



## SOMALIA UN MPTF

### PROGRAMME SEMI-ANNUAL PROGRESS REPORT

Period: 1 January – 30 June 2018

|  |   |
|--|---|
| <b>Project Name</b>                        | Support to Emerging Federal States (StEFS)  |
| Gateway ID                                 | 00101061, 00096122  |
| Start date                                 | 01-April-2015   |
| Planned end date<br>(as per last approval) | 30-June-2018  |
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| Participating UN entities                  | UNDP and UNSOM  |
| NDP Pillar                                 | Inclusive Politics;<br>Effective, Efficient Institutions.   |
| UNSF Strategic Priority                    | Strategic Priority 1: Deepening federalism & state-building, supporting conflict resolution & reconciliation, and preparing for universal elections;<br>Strategic Priority 3: Strengthening accountability & supporting institutions that protect |
| Location(s)                                | National and Regional (South and Central Somalia)   |
| Gender Marker                              | 2   |

|                                    |                          |
|------------------------------------|--------------------------|
| <b>Total Budget as per Pro-Doc</b> | US\$ 18,878,617          |
| MPTF:                              | US\$ 11,794,672          |
| Non-MPTF sources:                  | PBF: US\$ 1,510,000      |
|                                    | UNSOM: US\$ 185,000      |
|                                    | Swiss: US\$ 100,000      |
|                                    | Japan: US\$ 946,902      |
|                                    | MPTF PIP: US\$ 4,342,043 |

| Total MPTF Funds Received |                         |               | Total non-MPTF Funds Received |              |
|---------------------------|-------------------------|---------------|-------------------------------|--------------|
| PUNO                      | Reporting Period        | Cumulative    | Reporting Period              | Cumulative   |
| UNDP                      | 624,558.14 <sup>1</sup> | 11,422,785.32 | 61,639.72                     | 3,460,197.19 |

| JP Expenditure of MPTF Funds <sup>2</sup> |                  |              | JP Expenditure of non-MPTF Funds |              |
|---|------------------|--------------|----------------------------------|--------------|
| PUNO                                      | Reporting Period | Cumulative   | Reporting Period                 | Cumulative   |
| UNDP                                      | 2,298,517.34     | 9,501,839.32 | 145,640.91                       | 3,345,644.31 |

<sup>1</sup> The discrepancy between reported MPTF expenditures for the reporting period is due to a refund by the Programme to the MPTF of USD 1,162. The MPTF funds and project receipts therefore align when PDR for Q2 is posted and accounts for the reporting period are closed.

<sup>2</sup> **Uncertified expenditures.** Certified annual expenditures can be found in the Annual Financial Report of MPTF Office (<http://mptf.undp.org/factsheet/fund/45000>)



## SOMALIA UN MPTF

### SEMI-ANNUAL HIGHLIGHTS

UNDP Somalia's Support to the Emerging Federal States (StEFS) project accomplished the following results during the first half of 2018:

- Supported MoIFAR to establish Inter-Governmental Relations Forum on Federalism and State-building, which would lead to the development of the **Federalization Legal Framework** – detailing out policies that govern relations between the FGS and FMSs such as power and resource sharing, devolution of administrative roles, and fiscal federalism.
- Continued to support **peace building efforts** (i.e. reconciliation workshops, and issue-based mediation) in **conflict-prone** areas specially Merka, Gedo, Galkayo, and Mudug. Notable achievement includes a historic peace agreement between the North and South Galkayo (in Mudug region) Govt. Administrations on governance, security and power sharing structures.
- Technical capacities (i.e. human resources and GIS lab) of the Boundaries and Federation Commission (BFC) was strengthened, paving the way to **set up sub-office** in each federal member state, and further developing legal acts on administrative boundaries demarcation between, among districts, regions and states in Somalia.
- Provided logistical support to organize **in-service training to Somali civil servants** and state leaders from FGSs and FMSs, on core functional skills, conflict management, and federalism processes. Further, technical capacities of civil servants were enhanced through a **peer-to-peer knowledge exchange visit** to Puntland, with a focus on enhance 'core functional skills'.
- Provided technical consultancy support to finalize the **Strategic Development Plans (SDPs)** for each of the four Federal Member States (FMSs), which are in line with the National Development Plan (NDP) of Somalia. The endorsement of SDP by respective State Cabinet is under process.
- Established **organizational structures** including human resources plans, administrative regulations, and operating procedures for each ministries of the FMSs, further enabling them to unlock funds from the World Bank Capacity Injection programme and initiating a salaried cadre and civil servants for their ministries.
- Initiated **inclusive political processes** by engaging state leaders/administrations, non-state actors (namely the women and youth rights groups) and citizens into a constructive dialogue on specific issues such as federalism process, strategic plans as well as annual planning and budgeting for the states, and its public institutes/ministries. Apart from promoting the culture of sharing updates on public works/initiatives, these practices helped gathering public inputs and feedback, making development intervention more participatory and inclusive.
- Promoted **Civic Engagement in Government Processes**, for civil society organizations (CSOs) led by women and youth, through sports activities and multi-stakeholder workshops (at the district, regional, or state levels), contributing to SDPs, conflict mediation, and federalism processes (see Output 5).
- Continued to provide logistical support (e.g. office equipment, vehicles and construction/rehabilitation of office spaces) to the key FGS institutions (i.e. MOIFAR, OPM, and BFC) and FMSs (i.e. GSS, HSS, JSS and SWS), **creating conducive environments** for the effective functioning of state administrations.



## SOMALIA UN MPTF

### HIGHLIGHTS OF KEY ACHIEVEMENTS

State building is a continuous conflict resolution process. That said, UNDP's StEFS project devised a tripartite approach – reconciliation, in combination with federalism, and public administrative structure/functions. This unique and innovative approach helped focusing on the political settlement at macro level (i.e. how the country will be governed?); and creating a conducive environment at the micro levels, i.e. the delineation of roles and responsibilities at the federal and state level ministries/commissions to implement federalism processes.

The project is promoting a participatory and inclusive approach to reconciliation, and state formation/building processes. It also strengthened the accountability of emerging state administrations towards their citizens (see details in Output 5). Workshops on peacebuilding/conflict management are being supported to build trust and encourage political accommodation between clans/sub-clans and marginalized groups. The project worked with international partners such as Inter-Government Authority on Development (IGAD) to ensure inclusive representation from minority groups in reconciliation and state formation/building processes, particularly in Hiraan and Middle Shabelle. Ongoing supports were also being provided for reconciliation activities and inclusive political dialogue in Jubbaland, SWS and Galmudug, where minority clans have felt marginalized from some of the previous reconciliation efforts. Further, the project partners with other UNSOM sections to get advice on specific components, such as human rights (through the Human Rights and Protection Group) and justice and security institutions (through the Rule of Law and Security Institutions Group).

Independent evaluation highlighted that, StEFS has contributed to Somalia's ongoing state formation process through reconciliation/peace building process, and creating an inclusive political environment for Somalis who have been marginalized and traditionally excluded from the state building process

### SITUATION UPDATE

State-formation in Somalia is taking place within a federal context. Whilst the formation of governance structures is in process in Somalia, the roles and responsibilities are coherently and consistently assigned to different layers of government. Towards this direction, StEFS project's contributions are multifaceted. These include the formation of governance structure along with the localized strategic planning at the state levels; appropriation of the internal coordinating (i.e. horizontal and vertical) mechanisms; and a dedicated effort to build civil servants' capacities in core functional skills of service delivery.

To ensure that individuals and state apparatus relate to each other, StEFS project is supporting targeted reconciliation efforts, issue-based conflict mediation, and further developing legal framework on federalism, reconciliation as well as boundary delimitation. To enhance state's legitimacy, it is essential that, public service delivery commensurate with the expectations of the citizens. To that direction, StEFS project is developing government's capacities in establishing appropriate engagements with the citizens such as community-government dialogue through townhall meetings, public accountability forum meetings, and public outreach through mass media campaigns, sports and cultural programs, and celebration of events.

Through these interventions, Somalia's federalism model has been emerging as to which government layer would be responsible for which element in the overall service delivery mechanism (e.g. ranging from planning, financing, standard setting to oversight and implementation). Hence, StEFS project is contributing to seek answers to these hypothesis: whether public service delivery is contributing to improve the quality of living, and whether state-building contributes to peacebuilding.



**SOMALIA UN MPTF**

**SEMI-ANNUAL PROGRESS REPORT RESULTS MATRIX**

**OUTCOME STATEMENT**

**The StEFS' Primary Project Outcome:** *"Advance inclusive political dialogue to clarify and settle relations between the Federal Government and existing and emerging administrations and initiate processes of social reconciliation to restore trust between communities."*

**SUB-OUTCOME 1 STATEMENT**

Outcome 1.1: Somali women and men, girls and boys benefit from more inclusive, equitable, and accountable governance, improved services, human security, access to justice and human rights.

