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PROGRAMME ANNUAL PROGRESS REPORT

Period: 2016

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

Total Budget as per ProDoc	\$ 145,618,908
MPTF:	\$ 141,595,449
Non MPTF sources:	PBF: \$ 3,348,800
	Trac: \$ 486,499
	Other: \$ 188,160

PUNO	Report approved by:	Position/Title	Signature
UN-Habitat	Ishaku Maitumbi	a.i. Senior Programme Manager, Programme Manager, UN-Habitat JPLG	Signed Copy on File (available upon request)

Total MPTF Funds Received				Total non-MPTF Funds Received		
PUNO	Q4 2016	Cumulative	Annual 2016	Q4 2016	Cumulative	Annual 2016
	6,347,187	68,726,752	16,729,324	-	674,659	-
JP Expenditure of MPTF Funds ¹				JP Expenditure of non-MPTF Funds		
PUNO	Q4 2016	Cumulative	Annual 2016	Q4 2016	Cumulative	Annual 2016
	4,642,296	68,149,444	19,188,193	-	674,659	

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



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Acronyms

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



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SITUATION UPDATE

The major programme developments during 2016 includes the progress made to implement the decentralization strategies in Somaliland and Puntland and the finalization of a basic package of legislation which supports the devolution of functions from central to local government. The programme also successfully conducted an assessment and review of the decentralization policies, that included a review of the Service Delivery Models and the Participatory Planning and Public Expenditure Management framework in JPLG target districts (at the end of 2015 and the beginning of 2016). The assessment and review identified a series of gaps in national legislation (Somaliland and Puntland) which led to the production of a list of policies, laws and regulations that require amendments (to address the gaps) and in support of the devolution of authority. In May 2016, the programme managed to adopt a Fiscal Decentralization Strategy to attain operational inter-governmental-transfer system in 2017.

The programme achieved finalization and/or endorsement of the following key technical policies that support districts to perform their key functions:

- Local Government Finance Policy, which covers financial management, budget preparation and execution, revenue generation, expenditure management, accounting and control, fixed asset management, and financial reporting;
- Urban Regulatory Framework which covers urban planning and management;
- A review of the road sector legislative, institutional and policy framework was conducted. This will inform the decentralization strategy for the roads sector to be developed in 2017;
- Solid Waste Management bylaws, that define the role of municipality and public, use of municipal revenue and public-private partnership arrangements in the delivery of the service;
- Natural Resource Management strategy that defines the role of municipality and public, use of municipal revenue and public-private partnership arrangements in the delivery of the service.

At the end of 2016, all target districts have functioning planning, procurement, social affairs, revenue generation and public works departments that have been equipped with tools, guidelines and systems that facilitate effective public service delivery. Tools such as district planning and public procurement are now extensively used outside JPLG projects areas and are mostly funded by a district's own revenues. Another significant achievement in 2016, was the improvement in the capacity of districts; for example, there has been a significant annual increase in revenue from property tax collection in JPLG target districts in Somaliland and Puntland. The increase is attributed to programme reform and technical assistance, the implementation of property numbering, constant updating property and building databases. Though the programme has achieved significant progress in public works, urban development and an increase in revenue there is a need to put more efforts into strengthening the capacity of the social affairs departments.

In 2016, the programme continued supporting Service Delivery Model pilots in the following sectors: education, health, roads, natural resource management, solid waste management and water. All Service Delivery Models were implemented as planned in Borama, Berbera, Burao and Odweine in Somaliland and Bosaso, Eyl, Garowe and Gardo in Puntland. However, there were delays in launching pilots in Puntland, where service delivery models were initiated in the water sector in Eyl and plans developed for implementation of the education model in Garowe. Local governments in target districts in Somaliland increased their contributions to sector budgets, with contributions to education budgets from local revenues rising by 92%. There is a recorded increase of utilization of health and education services as a result of the improved service delivery mechanisms as well as improved public-private partnership arrangements in roads and water management. The programme closed outstanding payments from 2014-2015 under Local Developments Funds component but due to funding constraints was not able to support 2016 LDF projects, though they were approved and finalized.

Early 2016, state and federal Ministries of Interior worked together to finalize and agree on a principled document to guide local governance formation - the Wadajir framework, which is aimed to advance the establishment of the third level of government. The representatives of MoFA and state Ministries of Interior during different forums and meetings that took place in 2016 repeatedly stated that "the strong local governance is fundamental to stabilization, peace building and development in Somalia". It became a crucial task for the programme to intensify supporting the state Ministries of Interior on institutional development and advancing LG reforms.

In 2016, the programme supported Jubbaland State and South West State to undergo the initial phase of Local Government



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Law development, which will enable district council formation to commence. The process has its own significance as the new Federal Member States were simultaneously able to compare their bills and under the leadership of MoIFA to review and propose revisions to the Federal Local Government Law #116. Jubbland State, South West State, and Galmudug State are establishing state level structures with the mandate for local governance and decentralization and JPLG supported state building by creating common planning and vision for a uniform local government structure. South West state and BRA were the focus of large-scale civic education efforts which resulted in improved understanding among citizens of local governance process, brought them closer to local government, and build trust between them. The programme has subsequently produced a contextualized civic education resource pack that is aligned with the Wadajir framework and that can be taken forward by Federal Member States.

QUARTERLY PROGRESS REPORT RESULTS MATRIX

OUTCOME 1 STATEMENT POLICY AND LEGAL FRAMEWORKS ARE IMPROVED TO ENABLE LOCAL GOVERNMENTS TO EFFECTIVELY DELIVER EQUITABLE SERVICES

Output 1.1: Sectors' regulatory frameworks, strategies, policies and laws for decentralization (in Education, Health, NRM, ULM, Water, LED, PPP, SWM, URF and Roads) drafted and aligned to the Decentralization Policy (based on SDM pilot progress).

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

OUTCOME 2 STATEMENT LOCAL GOVERNMENT CAPACITY FOR EQUITABLE SERVICE DELIVERY IS IMPROVED

Output 2.1: Structures and systems for good local governance, planning and budgeting are established and strengthened.

# of districts that have systems in place to increase revenue generation (e.g. property taxes, business licensing, etc.)	16 ⁵	16	16
# of monitoring visits completed by central governments' staff to district level governance bodies.	3	4 ⁶	4
# of districts with established community monitoring groups.	15	15	15

Output 2.2: Competencies and skills are developed for good local governance and equitable service delivery.

# of local and central government personnel trained in at least one PEM module (but up to 5)	786 ⁷	1422	2021 ⁸
# of district council members trained in civic education, public management, procurement and etc	250	256	741
# of community volunteers trained in civic education, public management, procurement and etc.	225	115	285

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

# of districts that implement their LDF budgets as per their workplan and eligible for increase in LDF funding	16	16	16
# of districts, that implement pilot Service Delivery Models (SDMs) in the areas of health, education, roads, NRM or WASH with JPLG support	7	9	9

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

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

⁴ Somaliland and Puntland

⁵ SId – 8, PId – 7, Gd - 1

⁶ 2 – UNICEF; 2- UNDP

⁷ The set target is preliminary as programme has no approved training strategy.

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



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# of districts that have developed participatory AWP, which include priorities/activities where women are a primary beneficiary, using JPLG tools	21	16	16
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NARRATIVE

OUTCOME ONE: POLICY AND LEGAL FRAMEWORKS ARE IMPROVED TO ENABLE LOCAL GOVERNMENTS TO DELIVER EQUITABLE SERVICES

The major achievement of the programme in 2016 was the finalization of a basic package of legislation and policies and a comprehensive package of local government tools for improved planning and management in Somaliland and Puntland that strengthened local government ability to deliver development and service delivery. The package (which includes public expenditure management, human resource management, public procurement management etc.) is advancing decentralization in JPLG target districts (Zeila, Borama, Gabiley, Hargeisa, Sheikh, Burao, Odweine, Bosaso, Gardo, Garowe, Eyl, Bayla, Jariban, Galkayo and Adado). In addition, the programme was able to support legislation dialogues in Jubbland State and South West State.

In 2016, in Somaliland, the programme improved the environment for decentralized service delivery through significant investments in developing health, education, water and solid waste management sector decentralization strategies; as well as providing support to technical working groups in Somaliland to debate and address local service delivery challenges.

Last year, the programme supported Somaliland and Puntland, under the leadership of their respective Ministries of Interior (Moi) and Vice Presidents' office, to undergo an assessment and review of the implementation of Decentralization Policies and supporting frameworks that were adopted in 2014. As part of the roadmap an assessment of the implementation was scheduled for 2016, to correct course and give an independent review of challenges and actions needed. The assessment and review took into account lessons learned from piloting the Participatory Planning and Public Expenditure Management (PEM) framework and Service Delivery Models (SDMs) in JPLG target districts, as well as the broader policy/legal developments that have taken place within the states and the country. The assessment and review produced revisions and recommendations that include i) developing a common objective for further decentralization of the central functions to ensure harmonization of the different sectors ii) developing a costed implementation plan to support the roadmap.⁹ The assessment and review recommendations will support state governments to roll out a uniform local government system across the country. Alongside the assessment and review in Somaliland and Puntland, the programme together with the Civil Service Institute (CSI) and key government stakeholders documented legal and policy gaps affecting implementation of the respective decentralization policies and roadmaps. As a result of these reviews a clear list of policies, laws and regulations have been identified in Somaliland and Puntland to support the devolution of authority.

Table 1. Analysis of Policy Gaps in Somaliland

#	Policies supporting decentralization	Amendments needed to support the decentralization
1.	National Education Act	The draft National Education Bill does not address decentralization and needs to be aligned with the national decentralization policy.
2.	National Health Policy	The National Health Policy does not reflect the decentralization as per the national decentralization policy and the role of a local government needs review as part of a functional assignment.
3.	National Water Policy	The regions and district law #23/ 2002/2007 defines local government's role and function. However, the National water act defines legal and regulatory framework of the sector and confers all regulatory powers to the central ministry of water.
4.	National Water Act	The devolved assignments should be made clear in the National Water Policy.
5.	Regions and district law # 23/ 2002/2007	This law was developed before the national decentralization policy was in place and it needs a major revision for policy consistency.

