory methods that involved villages and district councils were rolled out across the 15 districts in Somaliland, Puntland and in one district in the South Central region. In each of the projects that were supported, the Central Government and the Local Governments contributed up to 17% of the funding.

In Somaliland, in 2015, a total of US \$ 1,315,674 was spent on 27 LDF projects, representing 73% of JPLG pledged funding contributions. Some US\$ 103,567 was spent on 3 LED projects, representing 50% of JPLG funding contribution, and some US 113,917 was spent on SDM projects, representing 40% of JPLG pledged funding contribution.



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In Puntland, in 2015, a total of US \$916,123.38 was spent on 30 projects, including LDF, LED, NRM and SDM projects, representing 59% of JPLG pledged funding contribution.

Gender

Ministry of Women Development & Family Affairs (MoWDAFA) in Puntland conducted two advocacy forums on gender balance in political representation for local government which led to improved awareness and understanding of the potential and importance of women's engagement in local democratic processes. The participants were district councils, regional representatives and aspiring women councilors, ministries representatives and MPs (including MoWDAFA, Ministry of Information, Ministry of Constitution, and Ministry of Agriculture). Women and men councilors from Galkayo and Bosaso were trained on PEM, Law No. 7, and gender and women empowerment.

Women from eight districts' governments and councils developed an action plan for improving women's engagement in local governance processes following a two day workshop on the Promotion of Gender Equality in Somaliland Local Governments in Hargeisa. The plan provides suggestions on use of PEM process, budgeting, and human resource management (HRM) processes to improve participation of women and responses to women's needs.



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Other Key Achievements

- Women and youth demand to participate and actual active participation in civic education forums is very evident, including pressure on authorities to involve them in such sessions; district authorities in Mogadishu are accepting the participation of women and youth in community forums/CE activities.
- Tools and methods developed under JPLG are being used today independently, such as trainings in Erigavo or universities amending curriculums.
- It is clear that joint systems and methodologies are improving cooperation among governments. Puntland and Somaliland have adopted similar policies, rules and procedures and today coordinate responses to JPLG's work plans.

Challenges (incl: Delays or Deviations) and Lessons Learnt:

The programme is currently witnessing a clash with the Local Dispute Committee Chairman in Mogadishu. Part of problem lies with Municipality of Mogadishu's departments that apparently are not cooperating with one another. While the Programme has been working towards consolidating a working relationship with the Land Dispute Committee, support was withdrawn abruptly on unclear grounds. Established relationship with the deputy mayors for public works and the office of the mayor allowed reaching an agreement, as did JPLGs work around improved roles and functions

Due to Mayor's request to translate all information to Somali and also upholding payment disbursement to project office at the department of urban planning within the Municipality of Mogadishu, the property survey in Mogadishu has not progressed as anticipated.

Security and problems with payment system due to Enterprise Resource Planning (ERP) implementation at UN Secretariat remain a significant challenge for programme implementation. Lessons learned pertain to pre-financing of activities by implementing partners and responsiveness by the project management teams to accelerate internal processes of approval. These measures, however, are not conclusive and do not seem to bear lasting results in redressing these issues.

Peacebuilding impact (for Joint Programmes receiving PBF funding only – briefly describe impact – achieved and/or intended – of activities that have been undertaken on peacebuilding and stability, with supporting evidence if/when available and relevant; include in particular assessment of theory of change – and the extent to which it is being validated or challenged – and assessment of gender related impact)



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Looking ahead

The focus of the programme is on implementation of activities in South West and Jubaland States, where much of the ground work have been put in place in Q1. Continue supporting the implementation of decentralization policies in Somaliland and Puntland with the inter-ministerial action planning and development of government led expansion strategies. It is anticipated that work will soon get underway in establishing the first district councils in a transparent and legal manner. This work will closely link with others and focus around the recently adopted Wadajir framework.

In Somaliland and Puntland work will have four core elements:

1. Policy centered work, on decentralization, fiscal reform, municipal finance and service delivery.
2. Developing government led strategies for uniformity beyond JPLG districts alone
3. Exploring and developing new modalities for skill transfer under government leadership.

The strategic review of SDM pilot success and challenges to enable an improved local government led service delivery modeling. Validation of Social Affairs Departments ToRs, a SAD capacity response plan, and final validation of the same will be conducted, thus supporting ongoing decentralization framework and strategy. Puntland SDM will resume after a nearly one-year hiatus due to security restrictions. The Civic Education Toolkit and strategy will be updated for South and Central states in light of the Wadajir Framework in cooperation with and through training of FGS/FMIS staff. Further training will be provided to governments of SL, PL and other local stakeholders (civil society actors). Planning for expanded implementation South and Central states will be undertaken in support of the early phase of Wadajir Framework.



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ANNEX 1. RISK MANAGEMENT

This section can be used to update or use the risk logs developed during the project development stage and provide any mitigation measures being undertaken by the project.