Outcome 1.2: Countries have strengthened institutions to progressively deliver universal access to basic services

**Output 1.1:** The political dialogue and consultations around federalism and state formation have been supported

| INDICATOR  | TARGET  | PROGRESS ON OUTPUT INDICATOR             |  |
|--|---------|--|--|
|  |         | THIS PERIOD<br>(1 JAN – 30 JUN,<br>2018) | CUMULATIVE SINCE<br>PROJECT<br>INCEPTION             |
| 1. # of interim federal states with agreed upon charters and approved constitutions                                    | 4       | -  | 4*   |
| 2. # of inclusive mediation processes supported and led by IRA/FGS   | 1 (new) | 1**                                      | 10   |
| 3. % of state administration staff trained in conflict management and community problem solving (disaggregated by sex) | 85%     | GSS: 26%<br>(100= M70 + F30)             | All States† = 26.01%<br>(42.36% women participation) |
| 4. # of inclusive consultations undertaken on federalism and federal states endorsement process by the FGS HoP         | 2       | 1***                                     | 8<br>(46.88% women participation)                    |



## SOMALIA UN MPTF

### UNDP ONLY: sources of evidence (as per current QPR)

- (1) Draft state charter/constitution;
- (2) Signed peace agreement document, pictures, participants list, and news reports;
- (3) Participants list, pictures, training reports and evaluation;
- (4) Stakeholder consultation reports;

#### Notes for the above indicators:

\* The four emerging state administrations, (namely JSS, SWS, GSS and HSS) agreed upon charters, which now need to be linked with the Provisional Constitution of Somalia;

\*\* A historic peace agreement was signed between the Galmudug State of Somalia (GSS) and the breakaway parliament members belonging to the Ahlu Sunna Wal Jama'a (ASWJ) at Dusamareb on March 17, 2018.

\*\*\* The project worked with international partners such as Inter-Government Authority on Development (IGAD) to ensure inclusive representation from minority groups in reconciliation and state formation/building processes, particularly in Hiraan and Middle Shabelle.

† Refer to the table below:

| State Administration            | Total Staff<br>(Paid & Unpaid) | Trained |         |     |       |        |
|---------------------------------|--------------------------------|---------|---------|-----|-------|--------|
|                                 |                                | Total   | % Total | Men | Women | %Women |
| Jubbland State (JSS)            | 426                            | 115     | 27%     | 60  | 55    | 47.83% |
| Southwest State (SWS)           | 696                            | 56      | 8%      | 23  | 33    | 58.92% |
| Gulmudug Interim Administration | 382                            | 182     | 77.45%  | 145 | 37    | 20.33% |

**Output 1.2:** The capacity of the FGS, particularly those institutions engaged in the federalism process, is strengthened

|   |                       |   |  |
|---|-----------------------|---|--|
| 1. # of technical advisors and interns provided to BFC to assist in policy development and implementation (disaggregated by sex)                              | 3TA/Os<br>& 3 Interns | BFC: 3TA/Os<br>& 3 Interns                    | BFC: 3TA/Os<br>(2M:1W) & 3 interns<br>(2M:1W)  |
| 2. # (and %) of BFC members with access to basic equipment, disaggregated by sex  | 100%                  | 100%  | 9 (100%)   |
| 3. # of approved draft policy/strategy on federalism and boundary demarcation   | 3                     | 3*  | 4  |
| 4. # of technical advisors and interns provided to MOIFAR/OPM to assist in policy development and implementation on federalism process (disaggregated by sex) | 2TA/Os<br>& 5 Interns | MoIFAR: 4 TA/Os;<br>OPM: 2TA/Os<br>& 1 Intern | MoIFAR: 9 TA/Os<br>(7M:2W) & 10<br>interns (7M:3W),<br>OPM: 2 TA/Os (2M),<br>1 Intern (1W) |
| 5. % of MOIFAR units that receive office equipment  | 100%                  | 100^%   | 100%   |
| 6. # of consultations with regions and emerging states convened and facilitated by FGS/MOIFAR   | 1 (additional)        | 1**   | 4  |

### UNDP ONLY: sources of evidence (as per current QPR)

- (1)+(4) Job Advertisements, recruitment contracts, offer letters, monthly deliverables, and pay slips;
- (2)+(5) Procurement and supply lists, quotations, contracts, bid analysis report, face forms, and pictures;
- (3) Signed policy documents;
- (6) Activity report, meeting minutes, presentations, photos, signed participant list, invoices, and face form;

#### Notes for the above indicators:

\* BFC Strategic Plan, Strategy on Federalism, and BFC Communication strategy;

\*\* Federalism negotiation technical working group consultative meeting in Nairobi (March 1-5, 2018) and in Mogadishu (29 March – 2 April 2018);



## SOMALIA UN MPTF

|   |                |     |   |
|---|----------------|-----|---|
| <b>Output 1.3:</b> Foundational support to State Administrations to ensure an appropriate physical working environment is provided  |                |     |   |
| 1. # of interim/federal member states with baseline assessments conducted prioritizing key infrastructure support for the Cabinet/ ministries/ agencies of the Interim Administrations  | 2              | 2*  | 2 |
| 2. # of new or rehabilitated infrastructure projects undertaken in the Interim Administrations/States   | 1 (additional) | 1** | 5 |
| <b>UNDP ONLY: sources of evidence (as per current QPR)</b><br>(1) Baseline assessment report(s);<br>(2) Working drawings, Quotations, Bid Analysis, Invoice, Face Form, Request for Payment, and pictures;<br><b>Notes for the above indicators:</b><br>* Two baseline assessments of key priority office infrastructure have been completed for SWS and GSS;<br>** See Table 1 in page 10, for the list of completed infrastructural projects; |                |     |   |

|   |  |   |   |
|---|--|---|---|
| <b>Output 1.4:</b> The capacity of state administrations with a dedicated focus on ‘core public sector capacities’ is enhanced                                      |  |   |   |
| 1. # of baseline assessments completed and used to prioritize human resource and other needs  | 4  | -   | 2*  |
| 2. # of technical advisors/officers and interns supported in Interim State Administrations for organization development and planning process (disaggregated by sex) | 3 TA/Os & 8 interns in each ISAs (30% women) | JSS:<br>3 TA/Os (2M:1W) & 7 interns (5M:2W)<br>SWS:<br>8 TA/Os (7M; 1W)<br>GSS:<br>3 TA/Os (2M:1W) & 10 interns (6M:4W)<br>HSS:<br>5TA/Os (4M:1W) & 3 Interns (26% women) | JSS:<br>3 TA/Os (2M:1W) & 7 interns (5M:2W)<br>SWS:<br>8 TA/Os (7M; 1W)<br>GSS:<br>3 TA/Os (2M:1W) & 10 interns (6M:4W)<br>HSS:<br>5TA/Os (4M:1W) & 3 Interns |
| 3. % of staff members of beneficiary state ministries/agencies that receive trainings on core of government functions (disaggregated by sex)                        | 100% (30% women)                             | <b>All States</b><br>(JSS/GSS/SWS) = 35.1% with 11.2%W  | <b>All States</b><br>(JSS/GSS/SWS) = 20.9% with 22.54%W   |
| 4. # of coordination structures established   | 1 (additional)                               | JSS: 1**; SWS:1 <sup>†</sup>  | HSS:1; GSS:1; SWS:2   |
| 5. % of interim federal member states ministries that have organization structure and terms of reference in place   | 70%  | 100%***<br>(JSS, HSS, GSS, SWS)   | 100%***<br>(JSS, HSS, GSS, SWS)   |
| 6. Additional Indicator: # of federal member states with strategic plans in place   | 4  | 4***<br>(JSS, HSS, GSS, SWS)  | 4***<br>(JSS, HSS, GSS, SWS)  |



## SOMALIA UN MPTF

### **UNDP ONLY: sources of evidence (as per current QPR)**

- (1) Two baseline reports were prepared on the Human and Institutional Capacity Development (HICD) Assessments at SWS and GSS level;
- (2) Job Advertisements, recruitment contracts, offer letters, monthly deliverables, and pay slips;
- (3) Individual training reports, face forms, signed participants lists;
- (4) Meeting minutes, activity reports, face forms, signed participants lists;
- (5)+(6) Approved documents on organization structure, terms of reference and strategic plans; along with the individual meeting minutes, activity/workshop reports, Face forms, signed participants' lists;

### **Notes for the above indicators:**

\* Two separate baseline assessments were conducted, and report has been developed for SWS and GSS;

Consultative meeting: Development Partners' Coordination

\*\* Training was provided to the Jubbaland administration to establish NGO coordination forum;

\*\*\* Strategic plans (2017 – 2019), organizational structures and terms of reference are currently being developed in each of the four federal member states, and under review by the respective state cabinet;

† SWS has organized a coordination meeting on April 2018, with the national and international development partners;

| <b>Output 1.5: Civic participation and engagement with interim state administrations is strengthened</b>                     |   |   |  |
|--|---|---|--|
| 1. % of citizens with improved perceptions on federalism (disaggregated by sex)  | 20%   | -   | 81%<br>(85%M, 78% W)   |
| 2. # of public outreach campaigns on federalism/state formation  | 1 (additional)  | 3*<br>(HSS: 1, JSS:1 & SWS:1)   | <b>All States = 9</b><br>(JSS:3, SWS:4, GSS:2, HSS:1) with 45.09% W<br>(352M: 289W)  |
| 3. # of public accountability forums held by interim federal member states towards citizen and government engagement process | 1 (additional)  | HSS:1**   | Total 3<br>(JSS=1; SWS=1; HSS:1)   |
| 4. # of CSOs and # of citizens participating in state planning processes, disaggregated by sex                               | 10 CSOs & 300 citizens in each of 3 State Administrations | <b>CSOs:</b><br>SWS: 40M, 30W,<br>JSS: 22M, 50W,<br>GSS: 250M, 70W,<br>HSS: 80M, 50W);<br><b>Citizen:</b> 300M,<br>150W | <b>CSOs:</b><br>SWS: 46 (27M, 19W),<br>JSS: 47 (5M, 42W),<br>GSS:200(161:M,39:W)<br>HSS: 80 (45:M, 35:W),<br><b>Citizen:</b> 307<br>(256M,51W) |





## SOMALIA UN MPTF

### **UNDP ONLY: sources of evidence (as per current QPR)**

(1) See page 14-25 of the Federalism Baseline Perception Survey (December 2016), conducted jointly by the Federal Government of Somalia and the UNDP Somalia;

(2) Scripts of the radio programs, presentations, participants list, Face Form, Request for Payment, and pictures;

(3)+(4) Participants list, Face Form, Request for Payment, and pictures;

#### **Notes for the above indicators:**

\* Galmudug and South-West State, continued their on-going campaign on federalism through radio talk shows. Radio Baidoa, Radio Warsan and Radio Afgoye hosted the talk show on March 15 at Baidoa and Afgoye city of South-West State. Whereas, Radio Galmudug & Radio Ixsan hosted their talk show on March 27 in Adaado. Workshop on the role of media in peace and state-building in Kismayo;

\*\* The formation of HSS public accountability forum is in process, and will be materialized during the second half of 2018;

## NARRATIVE

### **Output 1: The political dialogue and consultation around federalism and state formation have been supported**

One of the most important processes in Somalia now is to institutionalize federalism and federal state building processes, as envisioned in Somalia's National Development Plan (1917-19). Towards this direction, UNDP's StEFS project is being collaborating with its regional, national, and international partners, to promote inclusive dialogue (between member states, between federal and member states, as well as between clans and sub-clans, and host communities and migrants or internally displaced people) for building political cohesion and synergies in areas of federalism and state formation.

