



SOMALIA UN MPTF

PROGRAMME QUARTERLY PROGRESS REPORT  
Period (Quarter-Year): Q3 2016

|  |   |
|--|---|
| <b>Project Name</b>                        | UN Joint Programme on Local Governance and Decentralized Services Delivery in Somalia.  |
| Gateway ID                                 | 00096397  |
| Start date                                 | April 1 <sup>st</sup> , 2012  |
| Planned end date<br>(as per last approval) | December 31 <sup>st</sup> , 2017  |
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|  | (Tel): +254 706 179676 (BT)   |
| PSG  | PSG 1, PSG 5  |
| Priority                                   |   |
| Milestone                                  |   |
| Location                                   |   |
| Gender Marker                              | 2a  |

|                                   |                        |
|-----------------------------------|------------------------|
| <b>Total Budget as per ProDoc</b> | \$ 145,608,918.81      |
| MPTF:                             | \$ 144,964,259.81      |
| Non MPTF sources:                 | PBF: Not applicable    |
|                                   | Trac: \$ 579,659       |
|                                   | Other: \$ 95,000 UNCDF |

| Total MPTF Funds Received                 |                 |            | Total non-MPTF Funds Received    |            |
|---|-----------------|------------|----------------------------------|------------|
| PUNO                                      | Current quarter | Cumulative | Current quarter                  | Cumulative |
| All Agencies                              | 4,893,721       | 61,784,300 | 0                                | 674,659    |
| JP Expenditure of MPTF Funds <sup>1</sup> |                 |            | JP Expenditure of non-MPTF Funds |            |
| PUNO                                      | Current quarter | Cumulative | Current quarter                  | Cumulative |
| All Agencies                              | 5,605,071       | 60,061,179 | 0                                | 674,659    |

<sup>1</sup> **Uncertified expenditures.** Certified annual expenditures can be found in the Annual Financial Report of MPTF Office (<http://mptf.undp.org/factsheet/fund/4SO00> )



## SOMALIA UN MPTF

### Acronyms

|  |   |
|--|---|
| AG – Accountant General or Auditor General                 | PEM – Public Participatory Planning and Expenditure Management              |
| AIMS – Accounting Information Management System            | PICD – Participatory Integrated Community Development                       |
| ALGPL– Association of Local Government in Puntland         | PSGS – Peace and State-building Goals                                       |
| ALGSL– Association of Local Government in Somaliland       | PASWEN – Puntland State Agency for Water Energy and Natural Resources       |
| AWP – Annual Work Plan                                     | PHA – Puntland Highways Authority   |
| AWP&B – Annual Work Plan and Budget                        | PIDAM – Puntland Institute for Development of Administration and Management |
| BIMS – Billing Information Management System               | PICD – Participatory Integrated Community Development                       |
| BRA – Banadir Region Administration                        | PL – Puntland   |
| CE – Civic Education                                       | RDA – Roads Development Agency  |
| CMG – Community Monitoring Groups                          | SAD - Social Affairs Department   |
| CSI – Civil Service Institute                              | SDM – Service Delivery Mode   |
| DDF – District Development Framework                       | SL – Somaliland   |
| FGS – Federal Government of Somalia                        | SSF – Somalia Stability Fund  |
| FMIS – Federal Ministry of Interior and Security           | SW – South West State   |
| HRM – Human Resource Management                            | ToR – Terms of reference  |
| IMCLG/IMC –Inter-Ministerial Committee on Local Governance | ToT – Trainers of Trainers  |
| ISWA – Interim South-West Administration                   | UNDP – United Nations Development Programme                                 |
| JPLG – Joint Programme on Local Governance                 | UNDSS – United Nations Department of Safety and Security                    |
| LDF – Local Development Fund                               | UN-HABITAT – United Nations Human Settlements Programme                     |
| LG – Local Governance/government                           | UNCDF – United Nations Capital Development Fund                             |
| LGI – Local Government Institute                           | UNICEF – United Nations Children’s Fund                                     |
| LGPF – Local Government Finance Policy                     | URF – Urban Regulatory Framework  |
| MoE – Ministry of Education                                |   |
| MoF – Ministry of Finance                                  |   |
| MoH – Ministry of Health                                   |   |
| Mol – Ministry of Interior                                 |   |
| MolFA – Ministry of Interior and Federal Affairs           |   |
| MoWSFA – Ministry of Women, Social and Family Affairs      |   |
| MoWDFa – Ministry of Women Development & Family Affairs    |   |
| MPTF – Multi-partner Trust Fund                            |   |
| NUPC – National Urban Planning Committee                   |   |
| NLF – National Leadership Forum                            |   |



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### SITUATION UPDATE

**FGS and BRA/MoM:** The Somali National Elections have been the most significant process in Q3 and remain as such in Q4 2016. National parliamentary and presidential elections were due to take place in August but have been postponed until October and November. Most government institutions are actively engaged in the preparations of the elections. Their engagement in the process has made time management of Local Governance (LG) issues and accessibility to State government capitals difficult.

During the preparation of the elections, an increase in violent attacks and decrease of overall security has been observed. Additionally, pressure on the existing logistics and competing demands on UN agencies has slowed the implementation process of the JPLG.

**Jubbaland State Government:** In Q3, the Ministry of Interior (MoI) and Security in Jubbaland State was restructured. The Ministry was formally responsible for the Security and Interior Affairs. However, following the restructuring of the Ministry portfolios, the security portfolio was transferred to the Ministry of Security and the MoI maintained the interior portfolio; leading the local government, decentralization and district council formation process. The Ministry has an appointed Minister who has the lead role in, intra-alia, ensuring the establishment of locally elected district councils and merit based hiring of the district administrations, as well as ensuring a decentralized process leading to accountable and efficient delivery of services to the citizens.

The Ministry is also leading reconciliation processes in Jubbaland, including the appointment of District Commissioners of Interim Administrations to avoid an administration vacuum until the formation/elections of district councils.

The Ministry does not have an appointed or a merit based Director General (DG). Jubbaland has a policy in which the DGs are appointed by the President considering both merit and clan. No DG has been appointed yet.

The Ministry is staffing existing capacities of the Ministry and has put in place an acting DG along with eight consultants financed by JPLG/UNDP and TIS plus.

**Somaliland and Puntland:** A new round of Cabinet and DG reshuffle in the Somaliland government has removed the previous Minister and appointed a new Minister of Interior. The reshuffle has also split the DG position in the ministry into two directorates (DG for Local Governments and Regions and DG for Security). The portfolio for the new DG will only be on LG which will allow him a better focus on local governance issues and the implementation of the local governance programme.

The reshuffle has not affected most of the IMC members except for the Minister of Labour and Social affairs, the Vice-Minister for Education and Vice-Minister for Health.

The delay in signing the 2016 JPLG AWPB and the subsequent joint Letter of Agreement (LoA) between MoI and UNDP/JPLG has resulted in delayed implementation of the quarterly planned activities. However, the letter of agreement (and joint workplan) was eventually signed by the government in August, 2016.

Under the leadership of the Federal Government, the new Federal member states have started a process with the support of JPLG in amalgamating local government laws to have a greater degree of national synergy.

The most significant constraint to delivery has been restricted cash flow with some delayed donor payments.



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There remains a need realign payment schedules to ensure adequate cash flow for future actions.

In the third quarter JPLG teams worked closely with other UN joint programmes to design a joint action plan to accommodate UN Peace Building Funds (to which many of the JPLG donors make contributions through New York). The results of this will be presented to the relevant PSG working groups. Three integrated area-based proposals (Jubbaland, South West State and Galmudug) will come to life in 2017, with local governance being the central pillar for service delivery, youth employment and community security.

**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, URF and Roads) drafted and aligned to the Decentralization Policy (based on SDM pilot progress).

| INDICATOR  | TARGET | PROGRESS ON OUTPUT INDICATOR <sup>2</sup> |                 |
|--|--------|---|-----------------|
|  |        | THIS QUARTER                              | CUMULATIVE 2016 |
| # of decentralization or local governance-related policies that are developed (or drafted).                    | 2      | 1 <sup>3</sup>                            | 2 <sup>4</sup>  |
| # of decentralization or local governance-related legislation/sector specific policies developed (or drafted). | 4      | 4   | 4               |

**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 <sup>5</sup> | 16             | 16 |
| # of monitoring visits completed by central governments' staff to district level governance bodies.                      | 3               | 4 <sup>6</sup> | 4  |
| # of districts with established community monitoring groups.   | 15              | 15             | 15 |

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 <sup>7</sup> | 1422 | 1895 <sup>8</sup> |
| # of district council members trained in civic education, public management, procurement and etc | 250              | 256  | 501               |
| # of community volunteers trained in civic education, public management, procurement and etc.    | 225              | 115  | 235               |

**Output 2.3: FISCAL ARRANGEMENTS INCLUDING LOCAL REVENUE GENERATION AND THE LDF ARE STRENGTHENED AND EXPANDED FOR SERVICE DELIVERY AND LOCAL INVESTMENT.**

<sup>2</sup> Fill in only the numbers or yes/no; no explanations to be given here.

<sup>3</sup> Discussion on distribution of roles in connection to decentralization and/or local governance is continued between FGS and new states (SWA, JA)

<sup>4</sup> Somaliland and Puntland

<sup>5</sup> SId – 8, PId – 7, Gd - 1

<sup>6</sup> 2 – UNICEF; 2- UNDP

<sup>7</sup> The set target is preliminary as programme has no approved training strategy.