⁹ More detailed information in the Decentralization Policy Assessment and Review Report, UNDP 2016

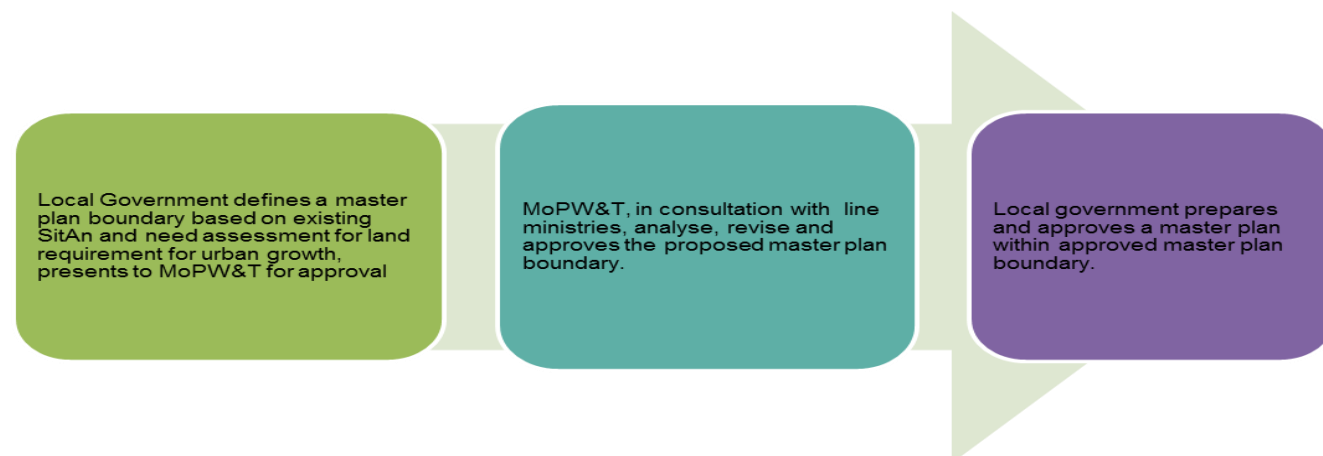
The adoption of a Fiscal Decentralization Strategy (FDS) in Somaliland and Puntland is the start of a process to achieve effective fiscal decentralization (essentially a set of policies that increase the revenues and/or fiscal autonomy of local governments). Somaliland and Puntland have already demonstrated commitment to endorsement of the FDS, that in time, will bring together resources and the use of capacities developed through JPLG interventions, to enhance accountable governments and improve service delivery. In 2016, the issuance of a Budget Call Circular (BCC), an element of the FDS, details the resource envelope for 2017 to guide district budget planning. For the first time local governments will know their annual budget and can implement realistic planning on preferred project implementation. The BCC also covered the Local Development Fund (LDF) being a representation of donor funding and is a step towards formalizing it into the fiscal transfer system in Puntland and Somaliland. Further work is still required to formalize LDF into an intergovernmental fiscal transfer mechanism. In the meantime, sector transfers for recurrent expenditure are being piloted through UNCEF supported SDMs with a view to integrating them into the intergovernmental fiscal system as outlined in the FDS.

The programme worked with Somaliland and Puntland to develop a Local Government Finance Policy (LGFP) that supports the FDS; establishing a guiding framework for financial management at the district level, which simultaneously aligns with national government requirements. LGBF covers areas of financial management, budget preparation and execution, revenue generation, expenditure management, accounting and control, fixed asset management, and financial reporting. It also tackles the issue of borrowing and debt management (not covered by legislation). In 2017, Somaliland and Puntland's Financial Management and Information System (FMIS) will become operational. The vision is that eventually all local governments will get connected to FMIS to deliver uniformity across the country's financial management systems.

The lack of a comprehensive and enforceable land policy and land law, coupled with a weak institutional framework and technical capacity, has made land management very difficult. Increasing rates of urbanisation in the main towns is a major challenge for urban planning. Land survey and mapping methods are inefficient, while land property registration and taxation systems are incomplete and require improvement. As a result, land ownership and land use conflicts are common, often violent and may spur fresh conflict. Institutional capacity for urban management is poor.

In Somaliland and Puntland, the programme made progress in the adoption of the Urban Regulatory Framework (URF), which outlines principles and standards for integrated settlement planning and urban development and is summarized in seven volumes. The URF is aligned to the decentralization policies. The adoption of the URF, will enable the decentralization of some functions of the Ministry of Public Works (line ministry), responsible for urban planning and management, to local governments, who are authorized to develop and implement their own master plans; with the ministry limited to defining and approving the master plan boundary. Once the Urban Land Management Law #17 in Somaliland is amended and similar legislation in Puntland is developed, there will be consistency between the decentralization policies, URF and Urban Land Management Laws. See Figure 1 below.

Figure 1. Decentralization of Ministry of Public Work's functions to a local government





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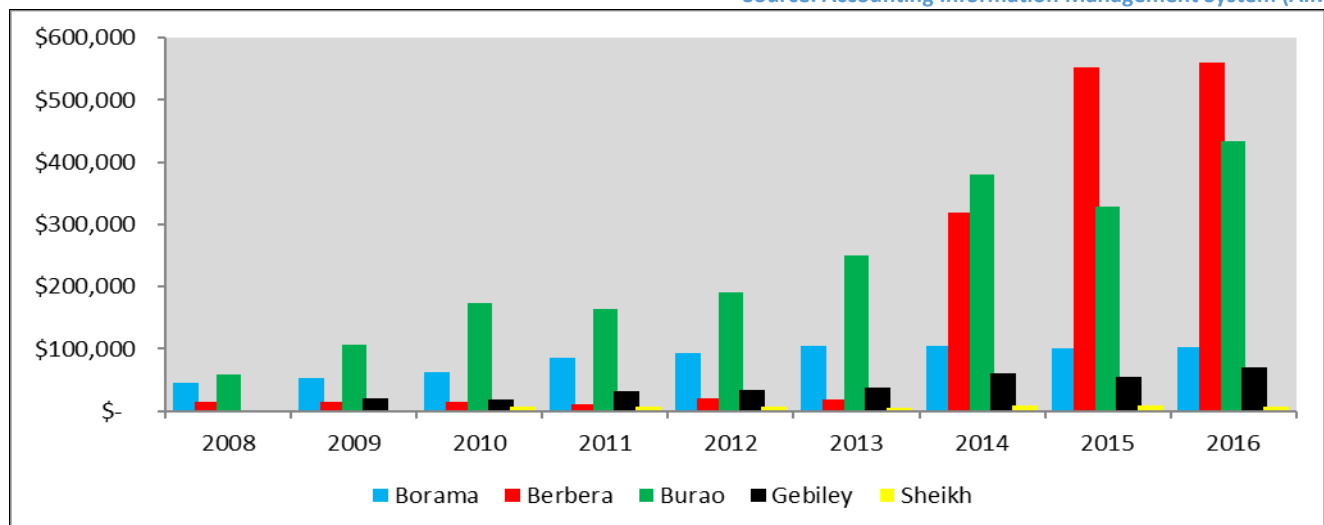
In 2016, in Somaliland and Puntland, the programme supported the decentralization of the road planning and maintenance functions in pilot districts (Berbera, Borama, Burao in Somaliland and Bosaso, Gardo and Garowe in Puntland). This followed the completion of a road sector review of the policy, legal and institutional frameworks in Somaliland and Puntland and the development of a road strategy. In the past, there was an overlap in the laws and decrees defining the roles and responsibilities of central and local government in the road sector, however, the decentralization policies mentioned that roads within district boundaries were the responsibility of the local government and significant roads that covered large geographical areas in the state were the responsibility of central government. However, the majority of the Local Development Fund (LDF) projects (selected by communities) are construction and maintenance of rural and urban roads within district boundaries. A significant outcome of this particular SDM is that districts have started to take the initiative for construction and maintenance of roads within their district boundaries and are using revenue raised through taxpayers' money for this purpose improving the local road network for local citizens. The recommendations of the review and strategy will also support the development of systems to improve functionality and capability of institutions to deliver and manage road sector infrastructure; however, the sector needs to be overseen with a broader geographical view than simply focusing on districts.

The programme has supported Jubbaland State and South West State to undergo the initial phase of Local Government Law development, which will enable district council formation to commence. The process has its own significance as the new Federal Member States were simultaneously able to compare their bills and under the leadership of MoIFA to review and propose revisions to the Federal Local Government Law #116. Jubbaland State and South West State have, through extensive consultation and dialogue forums developed their state local government legislation. The process has engaged the federal level through Ministry of Interior and Federal Affairs (MoIFA) and collaboration between states to ensure that the draft legislations build on the same principles and that they don't contradict each other or federal legislation. By the end of 2016 the legislations have passed the Cabinet approval for both states and are ready to be presented to the State Parliaments.

OUTCOME TWO: LOCAL GOVERNMENT CAPACITY FOR EQUITABLE SERVICE DELIVERY IS IMPROVED

During 2016, target districts in Somaliland and Puntland have significantly increased revenue collection with regards to property taxes, as depicted in Figures 2, 3, 4 below. For example, data extracted from the Hargeisa Municipality's AIMS system (Figure 3) show that the property tax collection rose from approximately a quarter million US\$ in 2008 to over a million US\$ in 2016; an average annual increase of 35 % equivalent to over 300 percent in nine years. Similarly, Berbera Municipality managed to collect half a million last year from the property taxation, Gabiley and Burao Municipalities increased property tax collection by around 30 % from 2015 to 2016.

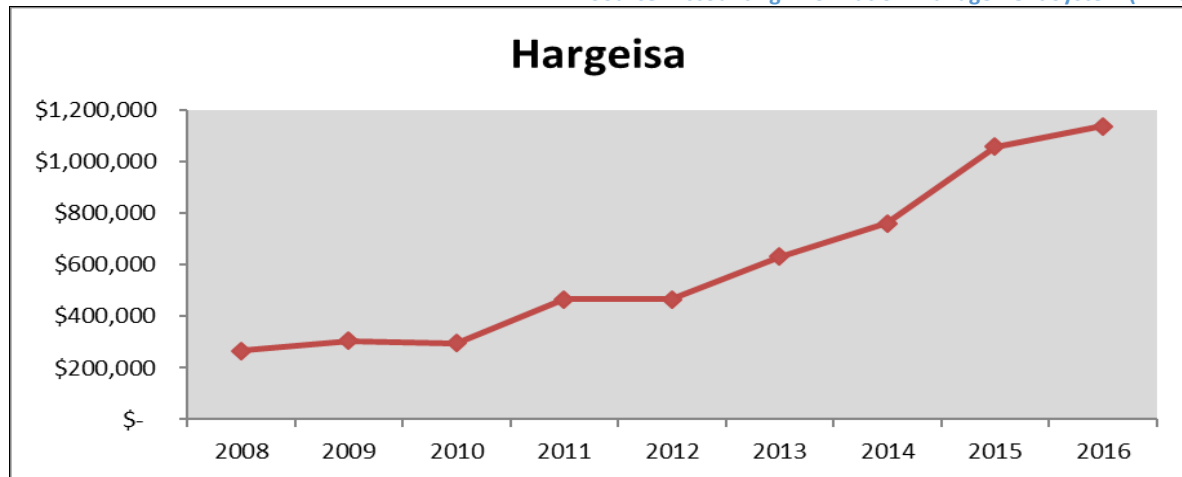
Figure 2. Property taxation in Somaliland
Source: Accounting Information Management System (AIMS)