Recent history with the newly formed interim states has demonstrated that, inclusion of minority clans and sub-clans in political and economic spheres is normally cited as a solution to conflict in Somalia. Recognizing this, StEFS continued to support the following state-led reconciliation processes:

#### **State-mediated inclusive political reconciliation – uniting Somali clans:**

- The warring clans: Habarinji and Ali Madahweyne, agreed on a peace deal, mediated jointly by the Hirshabelle and Galmudug State of Somalia. This was achieved through a StEFS supported ten-days reconciliation process held at the Mataban District, on April 2018. This is speeding up the implementation of development projects and social services at the Hirran and Galguduud region. Further, A committee was established combining the CSOs, clan elders, traditional leaders, federal and south-west administration to achieve and sustain peace and stability in the regions.
- In Hirshabelle, with StEFS's support, the Ministry of Planning and International Cooperation (MoPIC) organized a five-day 'reconciliation conference' at its capital in Jowhar, on January 1-5, 2018. This reconciliation deescalated the tensions between two conflicting sub-clans: Shiidle (farmers) and Eli (pastoralist). It further led to a peace agreement, enabling the district administration to resettle the families that were already displaced due to the conflict.
- In Galmudug, the Ministry of Constitution and Reconciliation hosted a four-day 'reconciliation conference' at Abudwak on March 10-13, 2018. This reconciliation process focused on two conflicting sub-clans: Saleebaan, sub-clan of Habar Gidir, living in Bangeelle (Abudwak district); and Siyad Xuseen, sub-clan of Mareexaan, residing in Mirxeeley (Cadaado district) within Galmudug State. Their conflicts





## SOMALIA UN MPTF

were propagated by disagreements over grazing land for their livestock, access to water wells resources and revenge attacks. Following this reconciliation conference, the sub-clans agreed to a preliminary peace agreement, which is a step closer to a full ceasefire.

- In Jubbaland, StEFS supported inter-community dialogue and confidence-building between Luuq and Dolow Community leaders in April 2018. These two-days conflict resolution workshop led to the establishment of local conflict management structures.
- StEFS supported mediation process between Ahlu Sunna Waljama'a (ASJW) and Galmudug state. The reconciliation efforts, led to political agreement between (ASJW) and GSS, signed on January 18, 2018, which adopted an inclusive approach to form a joint parliament, a joint constitution and a joint security forces to resolve conflicts, and uphold the rule of law. During the reporting period, there were series of consultation between ASJW and GSS groups towards implementation of the integration process. Though the broader agreement was obtained but there still pending issues between GSS and AJWS, which FGS is facilitating particularly related to power sharing- cabinet structure and representations of the clans.
- **National Reconciliation Framework – towards a unified Somalia:** StEFS, in collaboration with UNSOM, supported MOIFAR to organize the Special Session on Reconciliation on 16<sup>th</sup> of May 2017. Keynote remarks were offered by MoIFAR Minister, H.E Abdi Mohamed Sabriye and the Special Representative of the Secretary-General for Somalia and Head of UNSOM, H.E. Michael Keating. The special session was attended by several donors such as Germany, Sweden, Denmark, United Kingdom, Finland, US/USAID, EU Delegation, IGAD, UNDP, IOM, representatives from Hirshabelle, Galmudug, South-West State; CDI, CHD, RVI, Creative Alternatives. The second phase of development of National Reconciliation Framework (NRF) was launched. During the second half of 2018, StEFS, together with Finish church Aid, will continue supporting the development of NRF.

### **Output 2: Capacity of the FGS, particularly those institutions engaged in the federalism process, is strengthened**

StEFS partnered with three key national stakeholders (i.e. MOIFAR, BFC, and OPM) to strengthen institutional capacities of the federal government to facilitate state formation, and federalism processes in Somalia. These three FGS institutes were supported by technical advisory and human resource services, construction and rehabilitation of office spaces, transport and office equipment (including office furniture, computers, printers, and electricity generator). The following interventions were undertaken during the reporting period:

#### **Capacity Strengthening of the Boundaries Federation Commission (BFC)**

Established in July 2015, BFC now has required physical office infrastructures, human resources, and ICT facilities including GIS lab, all of which are being directly supported by UNDP's StEFS project. This is creating an enabling environment for the newly formed BFC, based on which it could perform as an independent dispute resolution platform on boundary demarcation and delimitation.

- **Implementing decentralization capacity building initiatives:** In 2018, BFC has initiated the process to establish sub-office in Adado/Dhusamareb. This would enable BFC to work more closely with the 'Joint Committee', dealing with the issues and disputes in Mudug region, and consolidate the historic Galkayo peace agreement. Further, BFC has deployed one Legal advisor to draft legal acts/articles to define the



## SOMALIA UN MPTF

criteria for demarking administrative boundaries between, among districts, regions and states in Somalia. Such initiatives help building public confidence on boundary demarcation process.

- **Building a Geographic Information Systems (GIS) facility for boundary management:** With StEFS support, BFC established GIS lab with the personnel, procedures, hardware and software to establish BFC's GIS and mapping unit. It has developed a Standard Operating Procedures (SoP) manual; offering hands-on training on mapping data acquisition, digitization and plotting. Different field missions have benefited from BFC-GIS lab including the in-house composed Belet-Hawo Maps (Using soviet Somali Maps) for Federal Government Commission of Beletxawo Federal boundary issue with Kenya, and presented it to the cabinet meeting on Belet-xawo issue.
- **Electoral boundary demarcation:** obtaining appropriate GIS data and imagery is a key milestone for BFC functions towards universal elections agenda in 2020. Towards that goal, BFC embarked on fact-finding missions to FMSs, engaging with the stakeholders and community members through surveys and group discussions. These aim to collect and reconfirm historical boundary data as existed before 1991, and to map all boundary disputes. The inclusivity and accountability of these fact-finding mission also helps building public confidence.
- **Establishing South-South collaboration in boundary delimitation:** To gain access to historic data on boundaries, BFC visited the map repository facilities of the United Nation Economic Commission for Africa (UNECA), Addis Ababa, Ethiopia. Discussion is ongoing to obtain a copy and training on different maps available at the UNECA map repository to complement BFC's data rehabilitation and collection efforts.

### Capacity Strengthening of the Ministry of Interior Federal Affairs and Reconciliation (MOIFAR)

StEFS is providing technical assistance and human resources to MOIFAR to develop its capacity to facilitate political processes including reconciliation, state formation and federalism dialogue.

- **Establishing a political roadmap towards federal Somalia:** On January 2018, the cabinet of Federal Government of Somalia (FGS) endorsed the development of a political roadmap, which would delineate the key milestones, to be implemented by MOIFAR by end of 2020. Further, StEFS supported the formation of the 'Federalization Negotiation Technical Working Group (FNTWG)' on February 2018, and the first round of meeting was held in Nairobi from March 1 to 5, and in Mogadishu from March 29 to April 2, 2018. FNTWG consists of 10 members – five mandated representatives and five members secretariats, with the possibility of incorporating technical expert/advisors, representing both the Federal and Member States. The aim of this Forum is to identify the bottlenecks, issues and approaches for effective negotiation on federal agenda for Somalia, and further implement a mutually agreed roadmap.
- **Institutionalization of federalism in Somalia:** One of the important processes in Somalia now is the institutionalization of federalism and federal state building processes. As per the Somali Provisional Constitution (August 2012) Article 49, the number, boundaries and maturation of the interim FMSs shall be determined by a law, enacted by the FMS parliaments, and approved by the House of the People of the Federal Parliament. With StEFS's support, MoIFAR to coordinate with various federal/state ministries, and constitutionally mandated bodies to develop policy (i.e. criteria and conditions) for the formalization of existing interim member states into fully-fledged federal member states.
- **Baseline Study on Federalism:** The project in collaboration with the World Bank, supported MOIFAR to



## SOMALIA UN MPTF

launch a baseline Study on State of Affairs on Federalism – Role and Responsibility Distribution among Federal, State, and Local governance. During the first half of 2018, data analysis was being completed, the results of which will be shared with national and international partners on the latter half of 2018. The findings provide an overview of the de facto functional assignments at all three levels of government, which then feed to the upcoming dialogue process on Federalism. The delay has been done due to data collection in some of the states along with insufficient substantial data availability.