<sup>8</sup> The number has double counted training participants as the result of not having united training database.



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|   |    |    |    |
|---|----|----|----|
| # 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**

**FGS, BRA/MOM, Jubbaland and South West State Governments**

In Q3 significant progress was made in enhancing the capacity of the Ministry of Interiors in South West and Jubbaland States. Three consultants and four young graduates were hired and deployed to both Mols. Local Government Orientation workshops were held in Mols in South West and Jubbaland States. These workshops were organized and delivered by the JPLG team to obtain a shared understanding of local governance and decentralized service delivery in Somalia. In the SWS workshops, Government participants from Mol Puntland and MoIFA were actively engaged. These state level orientation workshops were followed by a technical training on Public Planning & Expenditure Management (PPEM) and Human Resource Management (HRM) in Mogadishu. This workshop provided a more in-depth technical training for the staff of the two State Mols and the training was complimented by participation and presentation from MoM/BRA, Mol Puntland, Adado District Government and MoIFA. The workshops resulted in agreed joint Mol and JPLG/UNDP annual work plan. Participants from MoIFA were actively engaged in all workshops, in an effort to build stronger relations, create federalism linkages among Federal and State Governments.

MoM/BRA finalized the preparation for their launch event that aims to showcase all products and results achieved through support from JPLG agencies over the past two years. The event launch was postponed from September to late October.

As above noted, capacity development of the Jubbaland interior ministry's staff was a key priority of focus in this quarter. Accordingly, the LG orientation workshop on 15 – 17<sup>th</sup> August, was conducted. Local and international consultants facilitated the workshop for the entire ministry staff. This capacitated the ministry staff with required skills and created an overall understanding on the scope of local governance.

On September 3<sup>rd</sup> and 4<sup>th</sup>, a decentralization forum aimed at sensitizing the importance of decentralization was held in Dollow, Gedo province. The interim district administrators, LG secretaries and administrations of five districts in Gedo region were the main beneficiaries of this forum

The Ministry of Interior, Jubbaland State, is preparing to commence with the initial steps for the formation of district councils in Kismayo and Garbaharey districts. The Ministry is proceeding with the identification of local partners to support the district council formation process, which is articulated in the Wadajir Framework on Local Governance. Also, in preparation to the district council formation process, the Ministry is finalizing the staffing from JPLG financed consultants and has developed a draft Local Government Law. The draft law is aligned to, and consistent with, the Local Government Laws of Puntland and Somaliland. Moreover, the draft Local Government Law is also consistent with the drafting of the Local Government law of SWS; which the JPLG is also supporting.

Local governance orientation workshops were held in South West State (25 - 26 July) and Jubbaland State (15 - 17



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August) with the aim of obtaining a shared understanding of local governance and decentralized service delivery in Somalia and enhanced understanding of the JPLG, of Local Governance and the respective role of District Governments and Mols in SWS and Jubbaland. The workshops gave opportunity to develop the capacity of the technical staff from the ministry of interior on local governance and decentralized service delivery, to get updates on operational procedures of UN JPLG and raise awareness of gender equality and responsiveness in service delivery.

With support from UNDP/JPLG, the Ministry of Interior recruited a Senior Local Governance Advisor, a Monitoring and Evaluation consultant, an Administration and Finance consultant and four young graduates who are assigned to work under each of the aforementioned consultants. The recruitment of these senior consultants and young graduates have already, in only a few months, made tangible progress in the ministries daily activities and work. The ministry is taking the courage to implement many activities with the help of the consultants, hence advance the competency of the ministry.

UNICEF currently conducts Civic Education (CE) outreach activities in BRA and South West State (Baidoa district), 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, the JPLG has shifted the CE focus to emerging states in the South in cooperation with MoI. This activity reached students and Parent and Teacher’s Associations with civic messages through parades and in classrooms in about 30% of primary school. Community sensitization on rights and responsibilities has yielded a visible impact, with communities in Banadir and Baidoa holding a public initiative that saw the construction and rehabilitation of tarmac roads. Funds mobilization, prioritizations and management have improved greatly.

With regard to Mogadishu Spatial Strategic Plan, all analytical maps were combined in a booklet “Towards Mogadishu Spatial Strategic Plan” which summarizes various development scenarios and a roadmap for the consultation process to be started after approval by BRA. The Municipality of Mogadishu developed a comprehensive action plan for a decentralizing business licensing, the plan detailed specific activities, resources and timelines. This plan will facilitate the municipality in achieving its revenue collection targets. The Municipality conducted a training on procurement procedures and process (bidding documents, procedures governing procurement of infrastructures/goods) to prospective bidders, suppliers, contractors. The objective was to create awareness on procurement processes as well as create confidence amongst service providers to engage with the municipality in service delivery. In addition, the Municipality’s Local Economic Development forum conducted a public-private dialogue forum with key stakeholders from the public/private sector, chamber of commerce and districts to strategize on how to engage on matters of local development.

Social Tenure Domain Model (STDM) training was conducted for the Land Dispute Committee (LDC) in the Municipality of Mogadishu. The main objective of the training was to introduce the municipality of Mogadishu to some foundational aspects of the Land Information Management system. It is envisaged that the tool will provide the LDC an efficient archive system for land disputes resolution and a land registry system where LDC members are able to produce documents of ownership/occupancy etc.

### **Puntland**



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The Inter-Ministerial Committee on Local Governance (IMCLG) of Puntland conducted a review and validation workshop of the Puntland Decentralization Policy and Roadmap. The review identified a number of recommendations to accelerate the policy implementation. These included, intra-alia, a call for: a) enhanced capacity of the IMC, b) increased political will by the Government, and particularly the Office of the Vice President and the Ministry of Interior, c) improved commitment of, and action by, the IMC's Director General Technical Working Group, and d) agreement on a detailed action plan, that will replace the roadmap, with increasing details of required action with timelines and clearly defined accountability.

The IMCLG has commenced production of a manual of key communication message on decentralization which was finalized and validated during Q3. The validation workshop engaged all relevant parts such as District Governments represented by Mayors, DGs of Sector Ministries, District Consultants and UN JPLG agencies. MoWDFAFA conducted dialogue forums on the decentralization policy roadmap in Bosaso, Gardo, Galkayo and Garowe districts. They intended to measure how women councilors, women LG employees and others professionals are able to participate in decentralization reinforcement and awareness. The Garowe dialogue forum served as a consolidating event where participants from the Bosaso, Gardo and Galkacayo forums joined Garowe participants toward realizing a common understanding as to how gender can best be promoted in the implementation of the Governments' decentralization policy roadmap.

Local Government Institute consultation with federal member states commenced this quarter with the Director of the Local Government Institute mission to Puntland to consult the Ministry of Interior and stakeholders in Puntland in order to have a common understanding of the principles and core functions of the LG Institute. LGI Director led team from MoIFA including the LGI national and the decentralization consultants, the team working with UNDP JPLG officer in PLD met with senior technical officials from MOI Puntland including the DG and director of planning. The team also met with officials from Garowe District Government; including the Mayor.

The main objectives of the mission were to introduce the concept of the LG Institute and its core functions but also to exchange ideas, share information and discuss issues of the Puntland Government. The mission was able to discuss the best model of LGI operations and align Puntland's local government capacity development trainings with that of LGI. Moreover, the mission was significantly important in terms of supporting Federalism and Decentralization through the establishment of formal structures (i.e. the LGI network) between the State and Federal Governments and among the State Governments.

District admin/finance consultants and MoI staff have been re-trained on PEM and HRM. The HRM training focused on modules 3 & 4, as modules of 1, 2 & 5 were conducted in late 2015. 22 administration and finance consultants and MoI staff attended PEM and HRM ToT training. The valuable input from the districts' admin and finance consultants also contributed to the drafting, review and finalization of the office Administration and management manual.

In Puntland, UNICEF has continued to engage the sector ministries in implementation of service delivery models on Health, education and water management. Together with the government counterparts from Puntland State Agency for Water Energy and Natural Resources (PASWEN), Ministries of Health and Education UNICEF finalized service delivery model budgets of WASH and education, and organized SDM consultative meetings. The sector ministries meetings contributed to the ongoing SDM processes, including the finalization of the sector budgets. PASWEN and Ministry of Education will start implementing the service delivery model this quarter. PASWEN will establish a water management system in Eyl district, whilst MoE will support rehabilitation of schools in Bosaso,



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Garowe and Galkayco districts.

Land Certificate Programmes on land governance, administration and management in Somaliland and Puntland were concluded. The programme is aimed to enhance the capacity of civil servants to support land policy processes and land related legislation.

Bosaso city extension draft plan was presented and adopted by full District Council meeting in July. The council also expressed its commitment for the development of a public beach area as per city extension plan and confirmed the site locations for the proposed youth center/sports complex. The council mapped the way forward for stakeholder coordination and public consultation as a result stakeholder consultation were done with the Regional Governor's Office, local representatives of UN agencies, chamber of commerce, universities, ministry among others.

Urban Regulatory Framework (URF) related trainings were conducted in Puntland on "Building permit and construction process" and "Road network and settlement planning" as part of the intensified collaboration with the Ministry of Public Works and Transport. For the first time, engineers deployed by ILO to Ministry of Public Works and Transport participated in the URF training. As a result, Bosaso Municipality will align their building permit forms for commercial developments in the city centre using the URF standard procedures.