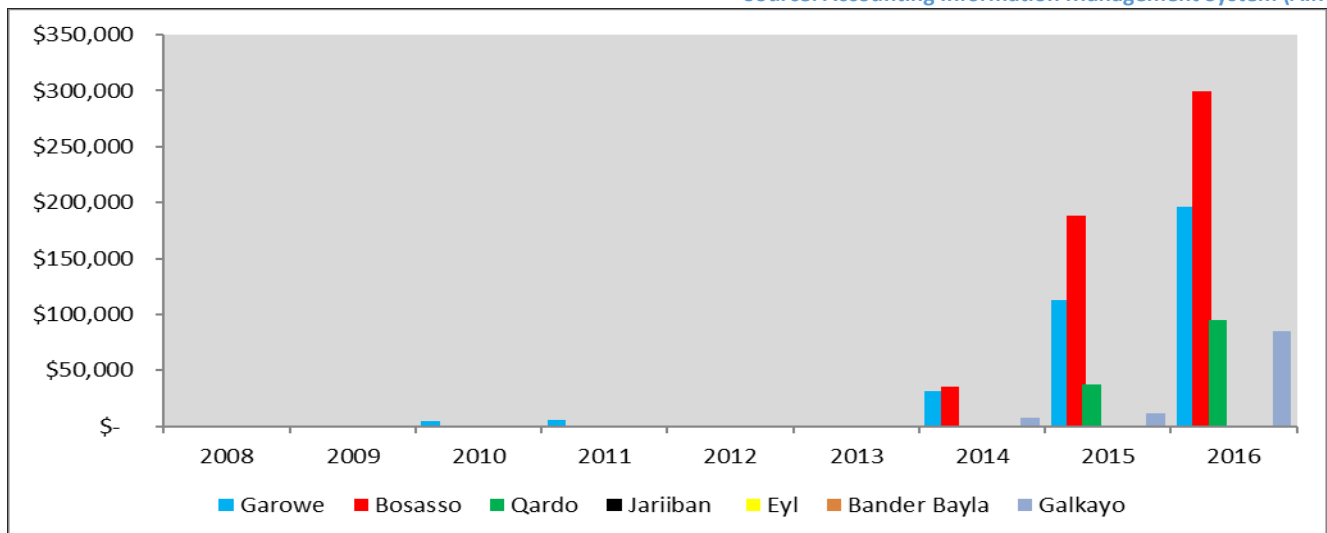
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Figure 3. Municipal Revenue in Hargeisa
Source: Accounting Information Management System (AIMS)



In Puntland, although the overall tax collection is below expectations, the 2016 property taxation in Garowe and Bosaso rose by 73 percent and 60 percent, respectively, compared to 2015. The significant increase is attributed to the introduction of JPLG programme reforms, which included the provision of continuous technical assistance, the implementation of property numbering, updating property and building databases; as well as raising awareness on property taxation amongst the general population. In addition, a noted rise in local government credibility amongst constituencies with increased transparency of planning and accountability and more coverage and quality of services, increasing the willingness of citizens to pay taxes.

Figure 4. Property Taxation in Puntland
Source: Accounting Information Management System (AIMS)



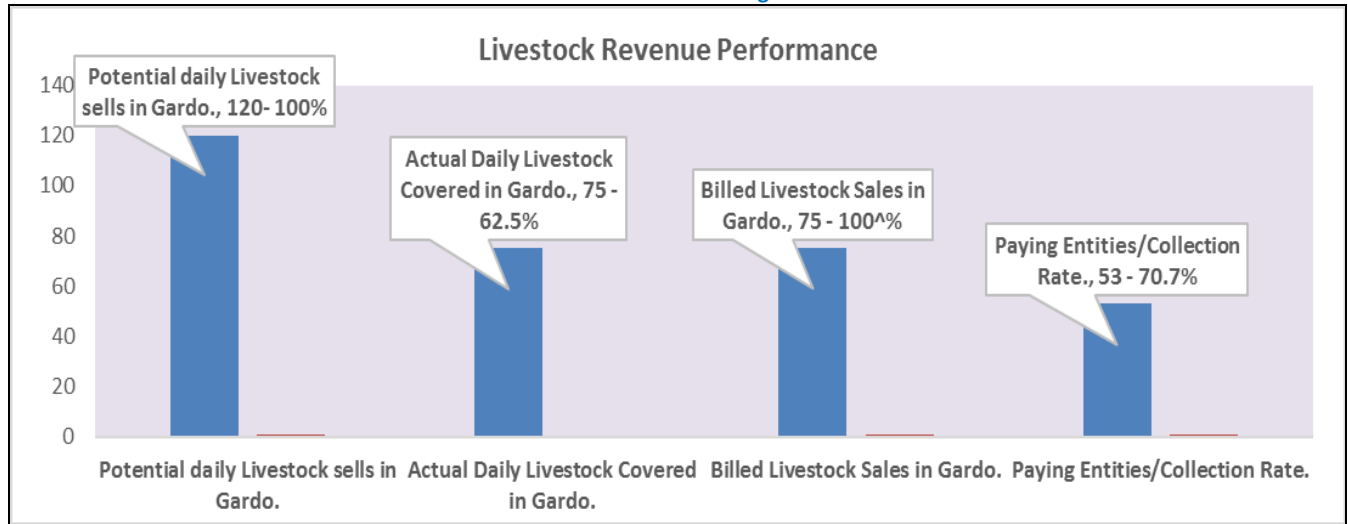
The programme supported the districts of Borama and Hargeisa in Somaliland and Bander Bayla, Bosaso Eyl, Jariban, Gardo and Garowe in Puntland to initiate local Revenue Mobilization Action Plans that addressed the issue of weak integrated local revenue mobilization practice. The Revenue Mobilization Action Plans identified specific sources of local revenue (beyond property tax collection and business licensing) and identified sources and methods to maximize revenues; the process has strengthened the capacity of local governments in the areas of general revenue administration including forecasting, revision and adjusting plans.



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Gardo Municipality through a simple analytical and participatory process identified new sources as well as potential for 68 percent increase of revenue by end of 2017 from three traditionally low performing revenue sources (livestock, market daily collection and business licences) from the current average collection rate of SOS 406,162,000 (US\$ 697,873¹⁰) to SOS 682,568,000 (US\$ 1,172,797).

Figure 5. Gardo District Revenue Performance of Livestock Tax



The programme made significant progress in developing capacity for urban land management in Somaliland and Puntland. For example, Bosaso and Gabiley Municipalities developed a City Extension Plan and Urban Masterplan respectively, grounded in the URF, with the programme providing technical support. The URF has been adopted by the Ministries of Public Works in both Somaliland and Puntland and the programme has trained their staff alongside personnel from target districts on building permits and settlements planning. The training has facilitated the Ministries of Public Works to be able to coordinate the implementation of the URF as well as provide oversight.

The Bosaso Municipality City Extension Plan with integrated URF standards and principles, was launched in November 2016 and is a response to urban growth whilst bringing public services closer to communities in key economic areas. The plan guides local and state authorities, private developers and property owners on future Bosaso development in their respective areas. Bosaso, as one of Somalia's largest cities and sea ports, will start benefiting from this visual document in the near future.

The Minister of Ports and Maritime Transport, Said Mohamed Rage about contributions of landlords, business people, communities and diaspora to make the City Extension Plan a reality - "If we are together and everybody contributes, then we can make Bosaso the most beautiful city serving people's needs"

During the piloting of the URF in Bosaso and Gabiley, the programme witnessed significant participation of public and key stakeholders, particularly, the Ministry of Public Works and local government. As a result of consultations, the multi-party agreement reached among different ministries enhanced the capacity of the Ministries of Public Works to coordinate urban planning exercise with all relevant institutions.

¹⁰ <http://www.xe.com/currencyconverter/>



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JPLG achievements in municipal finance including policy development, capacity building and own source revenue generation through the property taxation were presented during the “Habitat III” – a conference on Housing and Sustainable Urban Development, held in October 2016, in Quito, Ecuador, where the New Urban Agenda was adopted

In 2016, the Municipality of Mogadishu continued efforts to develop a city Spatial Strategic Plan, defined as the coordination of practices and policies that affect a city's spatial organization. The urban growth pattern and development scenarios for Mogadishu were illustrated in a booklet “Towards Mogadishu Spatial Strategic Plan” published by the programme. It outlined a long term spatial development framework and identified a series of transformative projects including a second Afgoye Road corridor, planned city extensions and reconstruction projects in the older areas of the city. The results and a way forward have been discussed and agreed with the MoM/BRA and the programme will make efforts to finalize the plan in 2017.

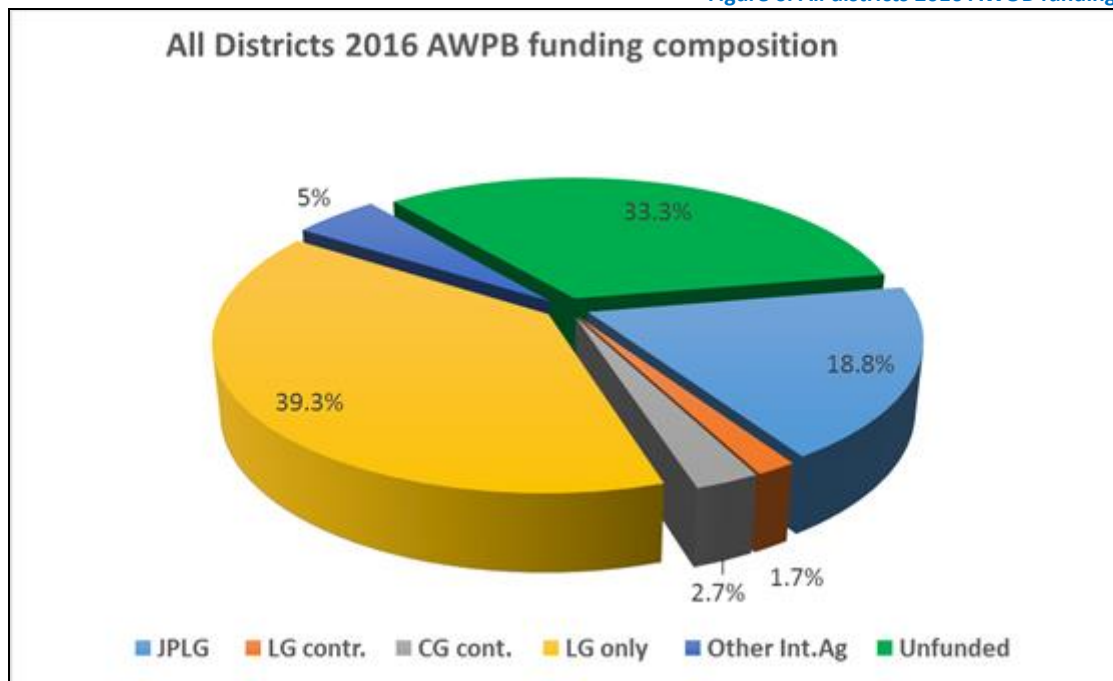
The programme has supported Somaliland and Puntland to establish Public Works departments in 15 JPLG target districts. The departments started to manage procurement implementation of the infrastructure projects such as schools, health, posts, roads and etc. The Public Works departments now provide full oversight to procurement systems that facilitate proper allocation and use of funds and transparent processes. The programme procurement tools, guidelines and systems are utilized in projects

funded by other resources (outside of JPLG) as well; for example, in Berbera district, the procurement systems were used for the construction of a public library that cost more than US\$ 100,000. In addition, the procurement systems have contributed to improved transparency and accountability of service delivery, encouraging an increase in the number of service providers (contractors) bidding for public tenders.