- **Promoting North-South collaboration on peace and reconciliation:** with StEFS support, five technical reconciliation specialists from MOIFAR attended a three-day (June 26-28, 2018) workshop on reconciliation practices in Hargeisa. The workshop was co-organized by the Global Challenge Research Fund), and the University of Winchester, United Kingdom. It provided the participants with necessary knowledge to facilitate the Somali mediation and peacebuilding efforts, which would contribute the ongoing efforts of the MOIFAR to develop National Reconciliation Framework.
- **Conference on Peace and Reconciliation in Somalia:** MoIFAR/FGS, UNSOM and the Government of Norway, co-hosted a conference that brought together more than 30 experts and researchers along with government officials, UN personnel, and the diplomatic community. The Conference's objective was to strengthen a shared understanding of conflict in Somalia and identify practical recommendations to reduce violence and promote peace and reconciliation. Building on analysis contained in the Portfolio of Expert Briefing Papers (soon to be published), recommendations were jointly developed by relevant Working Groups (WG) on six subjects: national reconciliation; local conflict resolution; Al-Shabaab; social inclusion; ending impunity and fostering accountability; business and development. Responses were solicited by the attendees that included experts, governmental officials, UN staff, diplomatic community. The project provided technical support to MOIFAR to organize this Conference together with UN.

### **Capacity Strengthening of the Office of Prime Minister (OPM) towards federalism coordination process**

StEFS's partnership with OPM helps to facilitate political dialogue at the Ministerial and Inter-governmental level alongside providing clarity on the roles of MOIFAR and OPM on federalism agenda. With StEFS's support, OPM has developed a strategic concept paper to establish Inter-Governmental Relations Forum, aiming to develop Federalization Legal Framework, i.e. the practical aspects of how federalism in Somalia is to be established and managed. With StEFS's support, OPM undertook the following key interventions during the reporting cycle:

- Developed a Political Road Map and got endorsed by both the Cabinet and the National Security Council. It sets clear targets and milestones to be realised before the end of 2020
- Formed Federalization Negotiation Technical Working Group (FNTWG) for the purposes of reaching agreement on and implementing the federal agenda of Somalia
- The eleven-member facilitation committee started negotiations on options of resource sharing and electoral models during March-June 2018.
- Series of consultations were held at ministerial level in the first half of 2018. This Political Road Map sets out the critical steps necessary to implement the envisaged 2020 election, i.e. the division of roles, responsibilities and timelines of different constitutionally mandated institutions of the government. Further, a Logical Framework Matrix was developed by the Cabinet Subcommittee (chaired by the Prime Minister or his Deputy) for Inclusive Politics, to monitor and evaluate the progress of the political milestones of all the relevant institutions.



## SOMALIA UN MPTF

The next key priorities include: Formalization of interim regional administrations; Allocation of powers; Revenue sharing; Intergovernmental relations strategy; and Review of the Structure and the system of governance;

### **Output 3: Foundational support to state administrations to ensure an appropriate physical working environment is provided**

Since its inception in 2016, StEFS project supported the construction and rehabilitation of the key state government infrastructures. This has been guided/followed by needs assessments of the prioritized government infrastructures and facilities. To ensure equitable distribution of resources, USD500,000 (approx.) per federal member state administration was budgeted to meet the costs of rehabilitation or construction of office and community spaces and providing basic equipment and supplies. Once completed, these facilities are:

- Ensuring conducive working environment for its civil servants, who are better equipped to provide public services to citizens, operating in a common location on a regular basis;
- Strengthening the efficacy of the essential government structures by providing a guaranteed location to meet for government business in the State; and
- Ensuring maximum security and protection for the state government and other civil servants;

During the 2018 reporting period, StEFS project accomplished the following (see Table 1) construction and rehabilitation works. It also procured and handed over eight vehicles (two vehicles for each state, see Annex 4), and office equipment (including furniture, computers, printers, and electricity generators) to ensure basic work environments. The following table highlights the Construction and rehabilitation activities supported by StEFS:

| FMSs       | Location  | List of Facilities  | Status      |
|------------|-----------|---|-------------|
| <b>JSS</b> | Kismayo   | Conference hall for the State Cabinet   | Completed   |
|            | Kismayo   | Construction of office facility for the Office of President/Vice-President  | Completed   |
|            | Kismayo   | Rehabilitation of the Jubaland Civil Service Commission office building   | Handed over |
|            | Beledhawo | Customs office construction   | Handed over |
| <b>GSS</b> | Adado     | Construction of new office space for Galmudug State House   | Completed   |
|            | Adado     | Multi-purpose office facility (i.e. conference rooms, office space and a canteen with kitchen, Perimeter wall) for the Galmudug Presidential office | Handed over |
| <b>SWS</b> | Baidoa    | Multi-purpose office facility to the MOPIC  | Handed over |
|            | Baidoa    | Construction of office space for the Southwest State Administration   | Completed   |
| <b>HSS</b> | Jowhar    | Rehabilitation of the Government's Cabinet office block   | Completed   |

*Last updated on June 2018*

Further, StEFS supported various handover ceremonies (see Annex 7), which were attended by a cross sectional representatives from the donor community, UNDP, UNSOM, CSOs, public and civil servants and state administration. Such events enhance the visibility and credibility of Somalia's nascent State administrations.

### **Output 4: The capacity of state administrations with a dedicated focus on 'core public sector capacities' is enhanced**

StEFS is the very first long-term project to build/strengthen core institutional capacities of the (interim) federal member state administrations, based on which they develop policies and legislation to govern themselves, and to realize their mandates, and subsequently become fully-fledged federation of states.

During the third quarter, considerable progress was made with the development of optimal organizational structures for the FMS administrations, and the development of state level strategic plans.



## SOMALIA UN MPTF

**Establishing institutional capacity development mechanisms:** During the 2018 reporting year, StEFS embarked on several field missions to state capitals of all four FMSs (i.e. JSS, SWS, GSS, and HSS), to provide technical support to finalize (this includes preparation, briefing, facilitation, finalization, adoption, implementation) the State Strategic/Development Plans, which laid the foundation of institutional development mechanisms, to be implemented by the respective FMS administrations. These include:

- **Organizational Structures development:** StEFS provided technical support to review the existing public administrations at the federal member states, and came up with need-based organizational structures – functional descriptions of ministerial departments and subordinate units.
- **Organizational Work Plans:** As an ongoing effort to establish and implement State Strategic Plans, StEFS project is providing technical support to develop overall institutional strategic/action plans for the year 2018/19 for selected pilot miniseries<sup>3</sup> of the FMSs. Within its current scope, StEFS project continues to provide training on monitoring and evaluation to periodically review the implementation of its planned activities, which are in line with the Somali National/State Development Plan (2017-19).
- **Administrative Regulatory Framework:** Technical assistance were provided to the ministries of the FMSs, to develop administrative regulations and operating process/manuals, in areas of procurement, accounting, basic budget preparation and asset management. These are in line with the PFM reform and fiscal federalism, led by other donors namely the World Bank and Somalia Stability Fund (SSF).

These institutional development tools/mechanisms are coherent with the National Development Plan (NDP), which are the tangible achievements of StEFS project. Consequently, it can be underlined that, the NDP has strengthened and gained the umbrella status it envisioned to obtain with its formal adoption incorporating all strategic planning exercises within the Somali Government. As a next step, StEFS is facilitating inter-governmental coordination to fully adopt and enact the institutional capacity development mechanisms by FMS parliaments, and approved by the House of the People of the Federal Parliament.

### Enhancing human resource capacities:

- **Developing human resource Plan:** based on the organizational structures, and capacity assessment on 'Human and Institutional Development (HICD)', StEFS project provided technical assistance to develop optimal human resource Plan, i.e. role and responsibility distribution, and separation of duties for core management posts in ministries, and human resource budget for the states. This becomes instrumental in laying the foundations for future support to be more effective when additional programs come online.
- **Capacity development training:** to ensure overall buy-in and sense of ownership among government counterparts to implement the de facto the institutional capacity development mechanisms, StEFS project supported various capacity development trainings on organizational structure development, inter-ministerial planning and coordination. Besides this, the project continued to provide foundational/advanced training to equip civil servants and senior political leaders with the core

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<sup>3</sup> These include, state ministries of planning (on government coordination and establishing development plans), finance (basic financial management and assisting line ministries with the same), labor (on civil service policies), and the office of the ISA leader (on intra-state administration communication).



## SOMALIA UN MPTF

functional skills to deliver vital public services. These include basic financial and administration management (including budgeting, knowledge management, development and implementation of administrative policies), human resources management, and communication skills. See Annex.

**Promoting Peer-to-Peer coordination and knowledge sharing:** As Somalia adopted the Federal system of Government, its member states are constitutionally bound to harmonize their activities together. Towards that direction, StEFS supported initiatives include:

- **Peer-to-Peer exchange visit:** StEFS supported the Jubaland Civil Service Commission (JCSC) to embark on a 10-day learning exchange visit to Garowe, the capital of Puntland state. This study tour was the first of its kind between the Jubaland State of Somalia, and the Puntland State. Established in November 2012, the Puntland Civil Service Commission (PCSC) enacted Civil Service law, Civil Service Commission Law, and policy regulations on recruitments, salary and entitlements, promotions, demotions, transfer, code of conduct, and discipline actions. These are the areas that the JCSC authority could get direct benefit from this learning exchange visit. Additionally, PCSC would provide support and guidance to JCSC for its inclusion as a beneficiary state of the Capacity Injection Project (CIP), implemented by the World Bank.
- **Peer-to-Peer horizontal coordination mechanisms:** StEFS supported peer-to-peer coordination meeting in Mogadishu, on February 26, 2018, which was attended by the representatives from all four FMSs: Galmudug, Hirshabelle, Jubaland and South-West State. The meeting was the very first of its kind among FMSs, to promote inter-regional cooperation efforts in areas of knowledge/experience sharing, accessing and supporting the capacity development needs of the civil servants. This apart, StEFS is also providing trainings on ‘capacity development mechanisms and coordination’, enabling the key ISA ministries to establish necessary linkages with their federal and regional counterparts.