Based on the experiences from similar trainings conducted in Somaliland, two training manuals for further capacity building for technical staff from districts and ministries has been drafted. The manual relates to building permit applications and steps to undertake for a long term Urban Masterplan. 151 participants from Gardo, Garowe, Hargeisa, Gabiley and Boroma were trained on local responsive gender grass root. The situation analysis has highlighted the need for reforming old policy and legislation documents, for property titling (housing), for strengthening protective measures vis-à-vis women access to land rights. Targeted work of sensitization of elders on women access to land has emerged as an additional area of interest, given the importance of customary mediation in land dispute resolution.

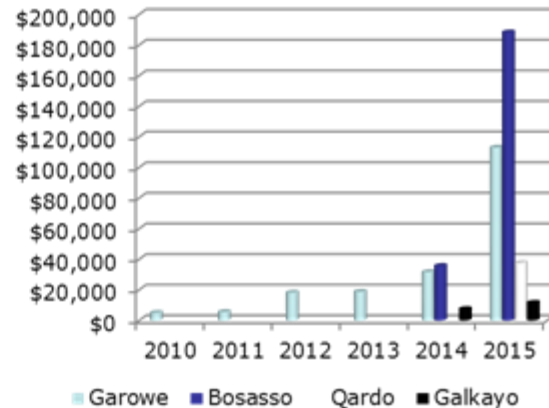
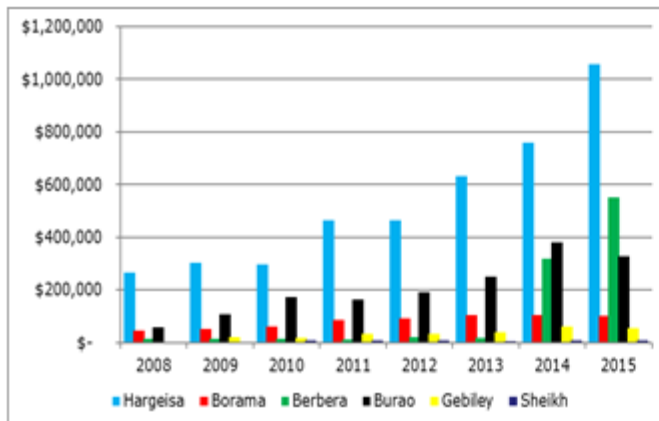
3200 properties in Garowe are numbered and fabricated plates were installed to facilitate municipal tax collectors to identify taxable properties. This will increase the number of houses billed and consequently increasing property tax revenue collected. Borama GIS database has been updated and the data on the additional properties integrated in to the billing system. It is envisaged that this would increase the property tax as about 1,000 new taxable properties have been mapped.





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*Increase in property taxes in Puntland and Somaliland*



By-Laws for the management of solid and biomedical waste was adopted in Bosaso and Gardo. A public official inauguration ceremony for the by-Laws was conducted to create public awareness on its contents and copies were distributed to the citizens. The law adoption will result in sustainable waste management.

60 local councillors in Gardo and Bosaso trained on Local Leadership Management trainings (LLM). LLM training is a platform to assist councillors to represent the citizens, provide civic leadership and effectively work with central government and with the management, technical, and professional staff in local authorities and other local institutions. The training covers policy and decision making, communication, negotiation and leadership, attending, managing and conducting meetings, councillors’ enabling and facilitating activities, financial management and other related needs. The training will contribute greatly to strengthening the capacity of local governments through the introduction of good leadership practices.

Findings and recommendations of urban land and property tax regime was presented to authorities in Puntland and Somaliland in July with the focus on fair and proper valuation, collection, enforcement and accountability. The proposed banding system was agreed upon and needs to be formalized through ministerial decree and district bylaws.

ALGAPL recruited a new Executive Director and organized Board of Directors meeting to elect new leadership since most of the districts in Puntland selected new councils. As a result, the mayor of Garowe was elected as the chairperson of the local government association. The capacity of ALGAPL has increased from various programme interventions, which is evident when they successfully conducted the local leadership management training Gardo and Bosaso.

**Somaliland**

In Somaliland, IMCLG supported by the secretariat held their regular meetings, at the Ministerial level and at the Directors General (DG) (IMCLG Technical Working Group) level with representation of technical consultants and district mayors.



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Translation of the Local Government Finance Policy into Somali has been completed and is ready for submission to council of ministers in both regions. With the ongoing fiscal decentralization strategy, where sub-national structures are expected to receive and manage greater fund flow from the centre, implementation of local government finance policy will greatly enhance in proper spending of public funds.

UNICEF conducted a validation workshop for the newly developed Department of Planning & Statistics tools, which include: 1) Common Terms of Reference for departments & Section Heads Job descriptions, 2) Strategic annual planning and budgeting templates, and 3) Department reporting formats through the Ministry of Planning.

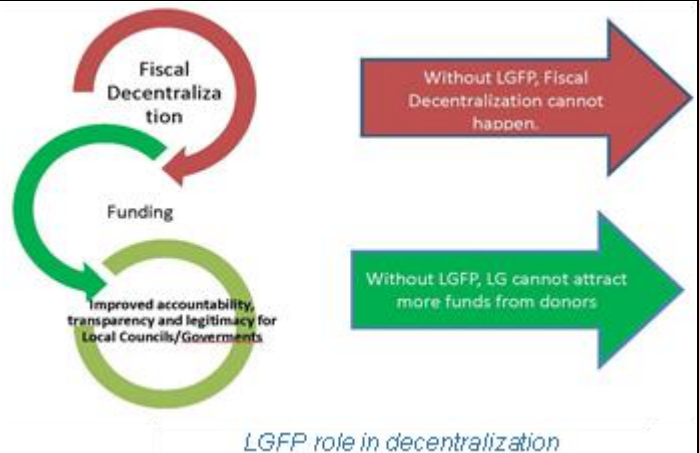
As per the Harmonization guideline instructions and 2007 Somaliland Presidential decree, the main purpose of the workshop was to ensure that the Department of Planning and Statistics has a clear mandate and defined functional responsibilities with strategic planning tools.

UNICEF conducted two review forums on Social Sector Plans for two Regions (Sahil & Togdheer). The main purpose of those two forums was to: 1) Find out what process that has been undertaken during the formulation of the current Regional Development Planning (RDP), how it is been linked to both sector plans/strategies (particularly social sector plans) and DDF, and the design of the next RDP, and 2) review social sector plans at the regional level and check the links with the DDF and RDP.

The review of Public Planning Expenditure Management guidelines in line with the decentralization policy commenced in Somaliland. The initial meetings and consultation with stakeholders including, Mol, districts' officers and consultants and UN JPLG agencies, were held during August. The PPEM review will help to ensure that the materials remain relevant, as well as reflect recent additions such as the decentralization policy, Local Government Finance Policy and Financial Management Manual, the Fiscal Decentralization Strategy, and the Internal Audit Manual, among others.

In Somaliland, the rapid assessment on gender friendly offices was conducted in Gabiley and Hargeisa. The assessments for JPLG districts were conducted after trainings had shown that there were still significant barriers for women to participate and engage in local administration, which mostly relates to the lack of or inadequate physical space for women's needs. Mayors of those districts expressed a positive attitude towards improving the work environment for women and JPLG will support this by establishing of gender responsive model offices for LG in 3 pilot districts.

In Somaliland, under the Education SDM, three schools added an additional classroom and school furniture was provided to 26 primary schools (13 in Berbera, 8 in Burao, and 5 in Boroma). 385 subordinate staff in 182 primary schools were paid, as well as top-ups for 332 rural primary school teachers. Utility bills, including electricity and water in all urban primary schools, were also covered during this period. A joint monitoring and oversight trip led by the MOE reviewed SDMs in most primary schools in pilot districts. Under the Health SDM, the second year





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health SDM agreement was signed, and 4 health centres and 1 PHU were rehabilitated and extended. Hygiene and Sanitation tools were provided to 44 health centres and health posts. Two health sessions were organized for mothers in Borama district, and 66 subordinate staff were regularly paid across the health facilities in the pilot districts. Finally, the WASH SDM was piloted in Odweyne under a tripartite agreement between the ministry of water, Odweyne local government and UNICEF. The agreement focused establishment of a PPP and defining the roles and responsibilities of the stakeholders. For the first time in three years, Odweyne town is getting a clean piped water on a dependable schedule. The development of the PPP Company is now under process and trainings will be provided to the local stakeholders in managing the water system.

Community Committees in Education, Health and Water in Borama and Burao have been restructured and committee members have been given a refresher training on RapidPro SMS reporting. The committees will be reporting on a monthly basis on service delivery at facility level. Data will be analysed and shared with the district mayors and sector representatives at the regional level for decision making and enhancing an effective service delivery.

The draft Urban Master Plan for Gabiley was discussed with the Mayor, Councillors, local utility providers, technical staff from the municipality and the Ministry of Public Works, Housing and Transport. It was the third technical workshop assisting Gabiley District with a step-by-step procedure for developing a long term Urban Development Plan in line with Law#17 and the URF. A road map has been agreed for public consultation process and street naming, and a townhall meeting will be held before sending the Urban Masterplan for final approval to Ministry of Public Works, Housing and Transport and National Urban Planning Committee. Once the master plan is approved, it is expected to guide the development and foster local economic development and preserve fertile farming land next to the town.