During 2016, most local governments supported by the Programme have shown substantial improvements related to revenue generation, planning, budgeting, project management, expenditure control and implementation. The programme has successfully complemented capacity development, technical advice and funding into a package that has allowed local governments to take on the role of development organizations, with increased accountability, transparency and inclusiveness. Mayors, councillors and the local administrations have increasingly been reaching out to their constituents, by offering concrete platforms for substantive participation in policy formulation and project prioritization, as well as partnerships in implementation. One avenue to promote this has been the District Annual Work Planning Frameworks, which has enabled communities to engage in the planning process. This is not only framed as a bottom-up process in which demands are voiced and partially reflected in the AWPBs, but as a means for managing expectations on what LGs can reasonably be expected to deliver. Currently, JPLG is no longer the only source for the districts AWPB. The programme provides 19% of total budget required to implement districts projects. More than 40% of required funds is provided by the local and central governments. International organizations are of the district's planning. Though their contribution is yet small, it is a considerable progress compare to the planning process of 2012-2013¹¹.

¹¹ Gardo community consultation towards annual plan - <https://www.youtube.com/watch?v=fxmBI2aH7iE>

Figure 6. All districts 2016 AWOB funding composition.



Implementation of the Local Development Fund (LDF) projects are mostly led by district technical personnel. As a result of JPLG capacity strengthening efforts over the last five years, training has been provided and their skills have matured, particularly in the areas of project design, planning, procurement, contracting of service providers, monitoring of quality etc. The improvement in capacity in these areas contributed to implementation of 28 projects with a value of US\$ 2,161,550 in Somaliland and 32 projects with a value of US\$ 1,195,142 in Puntland. The LDF projects adopted intensive labour based technologies which created employment opportunities for 3,887 beneficiaries. In addition, the infrastructures created and/or rehabilitated access to social amenities and markets for communities and helped local governments to improve service delivery.

In 2016, technical standards have been applied in the implementation of all LDF projects and ensure that civic infrastructures created by the local government and contractors adhere to national and international standards of construction. In 2016, in Somaliland and Puntland, a capacity package for the road sector was developed. The skills/knowledge acquired from the road sector capacity package including training on tender/bidding process for district Public Works departments and service providers and education on technical road standards, were demonstrated during the piloting of road SDMs. The road sector skills and procedures are now applied in other projects (non-JPLG); for example, the Puntland Highway Authority used the JPLG established tender process to select a contractor for the GIZ funded roads construction.

Jubbaland State, South West State and Galmudug State are establishing state level structures with the mandate for local governance and decentralization within the MoI (similar to the set up in Somaliland and Puntland). This involves the establishment of capacity building of the MoI in the area of local government, decentralization and coordination which ensures a uniform system for local government administration and management is implemented across the districts of the state. The MoI are also responsible for the drafting of policy, laws, strategies and developing the technical systems for local government management and administration.

Setting up the local governance structures for Jubbaland State, South West State and Galmudug State has been a critical part of JPLG's support to Somalia in 2016. Through the deployment of national technical experts to the respective MoIs and boosting local governance legislation and policy frameworks, JPLG have supported key processes of state building and ensured that local governance is championed by the MoIs. Through a series of capacity building initiatives that have brought Puntland, Jubbaland State, South West State and Galmudug State government officials and consultants together, a common planning and common vision for a uniform local government structure have been established.



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The programme has achieved significant progress in public works, urban development and increase of revenue but there remains some outcome areas, where much effort needs to be placed. For example, in 2016, the programme provided support to strengthen the capacity of the Social Affairs departments (SADs) in the target districts of Zeila, Borama, Gabiley, Hargeisa, Berbera, Sheikh, Burao and Odweine in Somaliland, and Garowe, Bosaso, Gardo, Galkayo, Bander Bayla, Eyl and Jariban in Puntland. In Somaliland and Puntland, SADs have had responsibility for overseeing local government implementation of service delivery but have suffered from weak capacity and a poor enabling environment hindering their ability to fully implement their intended functions. These include waste and public hygiene management (bulk of their effort), establishment of markets both for livestock and commodities, disaster evacuation management, development of natural resources, building and renovation of primary, madrasas and mosques, construction of Mother and Child Health Centres (MCH Centres), water points (kiosks) management, renovation of the road networks, registration of the people, records of birth, death, marriage, divorce etc. To this list was added a new strategic focus on services in health, education, WASH and social protection. In 2016, the programme conducted capacity assessments of SADs in the target districts and formulated capacity response plans, validated by the districts (as well as central government). Implementation of the response plans has commenced with the revision of SAD ToRs; these efforts will be continued in 2017, with a view to improving service delivery capacities at district level.

Civic education (CE) activities, under the general theme of “Voice of Accountability” sought to increase awareness of both government and its citizens on the role of the local governments and improving service delivery through enhancing accountability, transparency and responsiveness. In 2016, the programme focused its efforts in the emerging Federal Member States in the South (BRA and South West State in Baidoa District) in cooperation with MoI, while building the capacity of authorities in Puntland and Somaliland to take a leadership role for CE design, implementation and monitoring. Intermedia Development Consultants (iDC), a key partner in this exercise, has completed the revision of the CE resource pack, *Wadahadal*, and produced two versions. One focuses on issues relevant to emerging Federal Member States, particularly the *Wadajir* Framework, while the other is more specific to the Somaliland context. In 2016, the civic education efforts in southern regions of Somalia reached over 200,000 community members, 10,000 school children and an estimated 250 government officials. Implementing partners have noted that relationships have greatly improved between citizens and local government in Banadir as a result, and the activities have resulted in local fundraising for road construction (Wadajir district) and improved communication with authorities on security matters

Target audiences have demonstrated increased understanding of the Somalia provisional constitution, the role and mandate of the South West State Administration. This was particularly significant given that the administration was new at the time the project was initiated. Community members are also increasingly empowered to participate in decision making regarding their development priorities, and voicing their concerns about access to and quality of services, particularly young people, women and school children in order to increase their awareness on their rights and promote their participation in decision-making. In Banadir region, women have led a campaign for local authorities to increase numbers of female teachers in Banadir in local primary schools so as to encourage girls’ enrolment and better serve their needs.

Civic education sessions have also stimulated dialogue and information-sharing between district commissioners and the public, thereby reducing the distance between ‘educated’ authorities and community members, and stimulating greater public trust in local officials. Not only are community members increasingly questioning their leaders in public forums, they are also self-organizing to better monitor local services such as roads and district security. In a context where most public meetings were previously limited to members of the same clan (meetings to settle disputes, etc.), the civic education activities have created opportunities for diverse groups of people to come together and discuss issues of mutual concern.

OUTCOME THREE: LOCAL GOVERNMENTS ARE ACCOUNTABLE AND RESPONSIVE TO COMMUNITY PRIORITIES IN PROVIDING EQUITABLE AND SUSTAINABLE SERVICES AND PROMOTING LOCAL ECONOMIC DEVELOPMENT

SDMs support local (and central) governments to implement decentralized functions, improving service delivery to citizens at the local level. In 2016, the programme continued supporting SDM pilots in the following sectors: education, health, roads, natural resource management, solid waste management and water. All SDMs were implemented as planned in Borama, Berbera, Burao and Odweine in Somaliland. However, there were delays in launching pilots in Puntland, where service



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delivery models were initiated in the water sector in Eyl and plans developed for implementation of the education model in Garowe. The SDMs that were initially intended to cover Social Protection¹² were not carried out due to funding constraints.

In Somaliland, the SDMs in the health and education sector led local governments to take greater ownership of their service delivery responsibilities. This is demonstrated by an increase in their contributions from local revenues to education and health services, and their prompt response to emergencies, particularly in the education sector. Pilot districts have observed a 92 percent increase in the government education budgets in the last year. For example, the 2016 budget for Berbera included significant funds for primary education, close to US\$ 180,000, an increase of almost 450 percent from the previous year.

The 2016 Education SDM Report, drafted by the Ministry of Education and Higher Education, highlighted that enrolment rates for primary schools in Borama, Berbera and Burao have increased by 15 percent,¹³ in part due to improvements in the learning environment (improved sanitation and dedicated gender-specific and protected latrines, more space for students following the rehabilitation and equipment of classrooms and more motivated teachers as a result of salary top-ups). Monitoring and oversight by the ministry officials and local governments has been both successful, and has enhanced relationships and increased intra-governmental dialogue and coordination. Similarly, in the health sector in the target districts of Garowe, Gardo, Bosasso in Puntland, a strong working relationship has been established between mayors and Regional Medical Officers (RMOs), where previously this was non-existent. Utilization of health services has also increased at the various health facilities as a result of the improved service delivery mechanisms established through the SDMs.

In the Water and Sanitation for Health (WASH) sector, there is now an improved Public Private Partnership (PPP) Service Delivery Model. For example, the PPP SDM in Odweine created strong cooperation between private service providers, community members and local government to overcome long-time water problems in the town. The PPP SDM clearly defined roles and responsibilities of the stakeholders. Residents of Odweine town now have regular access to clean piped water (for the first time in three years). Community members have begun to understand that the PPP SDM offers them opportunities to contribute and mobilize local resources which can serve as a catalyst for local government efforts. The PPP SDM has also reduced the financial burden on local governments as the private sector is able to mobilize resources faster than government is able to do, thereby accelerating the realization of new infrastructure.