**Strengthening the National Civil Service Commission:** Somalia’s Civil Service Commissions (CSCs) are independent constitutional bodies, answerable directly to the President of the respective member state/state. They are responsible for the recruitment, administration, management, training and development of the civil servants in their respective state. These CSCs are currently relying on the ‘Recurrent Cost & Reform Financing (RCRF) Project’ to support operational payroll expenditures that enable Federal/State Government of Somalia to pay salaries of non-security sector employees (i.e. civil servants), and other non-salary recurrent costs. Strengthening the CSCs as a step forward towards peace and stability, StEFS is currently supporting the harmonization of civil service laws/acts. Planning is underway that, NCSC would take the lead jointly with the federal Ministry of Labor and Social Service, and would convene a meeting to harmonizing the civil service laws to ensure uniformity.

### Output 5: Strengthening civic participation and engagement with Interim State Administrations

The sustainability of Somalia’s federal member states depends on the synergies between the interim/emerging state administrations and their constituents. Therefore, StEFS’s fifth output is targeted to make the state formation/building process more inclusive, by encouraging effective engagements of Somalia’s broader citizenry. The following table examples how StEFS has established a decentralized mechanism of civic engagements at various tiers at the state level, and the best practices are to be institutionalized in the years to come.

| Activity | Actions | Key events | Target groups | Key focus Areas | Knowledge |
|----------|---------|------------|---------------|-----------------|-----------|
|----------|---------|------------|---------------|-----------------|-----------|





## SOMALIA UN MPTF

| Result   |   |   |   |   | products                          |
|--|---|---|---|---|-----------------------------------|
| 5.1. Increasing public awareness on federalism               | 5.1.1. Mass media campaigns                           | <i>Radio talk shows</i>                               | <i>Citizens</i>                         | Policy advocacy: Federalism, Governance, and Reconciliation | Key messages, advocacy materials  |
|  | 5.1.2. Community outreach meetings                    | <i>Sporting event, Day celebrations<sup>4</sup></i>   | <i>Youth, citizens</i>                  |   |                                   |
|  | 5.1.3. Public Outreach and Campaigns                  | <i>Inter-University Essay Competition<sup>5</sup></i> | <i>University students</i>              |   |                                   |
|  | 5.1.4. Community & Govt. dialogue forums              | <i>Townhall meetings</i>                              | <i>ISAs, citizens and local CSOs</i>    | Lining community with state administrations                 | Actionable policy recommendations |
|  | 5.1.5. Capacity building of women and youth-led CSOs  | <i>TOT, Training workshops</i>                        | <i>CSOs (federal/local)</i>             | Government and community engagement                         | Training Reports                  |
| 5.2. Increasing accountability of the ISAs to their citizens | 5.2.1. Public Accountability Forum                    | <i>Townhall meetings</i>                              | <i>ISAs, citizens and local CSOs</i>    | State Planning and budgeting processes                      | Report on Public feedback/opinion |
|  | 5.2.2 Civic participation in planning processes       | <i>Workshops</i>                                      | <i>ISAs, citizens and local CSOs</i>    | State Strategic Plan Development                            | State Strategic Plan Document     |
| 5.3. Conducting evidence-based research                      | 5.3.1. Public perception study                        | <i>Baseline Survey<sup>6</sup></i>                    | <i>Citizens</i>                         | Federalism model  | Study Findings                    |
|  | 5.3.2 Dissemination of public perception study report | <i>Workshop, publications</i>                         | <i>Citizens, Public Administrations</i> |   | Lessons learned, Best practices   |

- Capacity building of women-led CSOs in Mediation and Reconciliation:** With approx. 49.3% of current Somali population being female, their civic awareness, and political participation are instrumental in achieving inclusive, and good governance. However, there are various bottlenecks that are standing in the way of women's rights in certain quarters of the Federal Member States, where the StEFS project is being implemented. These include: economic and social insecurity, gender-based violence, and environmental vulnerabilities. Therefore, starting from December'17, and throughout the 2018 reporting period, StEFS supported Civil Society organization, namely 'Somali Women's Leadership Initiative (SWLI)', to organize training workshops on 'Women's Enhanced Role in Mediation and Reconciliation'. Twenty Somali women received this TOT training, representing CSOs, district and regional administrations, NGOs and youth organizations. During the 2018 reporting period, these women led similar capacity building workshops in Mogadishu, Adado, Baidoa (South-West). These capacity development workshops are empowering women and women-led CSOs to become political leaders, and change-agents.
- Media outreach on Federalism:** The project disseminated federalism messages to the remotest part of South-West and Galmudug states of Somalia, where physical accessibility is still very difficult. The FM radio channels include Radio Baidoa, Radio Warsan and Radio Afgoye in South-West; and Radio Adado (and Universal TV channel) in Galmudug State of Somalia. Campaign messages on federalism were developed by involving citizens, CSOs and state administrations, and broadcasted through mass media channels, three times a day, during the first half of 2018. Thereby these initiatives created an enhanced sense of ownership and increased understanding of the state building process among the citizenry.

<sup>4</sup> StEFS has sensitized Somali people specially women and youth groups by supporting events such as 2017 International Women's Day (IWD) in Galkayo; and International Labour Day in the South-West State of Somalia.

<sup>5</sup> Approx. 300 university students took part in this essay competition during the first quarter of 2017. They represented 40 universities from three federal states (i.e. Jubbaland, South West, and Galmudug), and Banadir region.

<sup>6</sup> StEFS project supported MOIFAR to conduct baseline survey on federalism in South West, Jubbaland, Galmudug, and HirShabelle State. This has mapped citizen's opinion on state formation and federalism process and helped assess the outcomes of StEFS project.





## SOMALIA UN MPTF

- **Sports for peace and reconciliation:** Galmudug State of Somalia, with StEFS's support, organized a months-long football event at Abudwak district on February 2018. This sporting event was aimed at uniting the young people beyond clan lines by promoting social interaction through sports. As young people make up over 75 percent of Somalia's total population, sporting events could be useful entry point to mobilize, empower and engage young people for social change. It also provided an opportunity to bring marginalized youth groups to forefront.
- **Promoting media for peace and reconciliation:** Media (both mainstream and alternative) reaches a broader audience, shapes public opinion, and it has great influence on Somali society which is already in conflict along clan lines. Media also plays a powerful role in escalating/igniting conflicts, or to defuse heightened tension. The journalists, who working in media industry often risk their lives by taking a side of any party engaged in a conflict. Therefore, StEFS supported a two-day consultative workshop on March 7-8, which brought together 36 young media professionals including 6 women from Kismayo region. The workshop has enabled the participants to be aware of their rights and responsibilities in promoting peace and stability, and further encouraged them to give wide media coverage on various development and humanitarian issues of Somalia.
- **Promoting Civic Engagements in Government Processes:** CSOs are vital pillars of democracy and good governance for pre- and post-conflict societies. They are conceived as a critical sector in peacebuilding, and contributes in a number of other areas including facets of economic and psycho-social recovery, justice and the rule of law, and security and public order. Considering their importance, StEFS project supported CSO umbrella network in SWS, namely Somali Southwest Non-State Actors (SOSWENSA), to organize one-day workshop in Baidoa. Such workshops develop the capacities of the women and youth-led CSOs to become change-agents.

### Other Key Achievements

StEFS project devised a tripartite approach – reconciliation, in combination with federalism, and public administrative structure/functions. This unique and innovative approach helped focusing on the political settlement at macro level (i.e. how the country will be governed?); and creating a conducive environment at the micro levels, i.e. the delineation of roles and responsibilities at the federal and state level ministries/commissions to implement federalism processes.

### Challenges (incl: Delays or Deviations):

Despite the achievements in the state-building process, some challenges continued to remain in Somalia, affecting the project's delivery. These challenges range from security constraints to politico-clannism conflict. These include:

- On the security front, Somalia's Government entities, development partners, and their establishments are in perpetual threat of terrorist attacks. Therefore, security measures are costing a huge sum of developmental budgets and slowing down the pace of implementation.
- Inter-clan conflicts and political disagreements: political leadership and stability at the federal and state levels often fails due to clan-based partisan politics, resulting an ongoing challenge to the timely achievements of the project's deliverables.
- Delay in the constitutional review process has affected in establishment the 'rule of game' related to state formation and building process.
- There are competing opinions between FGS (i.e. center) and FMSs (i.e. periphery) over federal constitution,



## SOMALIA UN MPTF

regional and national economic development and defense strategy, which are delaying the national consensus on federalism model.

- Political instability: both at federal and state levels, there is constant change in political leadership, which affects any agreement/negotiations held with previous political leadership.

The project team and Somali counterparts continue to strengthen their level of adaptability to ensure ongoing progress in the peacebuilding and state formation process is made.