ALGASL conducted Board of Directors meeting where members adopted the code of ethics and standing order procedures. Translation of both documents is finalized but publication and dissemination of the two documents to wider member districts is ongoing. ALGASL collaborated with the Dutch local government association and currently formulation of a local governance program to complement JPLG is underway.

### **Fiscal Decentralization Strategy (FDS)**

The UNCDF JPLG and ODI (UK) are to finalize the Fiscal Decentralization Strategy (FDS) and Action Plan, in conjunction with the Governments of Somaliland the Puntland State of Somalia. The Final guidance policy paper was shared with IMCLG, MoI and MoF for of the policy implementation. On the 4<sup>th</sup> of July, the UNCDF team discussed with Somaliland MoI, MoF, and the IMCLG the progress of the Fiscal Decentralization work. The FDS and Action Plan covered all the overall legitimate districts (stipulated under LG law 23/2002 in Somaliland), and districts not benefiting from JPLG. UNCDF prepared a guiding document, and engaged ODI to collect the data needed to produce guidelines for the Budget Circular, which would be produced by the Accountant General and the IMC. A pre-budget workshop was held in Hargeisa on August 21-27, involving the TWG and Mayors of the 8 major districts of Somaliland and UNCDF was held on September. The ODI technical mission arrived to Puntland on September 1<sup>st</sup>, and later travelled to Somaliland, where they met with relevant line ministries (Education, Health, MoF, MoI and the Champion Office) to discuss and collect essential data helpful on the preparation of LG budget circular, understand CG transfers funds, the conditions involved and existence of relevant guideline that govern such transactions. Over the month of September, the data was collected by teams from the MOF, and the JPLG agencies, helped clarify sector budgets that the line ministries allocate to the LGs as well as the relevant sectoral guidelines that governs the SDMs projects. UNCDF/ODI supported Governments to prepare the document



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set's to be used during the proposed budget circular during LG Conference and review; nine documents in Somali and English were produced by Governments in Somaliland and Puntland in preparation for the LG Conference.

**Local Development Funding (LDF)**

At the beginning of the quarter, there was a heavy demand to process LDF payments, in face of slowed release of funds, with more than 40 projects awaiting payments for work done in 2014 and 2015 in SL and PL. For Adado in FGS some US\$ 56,896 for four projects were required, while funds required for Puntland and Somaliland totaled US\$954,659. Most of the projects were completed physically completed (Somaliland all the LDF Projects of 2015 were 85% physically completed during this quarter, (with delays in Odweine and Hargeisa); were operational; and the contractors had handed over the Districts. By the end of the third Quarter however, most of the payments had already been made, (80%, with the payments for remaining sums well into the pipeline). In Puntland, UNCDF has disbursed most of pending 2015 LDF payments, except for a few late ones from Bayla and Eyl districts, thus making 2015 LDF financial performance to score almost 88%. The remaining 12% (USD 181,000) which includes mainly the 4th tranche are waiting to complete the retention period.

**2016 LDF Preparedness**

The procurement process for the LDF 2016 projects finalized and contracts awarded to the successful contractors during the reporting period. The process (feasibility assessment, development of BoQ, invitation to the bidding and public opening of the proposals) conducted in an open and transparent manner builds confidence with the private sector and promotes their engagement in service delivery. Engineers drawn from Banadir and the states of South West, Galmadug and Jubbaland trained on road surveying and designing.

Below is a breakdown of 2016 LDF Projects for Puntland and Somaliland per sectors.

| <b>Puntland</b>     |                        |                  |             |
|---------------------|------------------------|------------------|-------------|
| <b>Sector</b>       | <b>No. of projects</b> | <b>US\$</b>      | <b>%</b>    |
| Road Infrastructure | 7                      | 1,098,213        | 95%         |
| Health              | 4                      | 54,787           | 5%          |
| <b>TOTAL</b>        | <b>11</b>              | <b>1,152,999</b> | <b>100%</b> |

| <b>Somaliland</b>                |                        |             |          |
|----------------------------------|------------------------|-------------|----------|
| <b>Sector</b>                    | <b>No. of projects</b> | <b>US\$</b> | <b>%</b> |
| Road Infrastructure              | 5                      | 463,555     | 28%      |
| Bridge and Culvert               | 1                      | 269,100     | 16%      |
| Education                        | 3                      | 188,768     | 11%      |
| Water                            | 1                      | 22,965      | 1%       |
| Infrastructure<br>Transportation | 1                      | 219,443     | 13%      |
| Community Market                 | 2                      | 193,537     | 11%      |
| Municipality Premises            | 2                      | 159,458     | 9%       |



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|                 |           |                  |             |
|-----------------|-----------|------------------|-------------|
| Health          | 1         | 36,587           | 2%          |
| Street Lighting | 1         | 132,230          | 8%          |
| <b>TOTAL</b>    | <b>17</b> | <b>1,685,644</b> | <b>100%</b> |

**Revenue Mobilization Action Plan (RMAP)**

The UNCDF, in conjunction with the Government counterparts has initiated a Local Revenue Mobilization Action, which is being piloted in Garowe and Bosaso in Puntland, and in Borama and Hargeisa in Somaliland. The work started with the preparation of concept note and guidelines for data collection. A participatory training workshop with Government counterparts was held in Garowe on July 22nd and in Hargeysa on the August 1st. Participants included Mayors, Senior staff from Revenue departments, student from Puntland, Amoud and Hargeisa University, senior officers from Ministry of Finance, the Accountant General's, and Technical advisors seconded to MOI and MOF, and Revenue staff from the Municipalities. The LG's created a Task Force including key municipal departments that would develop the LG RMAP in collaboration with MOI, and which collate relevant data. The teams learnt how to collect data for the revenue assessment, performance and trend analysis, and the potential of individual revenue sources. Upon the completion of data collection, districts identified and agreed on potential revenue sources, baselines, and projected revenues potential. Reports are ready, and Districts are preparing funding proposals for their action plans for implementation.

**BEFORE INTERVENTIONS - FINANCIAL SYSTEM.**  
 Before now the district financial system was manual and inefficient, revenue generation and willingness of the people to payment tax was extremely low, finance department lacked systems for collecting the tax, managing already existing revenue budget as well as expending the finance according to the annual budget and the process needed, there were no policy that guide finance for local government. Financial reporting at the Gardo district level was almost non-existent there were alot of irregularities existed.

**AFTER INTERVENTIONS - FINANCIAL SYSTEM.**  
 but at the moment Financial management system of the district is improved, now District is capable to generate simplified and standard report through AIMS. There are strict adherence of budget line exists in the district, there are limited and few mismanagement of the revenue for the district. There is also remarkable improvement in collection of tax, management and its use. Financial reporting of the district is standard and appropriate which made the district to be trusted to implement other non-JPLG projects due to improved financial system and reporting procedure. Currently district is working Revenue Mobilization Process with MOI and UNCDF.

*Testimonial of Gardo municipality on improving financial system*

**Other Key Achievements** <bullet points on additional achievements arising out of your interventions; maximum 2 bullet points per PUNO>

**South West**

- Consultative workshop developed a series of recommendations for drafting South West LG law.
- Established LG resource center for MOI as part of the strengthening national capacities.
- Actively participated during the review of LG Federal Law No. 116 at Mogadishu.

**Jubbaland**

- Decentralization forum in Gedo resulted with active dialogue on boosting local governance and



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decentralization.

- The ministry of interior increased its capacity through LG orientation workshop.
- Wide acceptance and active introduction of PEM and HRM trainings outputs.

### **Puntland and Somaliland**

- Gender responsive assessment targeted for the JPLG districts.
- Women groups and youth active participation in community forums on service availability and quality.
- Governments of Somaliland and the Puntland State of Somalia have committed to incorporate the LG budgets in the national budgets, and indicative figures have been released.

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

Insecurity as well as access to the districts, ongoing National Elections have led to significant challenges and delays in delivery of support to the new states. Delay in the establishment of district council and election in the south has slowed down the implementation of activities.

Al-Shabab terroristic activities has impacted on the ability of national and international staff to work from government offices in Mogadishu and the new States. During the last two months of the quarter (August and September), threats from Al-Shabaab warning the public not to associated with government or government-led functions due to the elections boycott led to increased fear of attending public events, and lower than expected participation in programme public activities.

Access to the government counterparts in new states, due to insufficient offices, limited number of armoured vehicles and MOSS compliant accommodations continues to be an obstacle for smooth programme implementation. The National Elections minimized the accessibility to, and engagement of, senior government officials and partners of the programme. This is expected to be resolved by the end of 2016, but has had a substantial impact on local level government participation in recent months

In Somaliland the reshuffled of Ministry officials led to the change in the Director General of MoI. The previous DG had a high level of competence in the field of local government and decentralized service delivery. The new DG requires time and daily on-hands engagement in order to increase his capacities related to local governance and service delivery. Lack of understanding of JPLG programme led to the DG reluctance to sign a Letter of Agreement (based on the approved 2016 AWP) with UNDP/JPLG. This factor further delayed the implementation of initiatives under the MoI portfolio.

Participation of women in the activities is problematic when target groups belong to local and central government offices. This is mainly due to the lack of women civil servants and it continues to emerge in certain locations such as Mogadishu.