The Solid Waste Management (SWM) SDM has been implemented in Borama and Berbera¹⁴ with the objective of improving municipal garbage collection service coverage. The target districts adopted respective bylaws that regulate service delivery, either provided by the municipalities directly, or by the PPP. The bylaw also provides accountability for citizens to hand over their garbage and pay the service fee, which has been improved, though there are still challenges in most cases. The programme has provided a garbage truck for Berbera and Borama to increase the coverage of the service delivery.

Similarly, the programme provided support to Hargeisa, Borama, Berbera, Bosaso, and Gardo to implement Biomedical Waste Management service delivery. As a result, these municipalities are in the process of procuring equipment, such as incinerators, autoclave, and shredders, and seek to construct a biomedical waste management facility. The programme has also planned to campaign in public hospitals for the separation of biomedical waste and to hand it over to the contractors for proper treatment, rather than burning the waste by the side of hospitals. Similarly, local municipalities have adopted a comprehensive bylaw through local council to regulate biomedical waste management.

There are lessons emerging from the SDM pilots, in terms of local government uptake and ongoing challenges. They include:

- In Somaliland, real shifts have been witnessed in the pilot districts, in terms of intergovernmental roles and responsibilities, sector ministries at the central level now focus on policy development, regulation, and planning and oversight functions, while service delivery implementation is increasingly being transferred to local governments;
- The formalization of the process of resource allocation in education and health sectors has reduced the overlap in

¹² Social protection is not part of the Decentralization Policies. It has been included in 2015 upon the discussions with the governments.

¹³ According to the MoEHE, enrolment rates in the three pilot districts prior to the launch of the education SDMs was in 2012/2013 was 38,335 in 2012/2013. Enrolment for the 2015/2016 academic year was 44,129 students.

¹⁴ Bossaso and Gardo will start implementation in 2017.



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activities as central and local governments frequently come together to discuss a comprehensive budgeting strategy for education and health service delivery in target district councils;

- Enhanced community participation in the health and education SDMs has meant that community education and health committees now have greater access to local government officials to consult and provide feedback on service delivery;
- Investments made through SDMs has increased the sense of ownership of local services among the targeted beneficiaries in the pilot localities. However, there remains a lack of clarity with regard to management lines between subordinate staff and district councils, particularly in the health sector;
- Weak coordination of decentralized services by the Social Affairs department in pilot districts (as mentioned in Outcome 2) is also a challenge, although efforts towards strengthening the Social Affairs department in their role are ongoing and will be intensified in 2017.

Efforts to strengthen accountability in local service delivery have focused on restructuring community committees which now have greater representation of women and youth (50 percent of committee members have been newly selected). This change has resulted in increased understanding among committee members of their roles and increased response rates to SMS polls on service quality. Social Affairs departments are also increasingly fulfilling their coordination role with regard to the community scorecard (CSC) process. The latter has progressed well in Somaliland, with the results of SMS polls shared with district staff for action and a series of interface meetings between district and community representatives planned for early 2017.

In 2016, the pilot road SDMs (in target districts of Berbera, Borama, Burao in Somaliland and Bosaso, Gardo and Garowe in Puntland) developed and tested the process and tools for district road investment and maintenance planning; created a five year district road network plan with the priorities linked to the District Development Framework; budgeted annual road investment and maintenance plans (including routine, periodic and emergency maintenance); established procedures for either outsourcing and in-house works (e.g. emergency works); procured maintenance works including establishing performance standards; implemented maintenance works, indicators, performance frameworks, certification of works procedures and tools.

In 2016, the pilot NRM SDMs in Burao, Gardo and Eyl, amongst other components, established a NRM Unit within the Social Affairs departments and documented customary laws related to resources. Lessons learned from implementation have informed the development of a Natural Resource Management decentralization strategy, including a strategic framework. In addition, the rationale and principles for decentralized natural resource management have been identified and the legal framework, levels and functions of each level of decentralization defined.

In 2016, LDF projects were approved and finalized (US\$ 2 million for Somaliland, US\$ 1.75 million for Puntland, Adado district US\$ 200,000) but no disbursement was made during 2016 due to funding constraints. Implementation and funding of the approved 2016 projects will be done during 2017. Funding of community prioritized projects in the emerging Federal Member States had been budgeted at US\$ 200,000 and was due to be implemented after formation of district councils, which has not yet happened. The budget will be revised for 2017 based on anticipated developments in the new states. However, the LDF projects that commenced in 2015 against 2015 Annual Work Plan and Budget (AWPB) with a similar budget were finalized 100 percent during 2016.

In 2016 the programme supported the implementation of Local Economy Assessments in the districts of Galkayo and Eyl, informing the development of local development strategies enabling the design of interventions that exploit the economic potential of their localities. The identified interventions are subsequently funded by local government and the private sector. For example, a new market opened in Garowe (identified through a Local Economy Assessment in 2014), funded by local government who provided land, the private sector who provided finance (Golis Telecom Company), JPLG, as well as the beneficiaries. The market has provided spaces for small businesses owned by women who have received grants from an ILO SIDA funded Women Economic Empowerment project through the AMAL bank.

The programme has provided support to the establishment of business registration systems in 6 target districts in Somaliland and 6 target districts in Puntland which provides important revenues for local governments but also ensures local



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entrepreneurship meets standards and perform to legal and policy guidelines of the area. In some districts, processing time has reduced from seven to three days; with the Berbera Municipality managing to reduce the registration period to a day only. There has been an average increase of 27 percent in business registration, positively impacting on revenue collection and an average increase in revenue of 33 percent. An increase in business registration generates more information on businesses operating in a locality, providing local governments with the opportunity to support business activities and design policies and regulations for economic promotion, tailored to their area.

In 2016, the programme facilitated public private dialogue forums including representatives from the public and private sector, as well as communities, to dialogue on priorities for local development and examine ways to overcome obstacles that inhibit local service delivery; this contributes to overcoming local government funding and capacity constraints which impacts service provision, by focusing on creative solutions.

The programme has supported Somaliland and Puntland local government in improving their capacity to design negotiate and implement Public Private Partnership (PPP). The PPP guidelines for local governments provides a framework for the development of partnerships. Local governments in Somaliland and Puntland had previously lacked a legal framework and capacity to develop public private partnerships. Weaknesses in a public private partnership has been identified during pilots, for example, lack of clarification related to roles and responsibilities. The draft policy and guidelines is improving the capacity of local governments to design and negotiate a PPP. The draft PPP policy is in place in Puntland, this has been translated into Somali and awaits submission to Cabinet for approval. In 2016, the programme supported the Municipality of Mogadishu in establishing structures and processes for procurement. The Municipality of Mogadishu procurement guidelines were validated and a training of trainers on local government procurement for officers and technical service providers concluded. This supports the development of competencies and skills in procurement thus promoting transparency and accountability in service delivery.

Other Key Achievements

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

The discrepancy between the calendar work plan and donors' disbursement schedules has led to a 6-month delay in implementation of program activities, such as payment of LDF projects, trainings and etc.

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

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

Access to the government counterparts in new states, due to insufficient offices, limited number of armoured vehicles and MOSS compliant accommodations continues to be an obstacle for smooth programme implementation. The National Elections minimized the accessibility to, and engagement of, senior government officials and partners of the programme. Reduced time and access has made the planned strategic review of work plans not possible. This is expected to be resolved by the end of 2016, but has had a substantial impact on local level government participation in recent months, although anticipated government reshuffles are also envisaged to have an impact.

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

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



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Peacebuilding impact

Catalytic effects

Gender in Civic Education.

Civic education activities have been specifically designed to increase women and youth participation in public life. Women and youth have been the primary targets of sensitization and awareness-raising activities such as community dialogue forums and theatre performances with the purpose of stimulating their understanding of civic obligations and responsibilities. Local authorities have also been sensitized to the importance of women and youth participation and the contributions they can make to peace and development efforts. While in the minority among local government staff, efforts have been made to ensure that female officials in local government are targeted by sensitization and capacity-building efforts.

Ministry of Women Development and Family Affairs (MoWDAFA) in Puntland conducted two advocacy forums on gender balance in political representation for local government which led to improved awareness and understanding of the potential and importance of women's engagement in local democratic processes. The participants were district councils, regional representatives and aspiring women councillors, ministries representatives and MPs (including MoWDAFA, Ministry of Information, Ministry of Constitution, and Ministry of Agriculture). Women and men councillors from Galkayo and Bosaso were trained on PEM, Law #7, and gender and women empowerment.

Women from 8 district governments and councils developed an action plan for improving women's engagement in local governance processes following a two-day workshop on the Promotion of Gender Equality in Somaliland Local Governments in Hargeisa. The plan provides suggestions on use of PEM process, budgeting, and human resource management processes to improve participation of women and responses to women's needs.

Gender Responsive Local Government Offices

In January 2016 JPLG in Somaliland brought together women who are engaged in local governments in various capacities to identify entry points for advancing women's roles in local government and local development. Within JPLG some entry points for advancing gender equality of local governance and administration were identified. By focusing on tools that have already been developed and is being implemented, we have focused on 1) gender equality in Human Resource management and 2) gender equality in public planning and expenditure management. Within each of these tools we have selected a small number of areas in which to focus discussion and action planning around.

In Somaliland, the workshop was followed by a rapid assessment on gender friendliness of local government offices. The assessments for JPLG districts were conducted after the workshop outcomes showed that there are still significant barriers for women to participate and engage in local administration, which partly related to the lack of or inadequate physical space for women's needs. However, mayors of those districts expressed a positive attitude towards improving the work environment for women and JPLG will support this by establishing of gender responsive model offices for local government in three pilot districts.

The gender assessment from Puntland came up with updated list and details of JPLG supported council members, local government directors, and staff, disaggregated by gender. Though the districts have made some progress in making local government administration become a better work place for women but it seems that LGs are not yet gender-friendly. Following the assessment Puntland Mol appointed three districts to be "model offices for gender equality"- Bosaso, Jariban and Garowe



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Pic 30, 31. Female staff of Berbera municipality during Gender assessment. JP ©

Proportion of gender specific outputs in Joint Programme ¹⁵	Total no. of Outputs	Total no. of gender specific Outputs
	9	0 ¹⁶
Proportion of Joint Programme staff with responsibility for gender issues (as of end of 2016) ¹⁷	Total no. of Staff	Total no. of staff with responsibility for gender issues
	12 (ILO)	5 (ILO)
	14 (UNDP)	6 (UNDP)
	8 (UNCDF)	2 (UNCDF)
	4 (UNICEF)	4 (UNICEF)
	21 (UN Habitat)	13 (UN Habitat)
	9 (PMU)	9 (PMU)

Communications & Visibility

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

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

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

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

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

https://twitter.com/e_engindeniz/status/785422740119515136

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

¹⁵ Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women’s Empowerment.