### ***Lessons Learnt***

The following lessons learned are built on the successive implementation of StEFS, since its inception in July 2016:

- Documentation, reporting and knowledge management are crucial in providing support to a continuing learning process. As the Somali Federal and State institutions and administrations are in the process of evolution, a self-directed learning process will result in more deeply institutionalized reforms that will serve as the basis for the future.
- To integrate Monitoring and Evaluation frameworks within the programme, it will be important for project actors at all levels to be trained to use participatory tools for continuing assessment of progress, constraints and unintended consequences.
- The continuing insecurity and politico-clannism conflicts necessitate a high degree of flexibility on the part of project management to respond to new requirements and shifting priorities as they occur. The work plans must be flexible especially where they concern reconciliation efforts. Strong coordination between the partners and the project, and a certain level of delegation of decision-making authority from steering bodies to project implementing partners are equally essential.
- Another factor that positively impacted the ongoing peacebuilding and state formation efforts was the effective coordination and communication between the project team, UNSOM and other partners. The established relationships have proven to be effective in managing challenges and ensuring collective and constructive engagement in the process. Such partnerships have helped to catalyze financial and technical resources, and ensured that the international community have continued to support the state formation and capacity building processes in Somalia.
- The presence and visibility of the project on the ground, and collaborative partnerships with national and regional stakeholders are important to implement the project's activities in a timely manner. However, in the past, due to security threats and restrictions on movement, there was a lack of presence on the ground where resulted delays in project implementation process. Therefore, there is a direct correlation between overall security situation and development interventions.
- The principle of "*Somalia ownership*" as incorporated in the design of the StEFS project also contributed to the achievement of the project deliverables. This concept and principle of the Somali Compact was designed in partnership with political leaders from all the emerging members states. The StEFS implementation strategies necessitates that development interventions are Somalia-owned, and Somali led. This is in tandem with the first development principle of the Somali Compact which require 'development is Somalia-owned, and Somali led.'
- Closely linked to the above is the participation of the citizenry in the implementation of the StEFS project. The participation of citizens is one of the key lessons in building stable new government structures at any level. Addressing both the supply and demand-side of government has proven a key ingredient to stability



## SOMALIA UN MPTF

and the improvement of state-society relations.

### **Peacebuilding impact**

The lessons learnt affirm that any peacebuilding impact of the StEFS projects are reliant on a functional relationship between the state administration and those of federal, regional and district level structures. During the year 2018, one of the significant intervention towards facilitating peace building and reconciliation process network development was organization of the conference on reconciliation and Peace building in the month of Feb. 2018. This was co-hosted by the MoIFAR, the UNSOM and the Government of Norway. The Conference's objective was to strengthen a shared understanding of conflict in Somalia and identify practical recommendations to reduce violence and promote peace and reconciliation. The recommendations were jointly developed by relevant Working Groups (WG) on six subjects: national reconciliation; local conflict resolution; Al-Shabaab; social inclusion; ending impunity and fostering accountability; business and development. Responses were solicited from the floor (i.e., experts, governmental officials, UN staff, diplomatic community).

This has led to design of community of practice group and provided catalyst effect towards implementation of reconciliation efforts in Somalia- by bringing various actors together. Community of Practice design meeting was held in Nairobi with the Rift Valley Institute (RVI). This will be taken further in coming months. The project supported MoIFAR to coordinate with different actors on the reconciliation and peace building efforts.

Further, during quarter one of 2018, the project support to FGS to facilitate an initial political agreement between ASWJ and GSS is significant step forward towards peace building process in the region. There were series of consultations between ASJW and GSS groups towards implementation of the integration plan. Though the broader agreement has been obtained but there still pending issues between GSS and AJWS, which FGS is facilitating which focuses on power sharing- cabinet structure and representations of the clans etc.

### **Catalytic effects**

The catalytic effects realized over the period were consolidated by developing political road map by the Federal government of Somalia. Further, the formation of Federalization Negotiation Technical Working Group (FNTWG) is another big step towards implementation of political road map. This has been catalytic effect to identify the federalism bottlenecks, issues and approaches for effective negotiation on the federal agenda for Somalia- such as power sharing, revenue sharing, service delivery models and more. FNTWG consists of 10 members – five mandated representatives and five members secretariats, with the possibility of incorporating technical expert/advisors, representing both the Federal and Member States.

The project provided technical assistance to OPM and MoIFAR on formation of FNTWG and development of Political Road map.

### **Gender**

Gender considerations remained essential at all levels of intervention of the StEFS project. However, despite the moderate progress achieved at the institutional levels, women remain under-represented at both federal and state levels. In this regard, UNDP through StEFS project has been working closely with UNSOM gender unit on women empowerment issues. The project actively promotes the role of women as peacemakers and as government leaders. The project promoted gender equity and participation in its capacity development and outreach related interventions. Out of 1,964 participants who benefited from training activities supported by the project during the period under review, 609 beneficiaries representing 31.01 percent were women. Juxtaposing the above with the first quarter result which was 20.3 percent, achieved a significant milestone in the promotion



## SOMALIA UN MPTF

of gender empowerment and women's participation in governance processes in Somalia. StEFS also supported women-led rights-based organization to enhance women's' civic participation and engagement (see output 5). Women's representation at national level increased to 25% (24% women MPs in the lower house, and 25% women Senators in the upper House) up from the previous 14%.

During the 2018 reporting period, the project-initiated development of Women facilitators on State and Peace building and conflict management process. The women were selected from all FMS of Somalia and were provided Training of Trainers(TOT) in Mogadishu. These women facilitators conducted awareness workshops for different women groups across FMSs.

|   |  |   |
|---|--|---|
| Proportion of gender specific outputs in Joint Programme <sup>7</sup>   | Total no. of Joint Programme Outputs   | Total no. of gender specific Outputs  |
|   | 5  | 0<br><br>There is no specific output on gender, while four outputs contribute in-directly to gender responsive measures |
| Proportion of Joint Programme staff with responsibility for gender issues <sup>8</sup>  | Total no. of Staff   | Total no. of staff with responsibility for gender issues  |
|   | 10   | 3   |
| <b>Human Rights</b><br><br>At all levels of the StEFS project intervention, the activities contribute indirectly to human rights protection. For instance, the project collaborates with the FGS and FMS to engage in political dialogues with boycotted/minority clans, and thus making Somalia’s political process more inclusive. Several reconciliation conferences were organized to advocate for inclusive governance and involvement of minorities, including discriminated groups, in the state formation and peacebuilding process ( <i>See narrative under Output 1 and Annex 1</i> ). The Project also supported women rights groups to advocate for their rights in politics during the reporting period. |  |   |
| Has the Joint Programme included a protection risk assessment in its context analysis, including on gender issues, and taken measures to mitigate these risks to ensure they are not exacerbated or new risks created?  | Result (Yes/No)  |   |
|   | Yes  |   |
| No. of Joint Programme outputs specifically designed to address specific protection concerns.   | Result (No.)   |   |
|   | 0<br><br>The outputs per the project documents are not specifically designed to address specific protection concerns. However, all outputs (5) contribute tangentially to protection concerns. |   |
| No. of Joint Programme outputs designed to build capacity of duty bearers to fulfil their human rights obligations towards rights holders.  | Result (No.)   |   |
|   | 5  |   |
| Other   |  |   |

<sup>7</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>8</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.



## SOMALIA UN MPTF

|  |                         |
|--|-------------------------|
| Does the Joint Programmes have a national cost-sharing component (i.e. funds and/or other resources provided by the FGS and/or FMS (including in-kind contributions)? (if 'Yes', describe below).  | <b>Results (Yes/No)</b> |
|  | No                      |
| Have FMS(s) been engaged in one or more of the following: design, planning, implementation, coordination and/or monitoring of the Joint Programme.   | <b>Results (Yes/No)</b> |
|  | Yes                     |
| <b>Describe nature of cost sharing: N/A</b>  |                         |
| <p><b>Communications &amp; Visibility:</b> During the reporting period, various communication materials were developed and utilized to promote visibility and awareness. Some of the specific communication channels and visibility tools utilized by the project include:</p> <ul style="list-style-type: none"> <li>• <i>Brochures/Newsletters:</i> Two newsletters (i.e. 2017 Annual Project newsletter, and first quarter of the 2018) were produced and disseminated during the reporting period.</li> <li>• <i>Pictures:</i> StEFS collects pictorial memories/evidences of almost all activities. See Annex 7.</li> <li>• Videos on the South-South Knowledge Exchange visits to Ethiopia and Uganda:</li> <li>• <i>Banners:</i> Event (e.g. workshops and trainings) banners include donor logos were used in all the workshops undertaken during the reporting period (see Annex 7 for pictorial evidence).</li> </ul> <p><i>Media Presence:</i> StEFS project supported the public outreach campaign on federalism through radio talk shows. Radio Baidoa, Radio Warsan and Radio Afgoye hosted the talk show on March 15 at Baidoa and Afgoye city of South-West State. Whereas, Radio Galmudug &amp; Radio Ixsan hosted their talk show on March 27 in Adaado. These campaigns are aimed to engage local citizens in deepening their understanding and knowledge on Federal Somalia.</p> |                         |
| <p><b>Looking ahead:</b> StEFS project is currently running on a four-months cost extension, ending on 31<sup>st</sup> July, 2018. Therefore, to consolidate the achievements that were already accomplished, StEFS project is going to be succeeded by a new project, namely Reconciliation, Federalism and Effective Institutions in Somalia (REFES). REFES project is built on the achievements of two of the preceding projects, i.e. SIP and StEFS. The merger of SIP and STEFS was planned based on an end-line evaluation, led by independent evaluators during Oct-Dec 2017, and endorsed by the Somali Govt. counterparts. REFES (2018-2021) is the second-generation of the capacity development projects, jointly led by the federal and member states of Somalia and UNDP, with the technical assistance from UNSOM.</p> <p>This three-year development project envisions to establish a peaceful and stable Somalia by building effective public institutions at the Federal and State levels.</p>  |                         |