**Peacebuilding impact:** N/A

**Catalytic effects:** N/A

### **Gender**

As a follow up to the Women in Local Government workshop held in Hargeisa in early 2016, LG women officials (from District Councils and District Administrations) were specifically targeted for engagement in the PEM



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consultations on the PEM revision/update process. One key suggestion relating to community consultations (PEM 2) was to provide training in presenting/public speaking for women in communities prior to the community consultation process. This training would aim to boost women confidence to engage in the process; feeling more confident to speaking-up and giving their ideas in the community consultation process. Hand-in-hand with this approach it was recognized that there is a need to have awareness-raising targeting men in the community that aims to increase their understanding and appreciate of women’s engagement in the consultation process.

UNICEF’s Community Score Cards (CSC) are designed to ensure that services are delivered within the agreed standards and quality by soliciting feedback from community members. The programme is piloted in Burao and Borama districts and has strengthened the coordination and information flow between district councils, line ministries at the regional level, service providers and the local communities. It helps to identify problems and bottlenecks in service delivery and formulate action plans for addressing those problems. For the service users, CSC process is a mechanism for structured and constructive feedback to service providers. This programme empowered Youth and Female members to provide feedback on a monthly basis through RapidPro SMS polls with a set of indicators agreed because, these groups are more close and well familiar to the service provisions at the local communities.

Village Committees such as Community Health Committee, Community Education Committee and Community Water Committee act as representatives of the communities in this exercise in which gender balance and inclusion is highly significant.

During this reporting period, the structure and inclusion of the committees were reviewed to consider youth and gender, which were less compared to men. There are 415 community committees’ members currently operational in Burao and Borama districts. 47% out of the total committees are female, 51% are from the youth groups.

| Proportion of gender specific outputs in Joint Programme <sup>9</sup>                   | Total no. of Outputs | Total no. of gender specific Outputs |
|---|----------------------|--------------------------------------|
|   | 9                    | 0 <sup>10</sup>                      |
| Proportion of Joint Programme staff with responsibility for gender issues <sup>11</sup> | 12 (ILO)             | 5 (ILO)                              |
|   | 14 (UNDP)            | 6 (UNDP)                             |
|   | 8 (UNCDF)            | 2 (UNCDF)                            |
|   | 4 (UNICEF)           | 4 (UNICEF)                           |
|   | 21 (UN Habitat)      | 13 (UN Habitat)                      |
|   | 9 (PMU)              | 9 (PMU)                              |

**Communications & Visibility**

JPLG Programme Management Unit has made a documentary on LG depicting successes and challenges in policy development, capacity building and service delivery. The documentary was featured on UNDP global YouTube channel. <https://www.youtube.com/watch?v=-sVlh6T-y24&feature=youtu.be>

<sup>9</sup> Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women’s Empowerment.

<sup>10</sup> As per ProDoc document

<sup>11</sup> Staff members are those contracted to undertaken work for the Joint Programme including full time staff, consultants, advisors, interns, etc. Staff members with responsibility for gender issues are those who have gender related activities included in their Terms of Reference.





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In addition, JPLG PMU maintain JPLG programme twitter account highlighting key events and developments.  
<https://twitter.com/SomaliLG?lang=en>

JPLG UN-Habitat team have developed a programme briefs with a strong focus on showing linkages and synergy effects between the project areas, for example in GIS, Land management and urban development planning. Furthermore, a Discussion paper and a Video have been published “Strengthening Local Governance and Municipal Finance through Property taxation.” Visibility Material including Habitat’s Newsletter will be used during the upcoming Habitat III conference in Quito (Ecuador). The links are below:

<https://www.youtube.com/watch?v=hp5PnwQA15k>

<http://unhabitat.org/strengthening-local-governance-and-municipal-finance-through-property-taxation-september-2016/>

[https://twitter.com/e\\_engindeniz/status/785422740119515136](https://twitter.com/e_engindeniz/status/785422740119515136)

<http://unhabitat.org/building-local-governance-in-somalia-brochure/>

Regarding the participatory activities for the Spatial Strategic Plans in Mogadishu, maps and materials were showcased at the Housing Land and Property WG Meeting, held in Mogadishu on 30th of August. This provided a visibility opportunity for UN-Habitat JPLG: the event was chaired by the Minister of Public Works (FGS) and co-chaired by the Deputy Mayor for Public Works. 53 participants attended the event – all from humanitarian and development community of practitioners.

Training sessions were adequately branded and advertised by all of our implementing partners. Media links for the different trainings are outlined below:

<https://www.youtube.com/watch?v=pRB6u2oN5fk>

<http://www.raxanreeb.com/2016/08/boosaaso-oo-lagu-daahfuray-xeerka-maareynta-qashinta-qalalan-iyo-kan-ka-hara-daawooyinkasawirro/>

<http://www.puntlandnew.com/sawiro-boosaaso-oo-lagu-soo-bandhigay-xeer-hoosaadka-maaraynta-qashinka-qalalan-iyo-kan-daawooyinka-ka-hara/>

The activities implemented captured on social media i.e ILO twitter as well as the local media.  
[www.jowhar.com/mogadishu-led-forum-hosted-public-private-dialogue-on-local-economic-development-initiatives/](http://www.jowhar.com/mogadishu-led-forum-hosted-public-private-dialogue-on-local-economic-development-initiatives/)

### **Looking ahead**

In Quarter 4 the programme expects to support the implementation of the following activities. However, it is important to note that the national elections are to be held in quarter four, which may prevent adequate government engagement. The programme plans to conduct LGI consultation with the States toward full establishment of the LGI Training network in Federal Somalia; to finalize LG law(s) and adoption of the MoI structures in South West and Jubbaland; Harmonization of LG structures through consultation workshops with districts, sector ministries, ALGAPL and UN JPLG; Training on gender responsiveness of LG and service delivery for district and line ministries; Consultation workshop to develop LG office management and administrations tools and training manual. The Civic Education Toolkit and strategy will be updated for South/Central states in light of the Wadajir Framework in cooperation with and through training of FGS/MoI. Civic education activities will also be assessed in the remaining quarter of 2016. In Puntland, civic education activities will focus on the review and revision of the 2012 JPLG Strategy for UNICEF-supported civic education in Puntland; an introduction to, and critique of, the revised *Wadahadal* civic education resource pack for Puntland and south central regions of





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Somalia; and an action plan for reactivating a civic education programme in Puntland - target groups, delivery methods, implementing agencies, coordination and monitoring mechanisms. The implementation of the LDF project will commence in the next reporting period, with the formation of district councils expected to be finalized before end of the year implementation of activities is likely to commence in the next quarter.



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**ANNEX 1. RISK MANAGEMENT**

| Type of Risk <sup>12</sup>    | Description of Risk  | Mitigating Measures   |
|-------------------------------|--|---|
| <p><b>Political risks</b></p> | <p><b>Prodoc:</b> 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><b>Update:</b><br/>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 are discussed 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> <p>Special initiatives to improve women’s representation in local governance will be designed in 2017 for greater representation in Somaliland and by the end of the year Puntland</p> |
| <p><b>Security risks</b></p>  | <p><b>Prodoc:</b> 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><b>Update:</b><br/>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 is engaged where possible in teams to implement and field monitor activities.</p> <p>PMU is procuring armored vehicles to support field missions.</p>   |

<sup>12</sup> Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.



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| Type of Risk <sup>12</sup> | Description of Risk   | Mitigating Measures   |
|----------------------------|---|---|
| <b>Operational risks</b>   | <p><b>Prodoc:</b> The constant turnover and weak skills of senior officials and staff among Somali partner institutions may impede implementation of programme activities.</p> <p><b>Update:</b><br/>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>JPLG focuses capacity development on departments and units of partner institutions rather than individuals. This strategy will be pursued by:</p> <ul style="list-style-type: none"> <li>- Developing and maintaining strong relations with the departments and units concerned</li> <li>- Encouraging leaders to engage the entire staff of departments and units in discussions with JPLG and other parties concerned</li> <li>- Mobilizing community interest and support for proposed activities, including representatives of different clans, women and other social groups</li> <li>- Keeping potential users and beneficiaries informed of proposed activities and where feasible encouraging their participation in decision making</li> <li>- Using these techniques to build strong local ownership of proposed reforms and activities among staff, potential users and beneficiaries</li> <li>- maintaining pressure on current and new leaders to adhere to decisions already made and to follow through on implementation</li> <li>- Regularly monitoring progress to inform corrective action where needed</li> </ul> |
| <b>Operational risks</b>   | <p><b>Prodoc:</b> In south and central Somalia, the legal basis for local governance remains unclear.</p> <p><b>Update:</b><br/>The programme facilitates dialogue between the Federal and States governments on local governance and decentralization legislation. The current political processes allow to forecast that LG legal reforms will be continued in 2017 creating strong foundation for LG at the states' and district level.</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>   |
| <b>Operational risks</b>   | <p>The lack of political will and institutional commitment among government partners in all</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</p>  |



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| Type of Risk <sup>12</sup> | Description of Risk  | Mitigating Measures  |
|----------------------------|--|--|
|                            | <p>three zones may result in failure to follow through on agreements, jeopardizing progress towards achieving JPLG goals and milestones.</p> | <p>local authorities.<br/>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 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>In early Q4 the governments of PL and SL will be hosting and managing local governance conferences to undertake a self critique of progress being achieved.</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> <p>Work at a policy level in the new states of Somalia has been done in a coordinated manner building on the strong links the Ministries of Interior have built under the Wadajir framework.</p> |
| <b>Operational</b>         | <p>Due to increased levels of security in Somaliland which requires the use of AV's for all movements;</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</p>  |