Type of Risk ¹¹	Description of Risk	Mitigating Measures
Political risks	<p>Prodoc: The adoption of the new Constitution and the establishment of a new government in Mogadishu, and upcoming local elections may lead to increased political uncertainty.</p> <p>Update: Elections scheduled for Somaliland has been postponed until April, 2017. Upcoming presidential election in Somalia may disrupt programme interventions in new federal member states due to increased political uncertainty.</p>	<p>Project teams are monitoring political developments and adjusting the implementation schedule accordingly.</p> <p>JPLG has committed to conducting regular and systematic monitoring to inform programming, and will identify opportunities, threats and challenges. Appropriate risk mitigation measures will be developed and implemented in conjunction with other international actors, including JPLG donors, embassies, the UN Resident Coordinator’s Office and the UN Department of Safety and Security (UNDSS).</p> <p>JPLG is also looking to develop common operational basis in Mogadishu, Baidoa and Kismayo to enable more coherent service delivery from UN agencies. New service delivery models are also being discussed.</p>
Security risks	<p>Prodoc: Restricted access to field locations, especially in south and central Somalia, and certain areas of Puntland and Somaliland due high personal security risks.</p> <p>Update: Both Somaliland (most areas) and Puntland have been elevated to high risk which has impacted the programme implementation modalities.</p>	<p>JPLG in close cooperation with the donors engage third parties to implement and monitor activities.</p> <p>Following advice from UNDSS, national and international staff will be engaged where possible in teams to implement and field monitor activities.</p>
Operational risks	Prodoc: The constant turnover and weak skills of	JPLG focuses capacity development on departments and units of partner

¹¹ Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.



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	<p>senior officials and staff among Somali partner institutions may impede implementation of programme activities.</p> <p>Update: 2015 has seen a number of changes in senior leadership in key ministries. It has and is still impacting the implementation capacity of government counterparts. 2016 has to date proved relatively stable in most of the Somali counterpart governments.</p>	<p>institutions rather than individuals. This strategy will be pursued by:</p> <ul style="list-style-type: none"> - Developing and maintaining strong relations with the departments and units concerned - Encouraging leaders to engage the entire staff of departments and units in discussions with JPLG and other parties concerned - Mobilizing community interest and support for proposed activities, including representatives of different clans, women and other social groups - Keeping potential users and beneficiaries informed of proposed activities and where feasible encouraging their participation in decision making - Using these techniques to build strong local ownership of proposed reforms and activities among staff, potential users and beneficiaries - maintaining pressure on current and new leaders to adhere to decisions already made and to follow through on implementation - Regularly monitoring progress to inform corrective action where needed
<p>Operational risks</p>	<p>Prodoc: In south and central Somalia, the legal basis for local governance remains unclear.</p>	<p>JPLG is supporting drafting of options papers for relationships between Federal level the emerging states and their local governments</p> <p>The formation of Federal Member States, and their improved abilities to work is changing the political context. This is further complimented by the approval by all of the Wadajir framework and close partnerships between the Ministers of Interior from all states (except Somaliland and to a lesser degree Puntland). It is against this backdrop that JPLG has agreed to play a more active role in creating a more enabling environment, working with Ministries of Interior and starting to assist in district council formation.</p>
<p>Operational risks</p>	<p>The lack of political will and institutional commitment among government partners in all three zones may result in failure to follow through on agreements, jeopardizing progress towards achieving JPLG goals and milestones.</p>	<p>JPLG staff will have opportunities to monitor and report on these risks through their constant interactions with government officials in central ministries and local authorities.</p> <p>As preventive measures, JPLG seeks to build strong commitment at the highest levels of government, and strong ownership of Programme activities among government staff, elected representatives, and other institutional</p>



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		<p>stakeholders. This will be achieved by maintaining frequent communications to ensure they are fully informed of Programme activities and closely involved in the planning and design of them.</p> <p>This is clearly demonstrated by the steering committee meetings and the functionality of the Inter Ministerial Committees on Local Governance in Somaliland and Puntland.</p> <p>JPLG has also worked with partners to create a Strategic Steering Committee meeting to help guide and protect the work and its implementation. Demand is high and there is a concern that needs cannot be fully met in the current Somali context. Additionally the governments of the north are fearful that expansion in the south will be detrimental to their needs. These challenges where possible can be overcome by working with others closely (eg World Bank) and regular liaison.</p>
Operational	<p>Due to increased levels of security in Somaliland which requires the use of AV's for all movements; program activities may be hampered since JPLG does not yet have AV's in the field.</p>	<p>To come up with such solutions that comply with UNDSS and make sure that planned activities will be not in the risk. Transfer of greater responsibilities to government and national counterparts</p>
Quality of delivery	<p>Due to varying degrees of institutional capacity, the quality of Programme activities may vary, particularly for services provided by third parties contracted by JPLG.</p>	<p>JPLG adopted competitive bidding to select competent contractors. Field staff, together with local authority staff, will undertake regular monitoring and evaluation of services provided to take corrective action. As described under Output 3.3 in chapter 6, PICs and CMGs will also be involved in monitoring at the community level.</p> <p>JPLG is able to monitor through close team and field team coordination, enhancing contractor performance and improving on shortfalls as early as possible.</p> <p>In cases where the performance of third party providers is unsatisfactory, the provider will be given further training to meet agreed standards of service and performance. If performance remains sub-standard, the provider will be replaced.</p>