¹⁶ As per ProDoc document

¹⁷ Staff members are those contracted to undertaken work for the Joint Programme including full time staff, consultants, advisors, interns, etc. Staff members with responsibility for gender issues are those who have gender related activities included in their Terms of Reference.



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

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

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

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

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

At the state level a series of consultative meetings were held to ensure broad support for the legislation. The state level processes in Baidoa and Kismayo included a large number of stakeholders from ministries, parliaments, youth and women organizations, representatives of the regions and MOIFA. The following link provides video of the Local Government Law Consultation in Kismayo: <https://www.youtube.com/watch?v=uTgzCaYxAs4>

The October Local Government Conferences in Somaliland and Puntland resulted in the production of Budget Circulars that detail government disbursement to JPLG districts. It is recommended that JPLG adequately responds to the developments, by properly facilitating (i) the start of the Bulk Disbursement funding system which imitates normal governmental funding systems, and (ii) the LDF graduation system whereby some more mature districts are graduated out and two new districts are entered into the LDF system as the Inter-Governmental fiscal transfer system (IGFTS). Media links on the subject are listed below:

#	Link	Coverage
1.	http://sahanonline.com/2016/12/garowshir-ku-saabsan-hormarinta-dagmooyinka-puntland-oo-ka-dhacay-wasaarada-maalayadda/	Allocating a portion of national budget for Local Governments
2.	http://masuur.com/blog/2016/12/01/picturespuntland-government-launched-on-27th-november-2016-official-independent-auditing-to-investigate-jplg-districts/	External LDF Auditing Exercise
3.	http://raadraacnews.com/Raadraacnews/2016/12/photos-puntland-government-launched-on-27th-november-2016-official-independent-auditing-to-investigate-jplg-districts/#sthash.88dYcA36.dpbs	External LDF Auditing Exercise

Looking ahead

In 2017 the programme will be supporting the implementation of the following activities: establishment of target LGs; strengthening Federalization process through support to IMCs, LGI network, common legislation processes, PFM/IGFTS, Wadajir framework; state-level local governance capacity & coordination role; institutionalizing common local governance mechanisms and tools, based on pilots in Somaliland & Puntland; use and enhancement of existing fiscal transfer mechanisms (LDF); more efficient use of existing HR; Consolidating interventions in Somaliland & Puntland; Championing Government's local governance programme, based on JPLG pilots; harmonized planning processes; Establishing functional Local Government Institute; Finalizing contributions to key policy legal frameworks & fiscal decentralization/PFM strategy; Promoting a common strategy for awareness raising and advocacy.



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ANNEX 1. RISK MANAGEMENT

Type of Risk ¹⁸	Description of Risk	Mitigating Measures
Political risks	<p>Prodoc: The adoption of the new Constitution and the establishment of a new government in Mogadishu, and upcoming local elections may lead to increased political uncertainty.</p> <p>Update: Elections scheduled for Somaliland has been postponed until April, 2017. Upcoming presidential election in Somalia may disrupt programme interventions in new federal member states due to increased political uncertainty.</p>	<p>Project teams are monitoring political developments and adjusting the implementation schedule accordingly.</p> <p>JPLG has committed to conducting regular and systematic monitoring to inform programming, and will identify opportunities, threats and challenges. Appropriate risk mitigation measures are discussed with other international actors, including JPLG donors, embassies, the UN Resident Coordinator's Office and the UN Department of Safety and Security (UNDSS).</p> <p>JPLG is also looking to develop common operational basis in Mogadishu, Baidoa and Kismayo to enable more coherent service delivery from UN agencies. New service delivery models are also being discussed.</p> <p>Special initiatives to improve women's representation in local governance will be designed in 2017 for greater representation in Somaliland and by the end of the year Puntland</p>
Security risks	<p>Prodoc: Restricted access to field locations, especially in south and central Somalia, and certain areas of Puntland and Somaliland due high personal security risks.</p> <p>Update: Both Somaliland (most areas) and Puntland have been elevated to high risk which has impacted the programme implementation modalities.</p>	<p>JPLG in close cooperation with the donors engage third parties to implement and monitor activities.</p> <p>Following advice from UNDSS, national and international staff is engaged where possible in teams to implement and field monitor activities.</p> <p>PMU is procuring armored vehicles to support field missions. The future use of Local Governance Institute will improve delivery abilities to less accessible locations.</p>
Operational risks	<p>Prodoc: The constant turnover and weak skills of senior officials and staff among Somali partner institutions may impede implementation of programme activities.</p> <p>Update: 2015 has seen a number of changes in senior leadership in key</p>	<p>JPLG focuses capacity development on departments and units of partner institutions rather than individuals. This strategy will be pursued by:</p> <ul style="list-style-type: none"> - Developing and maintaining strong relations with the departments and units concerned - Encouraging leaders to engage the entire staff of departments

¹⁸ Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.



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Type of Risk ¹⁸	Description of Risk	Mitigating Measures
	<p>ministries. It has and is still impacting the implementation capacity of government counterparts. 2016 has to date proved relatively stable in most of the Somali counterpart governments. The migration towards a Local Governance Institute will start to provide a sustainable solution to this challenge.</p>	<p>and units in discussions with JPLG and other parties concerned</p> <ul style="list-style-type: none"> - Mobilizing community interest and support for proposed activities, including representatives of different clans, women and other social groups - Keeping potential users and beneficiaries informed of proposed activities and where feasible encouraging their participation in decision making - Using these techniques to build strong local ownership of proposed reforms and activities among staff, potential users and beneficiaries - maintaining pressure on current and new leaders to adhere to decisions already made and to follow through on implementation - Regularly monitoring progress to inform corrective action where needed
Operational risks	<p>Prodoc: In south and central Somalia, the legal basis for local governance remains unclear.</p> <p>Update: The programme facilitates dialogue between the Federal and States governments on local governance and decentralization legislation. The current political processes allow to forecast that LG legal reforms will be continued in 2017 creating strong foundation for LG at the states' and district level.</p>	<p>JPLG is supporting drafting of options papers for relationships between Federal level the emerging states and their local governments. These are now being used to review local governance laws.</p> <p>The formation of Federal Member States, and their improved abilities to work is changing the political context. This is further complimented by the approval by all of the Wadajir framework and close partnerships between the Ministers of Interior from all states (except Somaliland and to a lesser degree Puntland). It is against this backdrop that JPLG has agreed to play a more active role in creating a more enabling environment, working with Ministries of Interior and starting to assist in district council formation.</p>
Operational risks	<p>The lack of political will and institutional commitment among government partners in all zones may result in failure to follow through on agreements, jeopardizing progress towards achieving JPLG goals and milestones.</p> <p>The Federal Government are not a primary target partner for JPLG and yet have an essential role to ensure enabling policy, legislation and environments are created. The reduced support to federal systems does to a degree undermine JPLG's influence.</p>	<p>JPLG staff will have opportunities to monitor and report on these risks through their constant interactions with government officials in central ministries and local authorities.</p> <p>As preventive measures, JPLG seeks to build strong commitment at the highest levels of government, and strong ownership of Programme activities among government staff, elected representatives, and other institutional stakeholders. This will be achieved by maintaining frequent communications to ensure they are fully informed of Programme activities and closely involved in the planning and design of them.</p>



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Type of Risk ¹⁸	Description of Risk	Mitigating Measures
		<p>This is clearly demonstrated by the steering committee meetings and the functionality of the Inter Ministerial Committees on Local Governance in Somaliland and Puntland.</p> <p>In early Q4 the governments of PL and SL will be hosting and managing local governance conferences to undertake a self-critique of progress being achieved.</p> <p>JPLG has also worked with partners to create a Strategic Steering Committee meeting to help guide and protect the work and its implementation. Demand is high and there is a concern that needs cannot be fully met in the current Somali context. Additionally, the governments of the north are fearful that expansion in the south will be detrimental to their needs.</p> <p>These challenges where possible can be overcome by working with others closely (eg World Bank) and regular liaison.</p> <p>Work at a policy level in the new states of Somalia has been done in a coordinated manner building on the strong links the Ministries of Interior have built under the Wadajir framework.</p>
Operational risks	Due to increased levels of security in Somaliland which requires the use of AV's for all movements; program activities may be hampered since JPLG does not yet have AV's in the field.	To come up with such solutions that comply with UNDSS and make sure that planned activities will be not in the risk. Transfer of greater responsibilities to government and national counterparts
Quality of delivery	Due to varying degrees of institutional capacity, the quality of Programme activities may vary, particularly for services provided by third parties contracted by JPLG.	<p>JPLG adopted competitive bidding to select competent contractors. Field staff, together with local authority staff, will undertake regular monitoring and evaluation of services provided to take corrective action. As described under Output 3.3 in chapter 6, PICs and CMGs will also be involved in monitoring at the community level.</p> <p>JPLG is able to monitor through close team and field team coordination, enhancing contractor performance and improving on shortfalls as early as possible.</p> <p>In cases where the performance of third party providers is unsatisfactory, the provider will be given further training to meet agreed standards of service and performance. If performance remains sub-standard, the provider will be replaced.</p>



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Type of Risk ¹⁸	Description of Risk	Mitigating Measures
Implementation Delays	Delay in planned civic education activities in Baidoa, leading to frustration on the part of the district government and SWS MOI.	UNICEF provided the implementing partner with a 2-month no cost extension to enable delayed activities to be implemented without extra funds utilized. UNICEF met MOI to discuss the background of the delays and UNICEF steps to correct it, and increased its monitoring of CE in Baidoa.



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ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Program oversight and field monitoring: JPLG SDM Health activities in pilot districts of Borama	January 23-28	This was part of the quarterly activities undertaken to see progress and challenges, and support the local partners.	Slower than anticipated implementation progress was observed, and the MoH and JPLG team advised certain steps in expediting the implementation, including closer coordination between regional medical office and local councils, this has resulted in improved progress throughout the quarter.
Program oversight and field monitoring: Monitoring of Civic education project in BRA	January 18 -20	This monitoring in undertaken quarterly, the aim of the Field monitoring is seeking feedback from the community members about the project activities and provide supportive supervision to the partner.	Feedback suggested strong participation and interest in the CE project, including public plays/dramas and Somalia cultural events. There was general request for public awareness to focus on FM radio rather than TV or web based outreach.
Supporting Somaliland districts to complete planning approval process for 2016 projects	12th May – 2nd June	Each year districts complete the planning approval process of service delivery projects by filling, signing and stamping the appraisal forms such as the land ownership documents, council approval, operations and maintenance budget, environmental assessment and agreement with the sector ministry etc.	All the districts visited have completed the planning approval process for 2016 investment projects, all the projects that have had completed and successful appraisal and feasibility study processes have been approved for implementation. District planning process should be brought to the attention of the IMC, to ensure whether district planned projects are in line with the decentralization and the SDM.
Assessment on gender friendly work environment for Somaliland local governments	12th May – 2nd June	UNDP- JPLG has a plan to establishment of gender responsive model offices for LG in a pilot district(s)	In Berbera and Sheikh such mechanism has been established which enabled women to put their concern to the executive committee, an association of women working in Berbera local government have been established, whereby the mayor meets every quarter of the year with women in the local government. In Sheikh District women are represented in the executive committee therefore the ability and accessibility to the senior management is not a problem. Though in Burao women working in the Local Government lack the ability and accessibility to the senior management and meetings where important decisions are made. Facilities for women working in LG offices are either insufficient or nonexistent.
Zeila joint monitoring	28th May- 3 June 2016	JPLG agencies and MOI conducted a joint assessment on Zeila to get deeper insight on the experience expanding the JPLG supported systems to Zeila and then generate programmatically useful information and data on lessons learned /best practices of government – led expansion to	Progress has been made Capacity Development consultant is supporting planning department, the district has benefited from the PEM training, and has developed its DDF and AWPBs and implemented vital service delivery projects.