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| Type of Risk <sup>12</sup>   | Description of Risk   | Mitigating Measures  |
|------------------------------|---|--|
|                              | program activities may be hampered since JPLG does not yet have AV's in the field.  | government and national counterparts   |
| <b>Quality of delivery</b>   | 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>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> |
| <b>Implementation Delays</b> | Delay in planned civic education activities in Baidoa, leading to frustration on the part of the district government and SWS MOI.                                       | <p>UNICEF provided the implementing partner with a 2-month no cost extension to enable delayed activities to be implemented without extra funds utilized.</p> <p>UNICEF met MOI to discuss the background of the delays and UNICEF steps to correct it, and increased its monitoring of CE in Baidoa.</p>  |



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**ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES**

| <b>Monitoring Activity</b>   | <b>Date</b>     | <b>Description &amp; Comments</b>  | <b>Key Findings / Recommendations</b>   |
|--|-----------------|--|---|
| Visit to Mogadishu to oversee and discuss with Government Counterparts the Strategy in FGS | 30 June         | Review activities of Consultant on Fiscal Decentralization placed with the Federal Government of Somalia (FGS)   | Agreement to initiate a strategy concept paper on the involvement of the FGS in the Community Development Funding in the new States   |
| Visit to Hargeisa  | 2-5 July        | Implementation of the Fiscal Decentralization Policy in Somaliland   | Meeting with the IMC and MOI; agreed to hold Budget Conference in next quarter and prepare pre-budget activities leading to the conference  |
| Visit to Garowe Puntland   | 22-24 July      | Discussions on the Revenue Mobilization Action Plan (RMAP)   | Checking on the methodology to be used, and agreed on districts to be included in the RMAP (Gardo and Bosaso)   |
| Visit to Hargeisa, Somaliland  | 1-4 August      | Discussions on the Revenue Mobilization Action Plan (RMAP)   | Checking on the methodology to be used, and agreed on districts to be included in the RMAP (Hargeisa and Borama)  |
| Visit to Hargeisa, Somaliland  | 21-27 August    | Team Review Meeting, and   | Agreement on Quarterly Work plan, and the Budget Circular preparation and support to the ODI mission  |
| Consultancy visit  | 4-9 September   | ODI Mission to Puntland  | Finalize data collection for the FDS Action Plan preparation.   |
| Consultancy visit  | 21-26 September | ODI Mission to Somaliland  | Finalize data collection for the FDS Action Plan preparation.   |
| Programme oversight field monitoring visit   | 26-28 July      | UNICEF KAAH monitoring covering 17 district of Banadir. It entailed visit to ongoing activities, phone calls to beneficiaries, meeting with select beneficiaries and LG representatives. | Key findings:<br>The programme has successfully created new demand from citizens for effective local government, but local governments are not fully equipped to provide for these demands. There is a lack of understanding of the division of |



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|   |                   |  |   |
|---|-------------------|--|---|
|   |                   |  | <p>labour between the civic education partners and local government.</p> <p>Recommendations:</p> <p>UNICEF will work with MOIF and BRA to clarify roles and responsibilities among the civic education stakeholders.</p> <p>KAAH will share information and closely coordinate with both MoIF and BRA irrespective of who has the role.</p>   |
| <p>Programme oversight field and monitoring visit</p> | <p>4-9 August</p> | <p>UNICEF CPD monitoring covering Baidoa district of South West state. It entailed visits to ongoing activities, phone calls to beneficiaries, meeting with select beneficiaries and LG representatives.</p> | <p>Key findings:</p> <p>Two CE activities could not be undertaken due to security and political aspects. The mobile service provider, Hormuud Telecom, refused to share the bulk SMS on civic education due to security implications of relaying governance messages through its network. During the visit, UNICEF gave the green light to use local radio instead to disseminate the intended information to the target groups.</p> <p>The exposure visit to Hargeisa did not go ahead as planned, as the Baidoa local authorities felt that they could not guarantee the security of the participants. UNICEF and the IP agreed to switch to exposure visit and experience exchange among Federal ministry of interior, south West ministry of interior, Banadir IP implementing CE and CP staff.</p> <p>There are coordination challenges and gaps between</p> |



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|   |                      |  |   |
|---|----------------------|--|---|
|   |                      |  | <p>the local Authority and Ministry of Interior office. The Authorities acknowledged the need to improve the information flow of all the stakeholders in the CE project and especially between the ministry and DC's Office.</p> <p>Recommendations:</p> <p>UNICEF will closely monitor the execution of revised activities (exposure visit and Hormuud bulk messaging) so that expected results are achieved.</p> <p>DC, UNICEF and CPD to keep the ministry of Interior south west state informed on all discussion regarding CE in Baidoa including changes to activities to avoid future information gaps</p> |
| Joint monitoring and technical verification     | 9-12 August 2016     | Review of the formation of the water PPP in Odweyne district with officials from the ministry of water resources and members from the local council. The team visited the project sites in Odweyne town and Beerato and checked the quality of the work done in maintaining the water pipes and rehabilitating the water kiosks and water Pumps. | This was a technical supervision led by the engineers of the ministry of water to make sure the quality of the pipelines and condition of the water pumps. No specific recommendations.   |
| Launch mission                                  | 13-15 September 2016 | Launch of the 2nd phase of the Community Score Card project in Borama. Facilitation of a refresher training for 110 community committees (4 members from each facility), and a tour to the regional offices to get the commitment of the regional representatives.   | Successful training; no recommendations   |
| Field and oversight monitoring visit to MOI,SWS | Twice a week         | The objective of this is to establish a good working relationship with MOI, guide and report on how the senior consultants and YGs are performing their work at  | This has improved the working relationship between UNDP/JPLG and MOI, SWS.  |





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|   |  |   |   |
|---|--|---|---|
|   |  | MOI. Keep updated and accelerate the activities in the Joint work plan.   | Senior consultants and YGs deployed at MOI provided the support required.<br><br>Activities in the joint work plan are seen as both sides' mandatory responsibilities.  |
| Bardaale and Hudur Assessment                         | 28 <sup>th</sup> Sept and 12 <sup>th</sup> Oct 2016 Respectively | MOI, Senior governance advisor and other technical persons travelled to Bardaale and Hudur with the objective of conducting an initial baseline assessment for the upcoming district council formation for the two districts.   | The two missions were successful and objectives were achieved. It is anticipated to be started the DC formation right after the election  |
| Baidoa district Assessment                            | 15 <sup>th</sup> Oct 2016  | MOI, Senior Consultants and DG Conducted an oversight mission to Baidoa district to assess the following:-<br>a. The number of departments that are in function and the other departments that are not in function.<br>b. The financial management.<br>c. Projects at hand and that of planned. | It was noticed that some departments are not working due to shift of responsibility to the ministries based in Baidoa.<br>No tangible projects currently implemented at the District.   |
| Dollow  | 2nd and 3rd Sept   | Implementation of MOI led Decentralization forum and allowing data collection, observation and oversight (by JPLG and MOI) of the District of Dollow.   | Decentralization forum implementation led to extensive dialogue with all participant interim district government members as well as members of the public. Observations: The community has a strong level of interest in service delivery and state government engagement. An increased understanding of service delivery and decentralization was gained by participants. Dollow District office was well equipped with filing system. 18 District staff were participant in the forum. (full details in report on file) |
| Field and oversight monitoring visit to MOI Jubbaland | Twice a week   | The objective of this is to establish a good working relationship with MOI, guide and report on how the senior consultants and YGs are performing their work at MOI. Keep updated and accelerate the activities in the Joint work plan.   | This has improved the working relationship between UNDP/JPLG and MOI, Jubbaland.<br><br>Senior consultants and YGs deployed at MOI provided the support required.<br><br>Activities in the joint work plan are seen as both sides' mandatory responsibilities.  |



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|                    |                   |  |  |
|--------------------|-------------------|--|--|
| Garowe, Puntland   | August 12 - 17    | <p>Deputy Project Manager mission with the following objectives:</p> <ul style="list-style-type: none"> <li>- Review progress of implementation on MOI-UNDP/JPLG agreed workplan.</li> <li>- Review progress of implementation on MOWDAFA-UNDP/JPLG agreed workplan.</li> <li>- Review progress of implementation on IMC LG-UNDP/JPLG agreed workplan.</li> </ul>                    | <ul style="list-style-type: none"> <li>- Implementation level is approximately 40% fully implemented. 20% have shown limited progress.</li> <li>- Good progress on decentralization forums</li> <li>- MOI Offices remain understaffed and stagnant performances from previous years.</li> <li>- Gender friendly offices assessments are progressing well. With strong political will of Mayors reviews and conferences are on target.</li> <li>- Implementation of MOWDAFA support to Gender empowerment through training on decentralization</li> <li>- IMC LG has failed to meet as scheduled this August. DG TWG also did not meet. Conflict in schedules of Ministers and DGs were noted as the cause. However the project has suggested that the key issue is an insufficient level of political will by relevant parties.</li> </ul> |
| Baidoa, SWS        | September 26 - 28 | <p>Project Manager mission with the following objectives:</p> <ul style="list-style-type: none"> <li>- Review progress of implementation on MOI-UNDP/JPLG agreed workplan</li> <li>- Consultation with MOI Minister and other key government officials</li> <li>- Secure JPLG common offices</li> <li>- Review internal JPLG project work plans with Baidoa Based Officer</li> </ul> | <ul style="list-style-type: none"> <li>- A high level of motivation from MOI staff, consultants and young graduates, with positive leadership from the MOI DG was observed.</li> <li>- A good level of implementation was achieved.</li> <li>- Strong commitment from Minister of MOI</li> <li>- Government want to establish District Councils as a political priority</li> <li>- Secured Office for JPLG</li> </ul>  |
| Kismayo, Jubbaland | September 3 – 5   | <p>Deputy Project Manager mission with the following objectives:</p> <ul style="list-style-type: none"> <li>- Review progress of implementation on MOI-UNDP/JPLG agreed workplan</li> <li>- Consultation with MOI Minister and other key government officials</li> </ul>   | <ul style="list-style-type: none"> <li>- A high level of motivation from MOI staff, consultants and young graduates, with positive leadership from the MOI DG was observed.</li> <li>- A good level of implementation was achieved.</li> <li>- Strong commitment from Minister of MOI</li> <li>- Government want to establish District Councils</li> </ul>   |