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ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Program oversight and field monitoring: JPLG SDM Health activities in pilot districts of Borama	January 23-28	This was part of the quarterly activities undertaken to see progress and challenges, and support the local partners.	Slower than anticipated implementation progress was observed, and the MoH and JPLG team advised certain steps in expediting the implementation, including closer coordination between regional medical office and local councils, this has resulted in improved progress throughout the quarter.
Program oversight and field monitoring: Monitoring of Civic education project in BRA	January 18 -20	This monitoring in undertaken quarterly, the aim of the Field monitoring is seek feedback from the community members about the project activities and provide supportive supervision to the partner.	Feedback suggested strong participation and interest in the CE project, including public plays/dramas and Somalia cultural events. There was general request for public awareness to focus on FM radio rather than TV or web based outreach.
Third-party monitoring visits by IBTCI	February	Routine verification visits to Hargeisa, Gabiley (SI) and Garowe, Gardo (PI). Focus on implementation of LDF and LED activities.	<ul style="list-style-type: none"> • Loan repayment model and delays in implementation of LED activities. • Delays in LDF funding due to delays of SI financial contributions to LED projects.



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ANNEX 3. TRAINING DATA

#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
1.	Mol, LG from JPLG pilot districts		March 2-3 March 5-6	80	5	Community Monitoring Groups Training	Hargeisa	Ministry of Interior
2.	Mol, LG from JPLG pilot districts	UN JPLG	February 15-18	29	7	Decentralized governance and Peacebuilding	Addis Ababa	UNSSC
3.	Mol, LG from JPLG pilot districts		March 13-14	3	24	Promotion of gender equality in Somaliland Districts	Hargeisa	UNDP
4.	Mol, LG from JPLG pilot districts		March 19-20	12	58	Training for aspiring/ Selected Women councilors in LG	Bosasso and Galkayo	SAAB Foundation
5.	District Staff		January 21-24	8	2	GIS training	Garowe	UN-Habitat
6.	LDC, Municipality of Mogadishu		January 11-13	2	0	ToT for the Legal and Statutory Analysis of the LDC members	Benadir	Legal Action Worldwide
7.	Ministry of Religious Affairs, Agriculture, Environment, Public Works, Interior, LGs, UN, NGOs	Puntland State University, Hayan Institute	February 9	24	1	Consultation Workshop for the Land Certificate and Land Curricular Programmes	Garowe, Puntland	Norwegian Refugee Council
8.	Ministry of	University of	February	16	5	Consultation Workshop for	Haergeisa,	Norwegian



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#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
	Agriculture, Environment, Public Works, Interior, LGs, UN, NGOs	Hargeisa, Legal aid clinic, HLG	15			the Land Certificate and Land Curricula Programmes	Somaliland	Refugee Council
9.	Moi Somaliland, UN-Habitat, LAW, NRC, FAO, JPLG PMU, DANIDA, IOM, RCO, DRC	Samuel Hall Rift Valley Institute	March 9	19	14	Launch of the report on Harmonization of the Legal Systems Resolving Land Disputes in Somaliland and Puntland	Nairobi	UN-Habitat
10.	DC, District Deputy DCs, Secretaries, Municipality of Mogadishu		February 22 – March 1	36	14	Conflict Management Training	Banadir Regional Administration	Center for research and Dialogue (CRD)
11.	MoPWs	MoPWs Regional Coordinators	January 2 – 7	15	5	Workshop of SL districts Public work departments on structures and functions.	Hargeisa	MoPWs
12.	MoPWs		January 19	7	4	Feasibility study enumerators training	Hargeisa	MoPWs
13.	MoPWs		March 13 – 17	19	1	Contractors Training on technical standards and PEM4	Hargeisa	MoPWs



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#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
14.	MoPWs	RDA, PHA, SL & PL MoPWs, DEs of Garowe, Galkacio, and Gardo; Berbera, Gabiley and Hargeisa	February 7	21	3	Road Sector Policy Workshop	Hargeisa	Independent consultant
15.	MoPWs	MoPWs Regional Coordinators	January 16 – 17	14	3	Feasibility study enumerators training	Hargeisa	RDA
16.	MoM	MOI, MOF, MOIFA, Universities	March 6-10	21	1	Training of Trainers Procurement Training	Mogadishu	Prime Consulting
Total				326	147			