## SOMALIA UN MPTF

### ANNEX 1. RISK MANAGEMENT

Over the reporting period, various mitigation measures were employed at the level of interventions (inputs and activities), outputs and outcome to manage risks in the best interest of the StEFS project objectives due to the fragile context of the project environment. The Risk Log table below provides an overview of the major risks assessed, the likelihood and impact of each, and mitigation measures that were applied during the year, 2017.

| Type of Risk <sup>9</sup>      | Description of Risk   | Mitigating Measures  |
|--------------------------------|---|--|
| Political risk – state level   | <b>StEFS Project Document:</b> Emerging federal state leadership, including recent ministerial appointments, is still extremely new. Hence, it is not surprising that there have been no significant overhauls of leadership. Still, this cannot be discounted, based on federal level precedence and potentially volatile power dynamics in the regions. <i>[Likelihood: Medium; Impact: High]</i> | <b>StEFS Project Document:</b> While StEFS works closely with executive level leadership of recently formed ministries, it also cooperates with senior and mid-level ministry personnel at the state administration level, so that should there be a state Cabinet reshuffle, the StEFS project will have engaged in capacity support with staff who may likely remain in their posts. As an example, at the federal level, StEFS has engaged primarily with the leaderships of the federal states and other Federal Governance institutions such as the Director General for Federalism within MOIFAR, who has retained his post along with his team. |
|                                | <b>Update:</b> Continued negotiation between ASWJ and GSS on power sharing and integration process remain a challenge, if not addressed affectively then the political agreement signed between them may be not implemented. Further, ongoing disputes in other established federal states could challenge their legitimacy, as well.   | <b>Additional Measures:</b> Working in conjunction with other international actors, inclusive processes are used to facilitate dialogue between disputing groups in the federal states. UNSOM/Project teams monitor political developments and adjust the implementation schedule accordingly.   |
| Political risk – federal level | <b>StEFS Project Document:</b> It is possible that the work of the BFC will take time due to political competition. Further, based on recent history, any further Cabinet reshuffle will likely paralyze progress towards Vision 2016 deliverables. <i>[Likelihood: Medium; Impact: High]</i>   | <b>StEFS Project Document:</b> As noted above, StEFS ensure that it works with Director General (DG) and Department Head level staff from MOIFAR, staff who typically retain their posts during and after major changes in Federal Government leadership. StEFS work with the DG of Federalism and his team to work with the BFC, including identifying what further support may be required for the BFC to function effectively.  |
| Physical insecurity            | <b>StEFS Project Document:</b> Serious deterioration of the security situation, either within Mogadishu where the senior Project  | <b>StEFS Project Document:</b> The UN has proven that it can and will continue to work from Mogadishu despite ongoing security challenges. The StEFS Project Manager   |

<sup>9</sup> Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.



## SOMALIA UN MPTF

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|--------------------------------|--|---|
|                                | Management Team will be based, or in emerging federal state capitals, where StEFS will employ field staff. <i>[Likelihood: Medium; Impact: High]</i>   | and the Project Management Team are based in Mogadishu, so continuity of programming is likely even in the case of regional insecurity or isolated incidents in Mogadishu. In state capitals, StEFS did not employ full time international staff, but rather relied on senior local staff. These staff may be temporarily relocated if necessary either to Mogadishu or to another state capital but will continue to monitor project activities.   |
|                                | <b>Update:</b> Security threats continue to be a key risk to project implementation.   | <b>Additional Measures:</b> The project makes use of third party monitors for activity monitoring to support oversight in locations that might be inaccessible to the project team. In addition, the project exercises flexibility in the sequencing of its implementation, especially at the regional level. Security risks can be reduced by deferring, or restricting the level of operations in insecure areas until these areas have been stabilized.  |
| Project support                | <b>StEFS Project Document:</b> Lack of agreement on coordination and cooperation arrangements. <i>[Likelihood: Low; Impact: High]</i>  | <b>StEFS Project Document:</b> Agreement with MOIFAR has also been reached on the precursor to StEFS, the recently concluded PIP project. As part of the StEFS design process, the project team has consulted emerging state administrations in Baidoa, Kismayo and Adado on the proposed project components, all of which have expressed support for the concept.  |
|                                | <b>Update:</b> Agreement on project priorities has been reached and reflected in the signed Project Document and LOAs with MOIFAR, BFC, OPM, JSS, GSS and SWS. However, inefficiencies at the regional level and the centralized nature of the government could impact on the roll out of project activities. Also, coordination of the federalism related deliveries and tasks within the FGS proved to be difficult. | <b>Additional Measures:</b> The project team ensures the implementation of planned initiatives by encouraging political commitment centrally and locally by supporting government coordination mechanisms and widely communicating those initiatives. The project team also work with development partners to identify entry points to anticipate and overcome any obstacles. Moreover, the project will regularly engage donors and government through consultation and coordination efforts facilitated through project board meetings and the PSG 1 working group. It is decided that the OPM/MOIFAR will coordinate the federalism process. |
| Project start-up and personnel | <b>StEFS Project Document:</b> Delays in recruitment of project management and international and national full-time technical staff. Absence of qualified consultants to implement the assignment. <i>[Likelihood: Medium; Impact: High]</i>   | <b>StEFS Project Document:</b> Recruitments were all planned well in advance to ensure timely deployment of required staff – both national and international. The project uses CTG, a recruitment firm with a roster of consultants/advisors that can be recruited in a timely manner.  |
|                                | <b>Update:</b> There is a lack of qualified human resources at the regional level that affects project work with the government administration and with the field offices. Under StEFS and the previous phase of the project, the project supports the emerging  | <b>Additional Measures:</b> The project adopted competitive bidding to select competent contractors. Field staff, together with officials from the emerging state administrations and departments of Federal Directorate of MOIFAR staff, undertaken regular monitoring and evaluation of services provided to take   |





## SOMALIA UN MPTF

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|  | state administrations with local technical advisors/officers and graduate interns. Some of the embedded human resources themselves require training before they can fully take up their role in developing the capacity of their respective institutions.  | corrective actions when necessary.   |
| Financial risk                               | <b>StEFS Project Document:</b> Misappropriation or misuse of project funds. Lack of financial oversight at the project activity level.<br><i>[Likelihood: Low; Impact: High]</i>   | <b>StEFS Project Document:</b> Because the project was managed under UNDP's Direct Implementation Modality (DIM), all procurements were managed by UNDP. There were no direct fund transfers to state level governments under this project. All sub-contracts with consultants, service providers, or CSOs/NGOs was administered according to UNDP procurement guidelines. StEFS employed full time project staff on the ground in each activity location who monitor usage of assets or services provided to project beneficiaries. These staff were supported by the project's M&E officer, project assistant and UNDP's finance department.   |
|  | <b>Update:</b> There is no evidence of funds being diverted or misappropriated in the current reporting period. However, during the audit of the project, there were some errors in the invoices, bid analysis documents.  | <b>Additional Measures:</b> N/A<br>Explanation provided by the government counter part, and further on job training will be provided by the project team to counter part in documentation and procurement analysis process.  |
| Potential exclusion of minority groups       | <b>Newly Identified Risk:</b> There are groups that continue to be marginalized in all sections of Somalia society, such as groups based on ethnicity and age. Marginalization based on ethnicity can lead to feelings of exclusion that can fuel inter-clan tensions and violence and, in turn, derail the process of state formation and building.   | UNDP recognizes the risk and tried to ensure that all program activities address this issue and that marginalized groups are encouraged to participate. Youth were directly engaged in the project as interns. The project has also provided support for forums that bring together young people to promote youth leadership and provide training on aspects of governance and federalism. The project also works with influential federal and regional stakeholders, along with international partners such as IGAD, to ensure inclusive representation from minority groups in reconciliation activities and state formation processes. Indicators of inclusiveness have been incorporated in the project's results framework and monitoring plan. |
| Potential adverse impacts on gender equality | <b>Newly Identified Risk:</b> While there has been some progress in Somalia government institutions, such as within the federal parliament and some notable ministerial appointments, women remain under-represented across government. Prevailing traditional practices and security concerns could deter women from seeking selection for leadership positions or even from participating in consultations to express their interests. | StEFS continue to promote the role of women as peacemakers and leaders. For example, individual women of influence and women's groups were given prominent voices during reconciliation activities. In addition, women in government benefit from targeted mentoring from the UNDP's gender unit, which was in addition to their participation in core of government functions training made possible through the project. A gender action plan was developed to promote women's participation, including in decision-making processes, and targets for women's representation have been incorporated in the project's results framework.  |



## SOMALIA UN MPTF

### ANNEX 2: MONITORING AND OVERSIGHT ACTIVITIES (DURING THE REPORTING PERIOD 2017)

| Activity  | Date  | Description & Comments  | Key Findings / Recommendations   |
|---|---|---|--|
| PWG meeting                                     | March 27, 2018                              | Presenting New Project Document to PWG 4: Effective Institutions  | REFES - Reconciliation, Federalism and Effective Institutions in Somalia (2018-2021): Consolidating and Enhancing State Building   |
| Project Monitoring visit by the Project Manager | 12- 14 <sup>th</sup> Feb. 2018              | Interaction with partners, project team, review of project implementation and review of construction of office building | Partners were satisfied with the project support in the area of training, outreach and office space and equipment support. The partners raised question about the next phase of the STEFS and its starting period.   |
| Technical assistance, Kismayo                   | 02 – 13 May 2018                            | Organization development expert visit on support of finalization of OD structure and review of the implementation plan  | The expert held interaction with the partners and supported national consultant to develop DG forums network and cabinet coordination mechanism.   |
| Project construction site visit, Kismayo        | 7 <sup>th</sup> – 8 <sup>th</sup> June 2018 | Verification of the office space building- Vice president office and conference hall for president office               | The construction g+1 ten office spaces one meeting room and six toilets for vice president in Jubbaland, Somalia Kismayo has been completed as per the standard, also the quality of work and workmanship is acceptable standard.<br>The construction of main conference hall in Kismayo has been completed as per the standard, also the quality of work and workmanship is of acceptable standard. |