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Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
		other districts	
MOILG Quarterly monitoring mission Target districts: Bosaso, Bandar Bayla, Gardo, Glakacyo, Eyl and Jariban	03-14 April 2016	This Mission was planned by MOI with technical support of UNDP JPLG for the supervision of the target districts. It is part of the Ministry's strategy to strengthen the oversight of local authorities	The Team supervised ongoing projects and have also meet with the mayor and districts consultants. They identified delay in payments from UNCDF side. New district councils were only given induction training, other training i.e. governance, gender needs to be planned for. The mission duration was too short and the team was not able to capture as much information as possible. Efforts should be made by UNDP to extend the duration of monitoring and supervision missions. Continuous replacement of councils has caused a lot of terrible.
Joint MOI-UN JPLG monitoring and supervision Target districts: Eyl, Gardo, Bosaso and Garowe.	12-21 June 2016	The objective of the mission was to review the progress of activities and assess the quality of projects in target districts, LGs' capacity, document challenges and lessons learnt and provide recommendation to the programme management wherever it's applicable. A number of methods was used: observations, informant interviews (LG, district consultants, village committees, implementing partners and beneficiaries).	The Joint-monitoring team identified that LGs don't receive copies of most policies, manuals, modules developed under the assistance of JPLG, except few. MOI and JPLG will organize separate meeting and discuss possible ways of addressing these issue. In 2015, LGs received number of JPLG supported trainings. Most of these trainings were short term. And it is recommended that JPLG harmonizes these different trainings and plan for long term trainings. Concern were made by LGs on procurement and tendering. Puntland Tender Board sent an official letters to LGs requesting that all tenders,
Programme oversight field monitoring visit	May 10-14, 2016 April 26 -28, 2016	Monitoring Civic Education Partner, Centre for Peace and Democracy in Baidoa, South West State. It entailed visit to ongoing activities of the time, phone calls to beneficiaries, meeting with select beneficiaries and LG representatives. Monitoring civic education activities in Banadir (partner KAAH) across 17 districts. It entailed visit to ongoing activities of the time, phone calls to beneficiaries, meeting with select beneficiaries and LG representatives.	Findings indicated a delay in activities due to a variety of reasons, including funding transfer / liquidation delays of the partner; security incident which delayed a significant event. It was decided to amend the partnership agreement to include a no-cost-extension for a two-month period to ensure activities' completion. Findings indicated that activities are on track as planned. Improved coordination between the partner, BRA and MoIFA should be a priority, which may be mitigated by a recently deployed consultant within the MoIFA by UNICEF (JPLG). The partner should attend the Governance meetings organized by BRA to share vital information on activities they are
Civic education steering	April 3-4.	The steering committee meets quarterly and is chaired by	MoIFA stressed the need for Civic education projects in



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Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
committee meeting		MoIF permanent secretary. UNICEF, civic education implementing partners and all JPLG districts are members in this committee.	Jowhar and Beletweyn rolled out. The PS mentioned the crucial time when citizens need to be mobilized on their rights and responsibilities ahead of elections.
Spot-check	April 24-26	UNICEF engaged an independent entity to spot-check KAAH (a local NGO that is implementing the civic education activities in Banadir.)	The consultancy reported activities in line with agreed budget and purposes. No issues reported.
Joint Quarterly Monitoring for education SDM led by the minister of education.	9th to 14th April 2016	The team visited primary schools supported by the programme to see progress against the plan and see the impact of the programme on the quality of education and the environment of the schools.	Education service delivery is improving in pilot districts as a result of the JPLG. The joint team visited primary schools supported by JPLG and witnessed strong execution of the district plan including completion of the rehabilitation and classroom extension as well as the positive impact of the programme on the sanitation of the schools. The minister continues to show a high commitment to decentralization and spoke strongly in favor of districts taking a greater role in education across Somaliland.
Visit to Mogadishu to oversee and discuss with Government Counterparts the Strategy in FGS	30 June	Review activities of Consultant on Fiscal Decentralization placed with the Federal Government of Somalia (FGS)	Agreement to initiate a strategy concept paper on the involvement of the FGS in the Community Development Funding in the new States
Visit to Hargeisa	2-5 July	Implementation of the Fiscal Decentralization Policy in Somaliland	Meeting with the IMC and MOI; agreed to hold Budget Conference in next quarter and prepare pre-budget activities leading to the conference
Visit to Garowe Puntland	22-24 July	Discussions on the Revenue Mobilization Action Plan (RMAP)	Checking on the methodology to be used, and agreed on districts to be included in the RMAP (Gardo and Bosaso)
Visit to Hargeisa, Somaliland	1-4 August	Discussions on the Revenue Mobilization Action Plan (RMAP)	Checking on the methodology to be used, and agreed on districts to be included in the RMAP (Hargeisa and Borama)
Visit to Hargeisa, Somaliland	21-27 August	Team Review Meeting, and	Agreement on Quarterly Work plan, and the Budget Circular preparation and support to the ODI mission
Consultancy visit	4-9 September	ODI Mission to Puntland	Finalize data collection for the FDS Action Plan preparation.
Consultancy visit	21-26 September	ODI Mission to Somaliland	Finalize data collection for the FDS Action Plan preparation.
Programme oversight field monitoring visit	26-28 July	UNICEF KAAH monitoring covering 17 district of Banadir. It entailed visit to ongoing activities, phone calls to beneficiaries, meeting with select beneficiaries and LG representatives.	Key findings: The programme has successfully created new demand from citizens for effective local government, but local governments are not fully equipped to provide for these demands. There is a lack of understanding of the division of labour between the civic education partners and local government.



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Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
			<p>Recommendations:</p> <p>UNICEF will work with MOIF and BRA to clarify roles and responsibilities among the civic education stakeholders. KAAH will share information and closely coordinate with both MoIF and BRA irrespective of who has the role.</p>
Programme oversight field and monitoring visit	4-9 August	UNICEF CPD monitoring covering Baidoa district of South West state. It entailed visits to ongoing activities, phone calls to beneficiaries, meeting with select beneficiaries and LG representatives.	<p>Two CE activities could not be undertaken due to security and political aspects. The mobile service provider, Hormuud Telecom, refused to share the bulk SMS on civic education due to security implications of relaying governance messages through its network. During the visit, UNICEF gave the green light to use local radio instead to disseminate the intended information to the target groups.</p> <p>The exposure visit to Hargeisa did not go ahead as planned, as the Baidoa local authorities felt that they could not guarantee the security of the participants. UNICEF and the IP agreed to switch to exposure visit and experience exchange among Federal ministry of interior, South West Ministry of Interior, Banadir IP implementing CE and CP staff.</p> <p>There are coordination challenges and gaps between the local Authority and Ministry of Interior office. The Authorities acknowledged the need to improve the information flow of all the stakeholders in the CE project and especially between the ministry and DC's Office.</p> <p>Recommendations:</p> <p>UNICEF will closely monitor the execution of revised activities (exposure visit and Hormuud bulk messaging) so that expected results are achieved.</p> <p>DC, UNICEF and CPD to keep the ministry of Interior south west state informed on all discussion regarding CE in Baidoa including changes to activities to avoid future information gaps</p>
Joint monitoring and technical verification	9-12 August 2016	Review of the formation of the water PPP in Odweyne district with officials from the ministry of water resources and members from the local council. The team visited the project sites in Odweyne town and Beerato and checked the quality of the work done in maintaining the water pipes and rehabilitating the water kiosks and water Pumps.	This was a technical supervision led by the engineers of the ministry of water to make sure the quality of the pipelines and condition of the water pumps. No specific recommendations.
Launch mission	13-15	Launch of the 2 nd phase of the Community Score Card project	Successful training; no recommendations



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Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
	September 2016	in Borama. Facilitation of a refresher training for 110 community committees (4 members from each facility), and a tour to the regional offices to get the commitment of the regional representatives.	
Field and oversight monitoring visit to MoI, SWS	Twice a week	The objective of this is to establish a good working relationship with MOI, guide and report on how the senior consultants and YGs are performing their work at MOI. Keep updated and accelerate the activities in the Joint work plan.	This has improved the working relationship between UNDP/JPLG and MOI, SWS. Senior consultants and YGs deployed at MOI provided the support required. Activities in the joint work plan are seen as both sides' mandatory responsibilities.
Bardaale and Hudur Assessment	28 th Sept and 12 th Oct 2016 Respectively	MOI, Senior governance advisor and other technical persons travelled to Bardaale and Hudur with the objective of conducting an initial baseline assessment for the upcoming district council formation for the two districts.	The two missions were successful and objectives were achieved. It is anticipated to be started the DC formation right after the election
Baidoa district Assessment	15 th Oct 2016	MOI, Senior Consultants and DG Conducted an oversight mission to Baidoa district to assess the following: <ul style="list-style-type: none"> a. The number of departments that are in function and the other departments that are not in function. b. The financial management. c. Projects at hand and that of planned. 	It was noticed that some departments are not working due to shift of responsibility to the ministries based in Baidoa. No tangible projects currently implemented at the District.
Dollow	2nd and 3rd Sept	Implementation of MOI led Decentralization forum and allowing data collection, observation and oversight (by JPLG and MOI) of the District of Dollow.	Decentralization forum implementation led to extensive dialogue with all participant interim district government members as well as members of the public. Observations: The community has a strong level of interest in service delivery and state government engagement. An increased understood of service delivery and decentralization was gained by participants. Dollow District office was well equipped with filing system. 18 District staff were participant in the forum. (full details in report on file)
Field and oversight monitoring visit to MoI Jubbaland	Twice a week	The objective of this is to establish a good working relationship with MOI, guide and report on how the senior consultants and YGs are performing their work at MOI. Keep updated and accelerate the activities in the Joint work plan.	This has improved the working relationship between UNDP/JPLG and MOI, Jubbaland. Senior consultants and YGs deployed at MOI provided the support required. Activities in the joint work plan are seen as both sides' mandatory responsibilities.
Garowe, Puntland	August 12 - 17	Deputy Project Manager mission with the following objectives:	- Implementation level is approximately 40% fully implemented. 20% have shown limited progress.