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|                      |                |   |  |
|----------------------|----------------|---|--|
|                      |                | <ul style="list-style-type: none"> <li>- Secure JPLG common offices</li> <li>- Review internal JPLG project work plans with Kismayo Based Officer</li> </ul>  | <ul style="list-style-type: none"> <li>- as a political priority</li> <li>- Secured Office for JPLG</li> </ul>   |
| Hargeisa, Somaliland | 08 – 12 August | <p>Project Manager and Deputy Project Manager mission with the following objectives:</p> <ul style="list-style-type: none"> <li>- Review progress of implementation on MOWDAFA-UNDP/JPLG agreed workplan.</li> <li>- Review progress of implementation on IMC LG-UNDP/JPLG agreed workplan</li> </ul> | <ul style="list-style-type: none"> <li>- Implementation level is approximately 55% fully implemented. 20% have shown limited progress.</li> <li>- Good progress on decentralization forums, district government HRM, PPEM and Office Admin Manual procedure implementation.</li> <li>- IMC LG implementation is progressing on time with a strong and effective Secretariat charatercised by positive engagement with and among all partners.</li> <li>- The new DG MOI is adapting with support. Some progress has been stalled with the DG MOI’s lack of understanding of UN processes leading to the DG’s reluctance to sign the agreed letter of agreement and common work plan.</li> <li>- Gender friendly offices assessments are progressing very well. With strong political will of Mayors reviews and conferences are on target.</li> <li>-</li> </ul> |



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**ANNEX 3. TRAINING DATA**

| #  | Target Group   |                  | Dates  | # of participants |     |       | Title of the training  | Location of training | Training provider                     |
|----|--|------------------|--|-------------------|-----|-------|--|----------------------|---------------------------------------|
|    | Ministry.<br>District or<br>UN staff   | Others           |  | M                 | F   | Total |  |                      |                                       |
|    |  |                  |  |                   |     |       |  |                      |                                       |
| 1. | MOILG-<br>Puntland   | MOI-<br>Puntland | 14 <sup>th</sup> – 17 <sup>th</sup><br>Aug.2016          | 20                | 2   | 22    | PEM & HRM training   | Garowe               | UNDP hired training expert            |
| 2. | MOIFA  | MOM BRA          | 30 Aug-3<br>Sep  | 13                | 2   | 15    | FG Law 116 review  | Mogadishu            | UNDP Team                             |
| 3. | FMS MOIs   | MOM BRA          | 19-21 Sep  | 22                | 4   | 26    | LG Participatory Planning PEM & HRM Orientation and Action planning                      | Mogadishu            | UNDP Team                             |
| 4. | MOI SW<br>State  | MOIFA            |  | 12                | 2   | 14    | LG Orientation training  | Baidoa               | UNDP Team and Puntland Gov't Officers |
| 5. | MOI<br>Jubbaland<br>State  | MOIFA            | 15 <sup>th</sup> - 17 <sup>th</sup><br>Aug               | 20                | 5   | 25    | LG Orientation training  | Kismayo              | UNDP Team                             |
| 6. | MOI SW<br>State  |                  | 25 <sup>th</sup> -26 <sup>th</sup><br>July 2016          | 15                | 4   | 19    | LG Orientation Workshop  | Baidoa               | UNDP Team                             |
| 7. | Staff of the<br>ministry of<br>interior and<br>the staff<br>from the<br>JPLG<br>districts. |                  | 11-13 July<br>2016                                       | 8                 | 4   | 12    | Training of Trainers training for Civic Education management                             | Hargeisa             | UNICEF IDC                            |
| 8. | Community<br>Committees<br>at the Pilot<br>districts of<br>Borama and                      |                  | 14-15<br>Septembe<br>r (Borama)<br>and 18-19<br>Septembe | 75                | 137 | 212   | Refresher training for Rapidpro SMS reporting through mobile phones on service delivery. | Borama and<br>Burao  | UNICEF Civil Service Institute        |



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| #   | Target Group                                      |                                 | Dates             | # of participants |    |       | Title of the training   | Location of training | Training provider |
|-----|---|---------------------------------|-------------------|-------------------|----|-------|---|----------------------|-------------------|
|     | Ministry.<br>District or<br>UN staff              | Others                          |                   | M                 | F  | Total |   |                      |                   |
|     |   |                                 |                   |                   |    |       |   |                      |                   |
|     | Burao   |                                 | r (Burao)         |                   |    |       |   |                      |                   |
| 9.  | Bossaso Municipality                              | Min. Environment, Min. Interior | 29/9/16           | 54                | 29 | 83    | Official Launching of the Solid and biomedical By Laws & Training on Waste Management         | Bossaso              | Mohamed Hussein   |
| 10. | Gardho Municipality                               | Min. Environment, Min. Interior | 27/9/16           | 46                | 27 | 73    | Official Launching of the Solid and biomedical By-Laws & Training on Waste Management         | Gardho               | Mohamed Hussein   |
| 11. | District Eng., Directors PW, technical staff MoPW |                                 | 15-16 August 2016 | 25                | 2  | 27    | Urban Regulatory Framework Puntland: Building permit and construction process                 | Garowe               | UN-Habitat        |
| 12. | District Eng., Directors PW, technical staff MoPW |                                 | 13-14 August 2016 | 23                | 2  | 25    | Urban Regulatory Framework Puntland: Road Network and Settlement Planning                     | Garowe               | UN-Habitat        |
| 13. | Gabiley District staff                            | Gabiley Councilors              | 20 September 2016 | 28                | 5  | 33    | Urban Regulatory Framework Somaliland: Third Technical WS URF Pilot Gabiley Urban Master Plan | Hargeisa             | UN-Habitat        |
| 14. | Local Councilors                                  | Eleders and women               | 11-13/08/201      | 18                | 24 | 42    | Gender Responsive Training in Local Land Governance   | Qardho               | PENHA             |



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| #   | Target Group   |                             | Dates         | # of participants |    |       | Title of the training                               | Location of training | Training provider |
|-----|--|-----------------------------|---------------|-------------------|----|-------|---|----------------------|-------------------|
|     | Ministry.<br>District or<br>UN staff   | Others                      |               | M                 | F  | Total |   |                      |                   |
|     |  |                             |               |                   |    |       |   |                      |                   |
|     |  | activists                   | 6             |                   |    |       |   |                      |                   |
| 15. | Local Councilors   | Eleders and women activists | 08-10/2016    | 19                | 24 | 43    | Gender Responsive Training in Local Land Governance | Garowe               | PENHA             |
| 16. | Local Councilors   | Eleders and women activists | 27-28/08/2016 | 14                | 8  | 22    | Gender Responsive Training in Local Land Governance | Hargeisa             | CandleLight       |
| 17. | Local Councilors   | Eleders and women activists | 01-02/09/2016 | 12                | 10 | 22    | Gender Responsive Training in Local Land Governance | Gabiley              | CandleLight       |
| 18. | Local Councilors   | Eleders and women activists | 04-05/09/2016 | 12                | 10 | 22    | Gender Responsive Training in Local Land Governance | Borama               | CandleLight       |
| 19. | Municipality of Mogadishu, Land Dispute Committee and selected members from the department of Urban Planning |                             | 07-10/09/2016 | 13                | 2  | 15    | Social Tenure Domain Model                          | Mogadishu            | UN-Habitat        |



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| #   | Target Group                         |        | Dates   | # of participants |   |       | Title of the training  | Location of training | Training provider   |
|-----|--------------------------------------|--------|---|-------------------|---|-------|--|----------------------|---|
|     | Ministry.<br>District or<br>UN staff | Others |   | M                 | F | Total |  |                      |   |
|     |                                      |        |   |                   |   |       |  |                      |   |
| 20. | Gardo Municipality Staff             |        | 01-09-2016                                    | 27                | 3 | 30    | Local Leadership Management (LLM) training                         | Garowe               | Association of Local Governments Authorities of Puntland (ALGAPL) |
| 21. | Bossaso Municipality                 |        |   | 24                | 6 | 30    | Local Leadership Management (LLM) training                         | Garowe               | Association of Local Governments Authorities of Puntland (ALGAPL) |
| 22. | Berbera District Staff               |        | 27/08/2016<br>31/08/2016                      | 5                 | 2 | 7     | AIMS & BIMS Refresher Training                                     | Berbera              | UN-Habitat  |
| 23. | Gabiley District Staff               |        | 01/09/2016<br>04/09/2016                      | 3                 | 2 | 5     | AIMS & BIMS Refresher Training                                     | Gabiley              | UN-Habitat  |
| 24. | Borama District Staff                |        | 05/09/2016<br>08/09/2016                      | 2                 | 3 | 5     | AIMS & BIMS Refresher Training                                     | Borama               | UN-Habitat  |
| 25. | BRA                                  |        | 08/08/2016<br>13/08/2016                      | 9                 | 6 | 15    | Local government finance training                                  | Mogadishu            | UN-Habitat  |
| 26. | <b>MOM, Districts</b>                |        | 9 <sup>th</sup> – 10 <sup>th</sup> July, 2016 | 25                | 4 | 29    | Public private dialogue, Introduction of LED concept, PPP & public | Mogadishu            | MOM   |