### ANNEX 3: HUMAN RESOURCES SUPPORT TO PARTNERS (DURING THE REPORTING PERIOD Q1 2018)

| Sl#          | INSTITUTIONS/STATES | TECHNICAL ADVISOR |          | INTERNS/OFFICERS |           |
|--------------|---------------------|-------------------|----------|------------------|-----------|
|              |                     | Male              | female   | Male             | female    |
| 1            | Southwest           | 3                 | -        | 5                | 1         |
| 2            | Galmudug            | 1                 | -        | 5                | 4         |
| 3            | Jubbaland           | 1                 | -        | 7                | 2         |
| 4            | MOIFAR              | 4                 | -        | 7                | 3         |
| 5            | HirShabelle         | 2                 | -        | 4                | 1         |
| 6            | BFC                 | 2                 | -        | 2                | 2         |
| <b>TOTAL</b> |                     | <b>13</b>         | <b>0</b> | <b>30</b>        | <b>13</b> |



## SOMALIA UN MPTF

Updated on June 2018

### ANNEX 4:

#### Vehicle Details

| Our ID N° | Chassis N°         | Engine N°  | Country of Origin | Year of Manufacture | Colour      | Length(mm) | Width(mm) | Height(mm) | Volume(m³) | Kerb Weight(kg) | Engine capacity(cc) | Fuel   | HS Code |
|-----------|--------------------|------------|-------------------|---------------------|-------------|------------|-----------|------------|------------|-----------------|---------------------|--------|---------|
| 279269    | AHTFK8CD-500322301 | 5L-6287523 | South Africa      | 2016                | Super White | 5350       | 1800      | 1855       | 17.9       | 1920            | 2986                | Diesel | 870333  |
| 279274    | AHTFK8CD-900322284 | 5L-6287192 | South Africa      | 2016                | Super White | 5350       | 1800      | 1855       | 17.9       | 1920            | 2986                | Diesel | 870333  |
| 279278    | AHTFK8CD-300322314 | 5L-6287576 | South Africa      | 2016                | Super White | 5350       | 1800      | 1855       | 17.9       | 1920            | 2986                | Diesel | 870333  |
| 279566    | AHTFK8CD-400322354 | 5L-6287796 | South Africa      | 2016                | Super White | 5350       | 1800      | 1855       | 17.9       | 1920            | 2986                | Diesel | 870333  |
| 279569    | AHTFK8CD-800322342 | 5L-6287704 | South Africa      | 2016                | Super White | 5350       | 1800      | 1855       | 17.9       | 1920            | 2986                | Diesel | 870333  |

### ANNEX 5: TRAINING DATA (DURING THE REPORTING PERIOD (JANUARY TO JUNE 2018))

|   | Target Group  |                              | Dates          | # of participants |    | Title of the training   | Location of training | Training provider |
|---|---|------------------------------|----------------|-------------------|----|---|----------------------|-------------------|
|   | Ministry. District or UN staff  | Others                       |                | M                 | F  |   |                      |                   |
| 1 | BFC staff   |                              | Feb 6-7        | 6                 |    | GIS Basic training  | MIA                  | BFC/UNDP          |
| 2 | MOPIED, MOJ, MOF, MOE, MOWMR, MOH, MOLE, CSC, MORDA,                      |                              | Feb 10-15      | 20                | 0  | Institution strengthening workshop                                | Kismayo              | JSS/UNDP          |
| 3 | MOPIED, MOJ, MOF, MOE, MOWMR, MOH, MOLE, CSC, MORDA,                      |                              | Feb 12-16      | 20                | 0  | Consultation: organizational Structure development                | Baidoa               | SWS/UNDP          |
| 4 | JSS CSC   |                              | Feb 17-26      | 1                 | 4  | Civil Service Commission (CSC) Study tour to Puntland             | Garawe               | BFC/UNDP          |
| 5 | JSS office of Presidency  |                              | Feb 18-20      | 2                 | 18 | Consultations to finalize Institutional Development TORs, HR etc. | Kismayo              | JSS/UNDP          |
| 6 | SWS president, ministries of planning, humanitarian, finance, un agencies | local and international NGOs | Feb 20         | 125               | 9  | Consultative meeting: Development Partners' Coordination          | Baidoa               | SWS/UNDP          |
| 7 | Ministry of Youth and sports  | Youth from Abudwak           | Feb 20 – Apr 5 | 120               | 0  | Football tournament for youth integration on state                | Abudwak              | GSS/UNDP          |



## SOMALIA UN MPTF

|    |  |   |           |    |    |   |                |          |
|----|--|---|-----------|----|----|---|----------------|----------|
|    |  | district  |           |    |    | building and federalization process                                       |                |          |
| 8  | BFC staff  |   | Feb 28    | 11 | 9  | Ways to create a good working Environment                                 | BFC Main Hall  | BFC      |
| 9  | Members from South West Somalia None state actors (SOSWENSA)     | Members from South West Somalia None state actors (SOSWENSA)        | Feb 28    | 28 | 21 | Social mobilization workshop: CSOs in peace building & good governance    | Baidoa         | SWS/UNDP |
| 10 | Newly appointed Ministers, district and regional representatives | Youth groups,   | Mar 2- 4  | 35 | 13 | Capacity Development Mechanisms and Coordination                          | Balcad         | HSS/UNDP |
| 11 | JSS ministry of Information, tech. telc. ICT                     |   | Mar 7-8   | 6  | 30 | Workshop: role of media in peace and state-building                       | Kismayo        | JSS/UNDP |
| 12 | Newly appointed Ministers, district and regional representatives | Youth groups,   | Mar 12-14 | 85 | 15 | Three days Capacity Development on Coordination Mechanisms                | Jowhar         | HSS/UNDP |
| 13 | GSS  | Traditional elders, religious leaders, women, youth led CSOs        | Mar 14-17 | 49 | 21 | Reconciliation conference   | Adado          | GSS/UNDP |
| 14 | Ministry of Reconciliation                                       | Traditional elders, religious leaders, women, youth led CSOs        | Mar 14-17 | 49 | 21 | Reconciliation conference   | Abudwak        | GSS/UNDP |
| 15 | Southwest state assemblies, Baidoa district administration       | traditional elders, women and youth-led CSOs, media, intellectuals, | Mar 15    | 70 | 36 | Radio talk show (Radio Baidoa, Radio Warsan & Radio Afgoye) on federalism | Baidoa, Afgoye | SWS/UNDP |
| 16 | BFC staff  |   | Mar 21    | 12 | 10 | Report writing Skills workshop  | BFC Main Hall  | BFC      |
| 17 | Berdale district local council                                   | women group, youth, elders  | Mar 24-25 | 72 | 28 | Social mobilization workshop: Establishing linkage forum                  | Baidoa         | SWS/UNDP |



# SOMALIA UN MPTF

|    |  |   |           |    |    |   |               |                |
|----|--|---|-----------|----|----|---|---------------|----------------|
|    |  |   |           |    |    | between Academia and SWS Administration                         |               |                |
| 18 | MOPIC and Office president, SWS  |   | Mar 25    | 4  | 0  | Two vehicles handover event                                     | Mogadishu     | UNDP           |
| 19 | Ministries, DG, Civil servant, State house staffs, Local staff of each ministry                          | Youth groups, CSOs  | Apr 11-19 | 45 | 35 | Organizational Development Structure and Strategic plan         | Jowhar        | HSS/UNDP       |
| 20 | All Galmudug ministries  |   | Apr 14-15 | 44 | 6  | Endorsement of GSS strategic plan 2017-2019                     | Dusamareb     | Abdelkarim     |
| 21 | All Galmudug Ministries  |   | Apr 16-17 | 44 | 6  | Workshop on organizational development                          | Dusamareb     | Abdelkarim     |
| 22 |  | Traditional leaders, religious leaders, women, youth led CSOs | Apr 23-24 | 70 | 30 | Work shop and radio talk-show on federalism and Good governance | Adado         | MoCR           |
| 23 | Local staff (each ministry staff and Temp DGs (temporary Direct Generals and District and regional staff | Women groups  | Apr 24    | 42 | 36 | Communication Skills  | Jowhar        | HSS/UNDP       |
| 24 | Ministries of planning, humanitarian, finance, un agencies   | local and international NGOs                                  | Apr 24    | 99 | 5  | Consultative meeting: Development Partners' Coordination        | Baidoa        | SWS/UNDP       |
| 25 | BFC staff  |   | Apr 28    | 13 | 11 | Training on Federal System of Africa                            | BFC Main Hall | BFC            |
| 26 | MOPIED, MOJ, MOF, MOE, MOWMR, MOH, MOLE, MOHDM, MORDA, MOWHR, MOPW, MOC, MOYS, MOC, MOI, MOL, MOP        |   | May 7     | 47 | 2  | Consultation: organizational Structure development              | Baidoa        | SWS/UNDP       |
| 27 | HSS government (Minister of Security, Minister of Interior)  | Youth groups, Elders  | Jun 29    | 80 | -  | Beyale Reconciliation between Hawadle and Habargedir            | Jowhar        | HSS government |



**SOMALIA UN MPTE**