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| #   | Target Group                                 |  | Dates   | # of participants |    |       | Title of the training   | Location of training | Training provider |
|-----|--|--|---|-------------------|----|-------|---|----------------------|-------------------|
|     | Ministry.<br>District or<br>UN staff         | Others                                   |   | M                 | F  | Total |   |                      |                   |
|     |  |  |   |                   |    |       |   |                      |                   |
|     |  |  |   |                   |    |       | procurement   |                      |                   |
| 27. |  | Contractors,<br>Service<br>Providers     | 7 <sup>th</sup> – 10 <sup>th</sup><br>July, 2016          | 28                | 2  | 30    | Training on MoM procurement procedures and process to prospective bidders, suppliers, contractors, and consultants. This will include training on procurement cycle, bidding documents, procedures governing procurement of infrastructures and goods | Mogadishu            | MOM               |
| 28. | MOM,<br>Districts                            |  | 28 <sup>th</sup> – 29 <sup>th</sup><br>August,<br>2016    | 21                | 10 | 31    | District-to-business dialogue workshops in each district to promote the business licensing reforms, update business communities on the process and advantage of the reform and seek commitment to comply  | Mogadishu            | MOM               |
| 29. | MOM,<br>South West,<br>Jubaland,<br>Galmadug |  | 16 <sup>th</sup> – 25 <sup>th</sup><br>September,<br>2016 | 20                | 1  | 21    | Roads Surveying engineering & OUTCAT software training for FGS, FMS ministries of public works engineers  | Mogadishu            | Mapsoft           |
| 30. | Bosaso<br>Municipality                       | Min.<br>Environment,<br>Min.<br>Interior | 29.09   | 54                | 29 | 83    | Official Launching of the Solid and biomedical By Laws & Training on Waste Management   | Bosaso               | UN-Habitat        |
| 31. | Gardho<br>Municipality                       | Min.<br>Environment,<br>Min.             | 27.09   | 46                | 27 | 73    | Official Launching of the Solid and biomedical By Laws & Training on Waste Management   | Gardho               | UN-Habitat        |





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| #   | Target Group                         |                             | Dates    | # of participants |    |       | Title of the training   | Location of training | Training provider |
|-----|--------------------------------------|-----------------------------|----------|-------------------|----|-------|---|----------------------|-------------------|
|     | Ministry.<br>District or<br>UN staff | Others                      |          | M                 | F  | Total |   |                      |                   |
|     |                                      |                             |          |                   |    |       |   |                      |                   |
|     |                                      | Interior                    |          |                   |    |       |   |                      |                   |
| 32. | Ministry of Public Works             | N/A                         | 15-16.08 | 25                | 2  | 27    | Urban Regulatory Framework Puntland: Building permit and construction process                 | Garowe               | UN-Habitat        |
| 33. | Ministry of Public Works             | N/A                         | 13-14.08 | 23                | 2  | 25    | Urban Regulatory Framework Puntland: Road Network and Settlement Planning                     | Garowe               | UN-Habitat        |
| 34. | Gabiley Municipality                 | Gabiley Councilors          | 20.09    | 28                | 5  | 33    | Urban Regulatory Framework Somaliland: Third Technical WS URF Pilot Gabiley Urban Master Plan | Hargeisa             | UN-Habitat        |
| 35. | Local Councilors                     | Eleders and women activists | 11-13.08 | 18                | 24 | 42    | Gender Responsive Training in Local Land Governance   | Qardho               | PENHA             |
| 36. | Local Councilors                     | Eleders and women activists | 08.10    | 19                | 24 | 43    | Gender Responsive Training in Local Land Governance   | Garowe               | PENHA             |
| 37. | Local Councilors                     | Eleders and women activists | 27-28.08 | 14                | 8  | 22    | Gender Responsive Training in Local Land Governance   | Hargeisa             | CandleLight       |
| 38. | Local Councilors                     | Eleders and women activists | 1-2.09   | 12                | 10 | 22    | Gender Responsive Training in Local Land Governance   | Gabiley              | CandleLight       |
| 39. | Local Councilors                     | Eleders and women activists | 04-05.09 | 12                | 10 | 22    | Gender Responsive Training in Local Land Governance   | Borama               | CandleLight       |
| 40. | Municipality                         | Land                        | 07-10.09 | 13                | 2  | 15    | Social Tenure Domain Model  | Mogadishu            | UN-Habitat        |



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| #              | Target Group                         |  | Dates | # of participants |     |       | Title of the training                      | Location of training | Training provider  |
|----------------|--------------------------------------|--|-------|-------------------|-----|-------|--|----------------------|--|
|                | Ministry.<br>District or<br>UN staff | Others   |       | M                 | F   | Total |  |                      |  |
|                |                                      |  |       |                   |     |       |  |                      |  |
|                | of Mogadishu,                        | Dispute Committee members department of Urban Planning |       |                   |     |       |  |                      |  |
| 41.            | Gardo Municipality Staff             | N/A  | 01.09 | 27                | 3   | 30    | Local Leadership Management (LLM) training | Garowe               | Association of Local Governments Authorities of Puntland (ALGAPL |
| 42.            | Bosaso Municipality                  | N/A  | 16.08 | 24                | 6   | 30    | Local Leadership Management (LLM) training | Garowe               | Association of Local Governments Authorities of Puntland (ALGAPL |
| <b>Totals:</b> |                                      |  |       | 928               | 494 | 1422  |  |                      |  |



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**ANNEX 4. MTR RECOMMENDATIONS IMPLEMENTATION STATUS**

| #                                  | Programme area   | Timeline  | Progress               |
|------------------------------------|--|-----------|------------------------|
| <b>Joint Programming</b>           |  |           |                        |
| 1.                                 | Fill position of Senior Programme Manager  | Urgent    | Done, completed        |
| 2.                                 | Senior Programme Manager reports to the RCO  | Urgent    | Done, completed        |
| 3.                                 | ToRs for PMG, PMU and TWG which decentralise authority   | Urgent    | Done, completed        |
| 4.                                 | Full JPLG organogram updated annually  | Urgent    | Done, completed        |
| 5.                                 | Transparent planning process – role of evidence, level of local engagement and degree of transparency                | 12 months | Ongoing                |
| 6.                                 | Funding modality review to incentivise performance   | 24 months | Next phase             |
| <b>M&amp;E</b>                     |  |           |                        |
| 7.                                 | Fixed agenda point at all SSC, PMG and planning meetings   | Urgent    | Ongoing                |
| 8.                                 | Reporting should show how activities link to higher objectives   | Urgent    | Ongoing                |
| 9.                                 | Review and streamline reporting structure  | Urgent    | Done, completed        |
| 10.                                | PMU and SCC to coordinate M&E resourcing across agencies   | 12 months | Work needed            |
| 11.                                | Develop capacity building plan, including training plan and training database  | 12 months | Work needed            |
| 12.                                | Work on theory/theories of change to help JPLG articulate what works and what is crucial to achieving its objectives | 12 months | Done, completed        |
| 13.                                | Key additional studies to fill in and build JPLG evidence base   | 24 months | Next phase             |
| <b>VfM &amp; Transaction Costs</b> |  |           |                        |
| 14.                                | Analyze drivers of overhead costs and how to reduce them. Agree a desired ratio with stakeholders.                   | Urgent    | Ongoing- not easy      |
| 15.                                | Report financially against the AWP and budget  | Urgent    | Agencies are requested |
| 16.                                | Annual VfM exercise, including transaction costs analysis  | 12 months | To be done             |
| 17.                                | Scope for more reliable unit cost data in training and construction  | 12 months | To be done             |
| 18.                                | Expected data in some areas of work suggests it may be possible to estimate cost effectiveness estimates (SDM, LDF)  | 12 months | To be done             |
| <b>Gender</b>                      |  |           |                        |
| 19.                                | Full gender audit of current programme   | 12 months | Tender process closing |



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| #                     | Programme area   | Timeline  | Progress                   |
|-----------------------|--|-----------|----------------------------|
| 20.                   | Identify Gender Champions to challenge culture and advocate for gender focus in current programme and design phase   | 12 months | Ongoing                    |
| 21.                   | Ensure gender disaggregation of data   | 12 months | Ongoing                    |
| 22.                   | Dedicated gender lines and activities in AWP   | 24 months | Next phase                 |
| 23.                   | Gender audit integrated into planning and design phase   | 24 months | Ongoing                    |
| <b>Sustainability</b> |  |           |                            |
| 24.                   | Monitor sustainability indicators such as the number of training courses taken over by local institutions and the extent to which LDF systems are used for non-LDF grants or government is taking LDF systems forward in other Districts | 12 months | Ongoing – still needs work |
| 25.                   | Continue to support local government and academic institutions/associations to sustain capacity building efforts   | 24 months | Ongoing                    |
| 26.                   | Continue to support government plans to extend JPLG mechanisms   | 24 months | Ongoing                    |