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Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
		<ul style="list-style-type: none"> - Review progress of implementation on MOI-UNDP/JPLG agreed workplan. - Review progress of implementation on MOWDAFA-UNDP/JPLG agreed workplan. - Review progress of implementation on IMC LG-UNDP/JPLG agreed workplan. 	<ul style="list-style-type: none"> - Good progress on decentralization forums - MOI Offices remain understaffed and stagnant performances from previous years. - Gender friendly offices assessments are progressing well. With strong political will of Mayors reviews and conferences are on target. - Implementation of MOWDAFA support to Gender empowerment through training on decentralization - IMC LG has failed to meet as scheduled this August. DG TWG also did not meet. Conflict in schedules of Ministers and DGs were noted as the cause. However, the project has suggested that the key issue is an insufficient level of political will by relevant parties.
Baidoa, SWS	September 26 - 28	Project Manager mission with the following objectives: <ul style="list-style-type: none"> - Review progress of implementation on MOI-UNDP/JPLG agreed workplan - Consultation with MOI Minister and other key government officials - Secure JPLG common offices - Review internal JPLG project work plans with Baidoa Based Officer 	<ul style="list-style-type: none"> - A high level of motivation from MOI staff, consultants and young graduates, with positive leadership from the MOI DG was observed. - A good level of implementation was achieved. - Strong commitment from Minister of MOI - Government want to establish District Councils as a political priority - Secured Office for JPLG
Kismayo, Jubbaland	September 3 – 5	Deputy Project Manager mission with the following objectives: <ul style="list-style-type: none"> - Review progress of implementation on MOI-UNDP/JPLG agreed workplan - Consultation with MOI Minister and other key government officials - Secure JPLG common offices - Review internal JPLG project work plans with Kismayo Based Officer 	<ul style="list-style-type: none"> - A high level of motivation from MOI staff, consultants and young graduates, with positive leadership from the MOI DG was observed. - A good level of implementation was achieved. - Strong commitment from Minister of MOI - Government want to establish District Councils as a political priority - Secured Office for JPLG
Hargeisa, Somaliland	08 – 12 August	Project Manager and Deputy Project Manager mission with the following objectives: <ul style="list-style-type: none"> - Review progress of implementation on MOWDAFA-UNDP/JPLG agreed workplan. - Review progress of implementation on IMC LG-UNDP/JPLG agreed workplan 	<ul style="list-style-type: none"> - Implementation level is approximately 55% fully implemented. 20% have shown limited progress. - Good progress on decentralization forums, district government HRM, PPEM and Office Admin Manual procedure implementation. - IMC LG implementation is progressing on time with a strong and effective Secretariat characterized by positive engagement with and among all partners.



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Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
			<ul style="list-style-type: none">- The new DG MOI is adapting with support. Some progress has been stalled with the DG MOI's lack of understanding of UN processes leading to the DG's reluctance to sign the agreed letter of agreement and common work plan.- Gender friendly offices assessments are progressing very well. With strong political will of Mayors reviews and conferences are on target.
Third-party monitoring visits by IBTCI	February	Routine verification visits to Hargeisa, Gabiley (SI) and Garowe, Gardo (PI). Focus on implementation of LDF and LED activities.	Loan repayment model and delays in implementation of LED activities. Delays in LDF funding due to delays of SI financial contributions to LED projects



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ANNEX 3. TRAINING DATA

#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
1.	Mol, LG from JPLG pilot districts		March 2-3 March 5-6	80	5	Community Monitoring Groups Training: Basic skills in monitoring development projects	Hargeisa (in two different batches, four districts at a time.)	Ministry of Interior
2.	Mol, LG from JPLG pilot districts	UN JPLG	February 15-18	29	7	Decentralized governance and Peacebuilding	Addis Ababa	UNSSC
3.	Mol, LG from JPLG pilot districts		March 13-14	3	24	Promotion of gender equality in Somaliland Districts	Hargeisa	UNDP
4.	Mol, LG from JPLG pilot districts		March 19-20	12	58	Training for aspiring/ Selected Women councilors in LG	Bosasso and Galkayo	SAAB Foundation
5.	District Staff		January 21-24	8	2	GIS training	Garowe	UN-Habitat
6.	LDC, Municipality of Mogadishu		January 11-13	2	0	Training of Trainers for the Legal and Statutory Analysis of the LDC members	Benadir Regional Administration Building	Legal Action Worldwide
7.	Ministry of Religious Affairs, Agriculture, Environment, Public Works, Interior, LGs, UN, NGOs	Puntland State University, Hayan Institute	February 9	24	1	Consultation Workshop for the Land Certificate and Land Curricular Programmes	Garowe, Puntland	Norwegian Refugee Council
8.	Ministry of Agriculture, Environment, Public Works, Interior, LGs, UN, NGOs	University of Hargeisa, Legal aid clinic, HLG	February 15	16	5	Consultation Workshop for the Land Certificate and Land Curricula Programmes	Haargeisa, Somaliland	Norwegian Refugee Council
9.	Mol Somaliland, UN-Habitat, LAW, NRC, FAO, JPLG PMU, DANIDA, IOM, RCO, DRC	Samuel Hall Rift Valley Institute	March 9	19	14	Launch of the report on Harmonization of the Legal Systems Resolving Land Disputes in Somaliland and Puntland	Nairobi	UN-Habitat
10.	DC, District Deputy DCs, Secretaries, Municipality of Mogadishu		February 22 – March 1	36	14	Conflict Management Training	Banadir Regional Administration	Center for research and Dialogue (CRD)
11.	MoPWs	MoPWs Regional Coordinators	January 2 – 7	15	5	Workshop of SL districts Public work departments on structures and functions.	Hargeisa	MoPWs
12.	MoPWs		January 19	7	4	Feasibility study enumerators training	Hargeisa	MoPWs



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#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
13.	MoPWs		March 13 – 17	19	1	Contractors Traning on technical standards and PEM4	Hargeisa	MoPWs
14.	MoPWs	RDA, PHA, SL &PL MoPWs, DEs of Garowe, Galkacio, and Gardo; Berbera, Gabiley and Hargeisa	February 7	21	3	Road Sector Policy Workshop	Hargeisa	Independent consultant
15.	MoPWs	MoPWs Regional Coordinators	January 16 – 17	14	3	Feasibility study enumerators training	Hargeisa	RDA
16.	MoM	MOI, MOF, MOIFA, Universities	March 6-10	21	1	Training of Trainers Procurement Training	Mogadishu	Prime Consulting
17.	Council, director of departments, head of units sub units and civil society		04-06.03	36	5	PEM (1,2&3) refreshing training	Eyl	Mol and district consultants
18.	Council, director of departments, head of units sub units and civil society		24-26.03	38	7	PEM (1,2&3) refreshing training	Gardo	Mol, district consultants and UNDP/JPLG
19.	Council, director of departments, head of units sub units and civil society		26-29.03	28	9	PEM (1,2&3) refreshing training	Burtinle	Mol, district consultants and UNDP/JPLG
20.	Council, director of departments, head of units sub units and civil society		28-30.03	35	11	PEM (1,2&3) refreshing training	Bosaso	Mol, district consultants and UNDP/JPLG
21.	Council, director of departments, head of units sub units and civil society		29-31.03	39	6	PEM (1,2&3) refreshing training	Galakio	Mol, district consultants and UNDP/JPLG



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#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
22.	Council, director of departments, head of units sub units and civil society		09-13.04	25	7	PEM (1,2&3) refreshing training	Beyla	Mol and district consultants
23.	MoEWT	Social affairs Director, MoEWT Coordinator, Environmental wardens	09-13.04	9	1	On job training: NRM Reporting templates	Gardo	MoEWT
24.	District staff and MoPWH&T		11-13.04	19	4	URF training on Road Network and Settlement Planning	Hargeisa	UN-Habitat
25.	RDA	JPLG Districts Engineers and Directors of Departments of planning	13-16.04	21	0	Training for Roads Standard Manuals (For the JPLG Districts Engineers and Directors of Departments of planning)	Hargeisa	RDA
26.	Council, director of departments, head of units sub units and civil society		15-18.04	32	9	PEM (1,2&3) refreshing training	Jariban	Mol and district consultants
27.	Academia and Civil Service Institute	Puntland State University, Hayan Institute	19-20.04	12	1	Training of Trainers Land Certificate and Land Curricula Programmes	Hargeisa, Somaliland (for Somaliland and Puntland)	Norwegian Refugee Council
28.	Municipality	District	20-23.04	23	5	Procurement guidelines training to Departmental directors and representatives of district authority	Mogadishu	MoM
29.	RDA & MoPWs		20-23.04	22	6	Training for Roads Standard Manuals (For the RDA and MoPWs Junior Engineers)	Hargeisa	RDA
30.	MoEWT	NRM Working Group	21.04	27	9	Environmental Impact Assessment & NRM Sensitization and Awareness workshop	Garowe	MoEWT



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#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
31.	Land Dispute Committee, Municipality of Mogadishu		24-26.04	11	1	Training on Legal and Statutory Analysis of the LDC members	Benadir Regional Administration Building	Legal Action Worldwide
32.	MoEWT	NRM WG Ministries	25.04	11	4	NRMWG Coordination meeting/sensitization	Garowe	MoEWT
33.	District	Borama LED Forum, District Administration and District department of Planning	26-28.04	18	2	Validation workshop on LED capacity assessment findings.	Borama	ALGASL
34.	MoEWT	NRM Working Group	27-28.04	19	6	NRM Planning Framework Workshop	Garowe	MoEWT
35.	RDA	Contractors	27-29.04	28	2	Training for Roads Standard Manuals (For the RDA and MoPWs Junior Engineers)	Hargeisa	RDA
36.	MOI Somaliland		28.04; 2- 4.05	6	3	District Office Management and Administration	Mansoor hotel – Hargeisa	UNDP
37.	JPLG target districts			8	0			
38.	Champion Office			1	0			
39.	MoEWT	Social affairs Director, MoEWT Coordinator, Environmental wardens	03.05	9	1	On job training: NRM Reporting templates	Eyl	MoEWT
40.	MoEWT	District council, CBOs, Elders, Environmental Guards, District Pastoral Associations	04.05	27	7	Environmental Impact Assessment & NRM Sensitization and Awareness workshop	Eyl	MoEWT



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#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
41.	Municipality	District	05-06.05	32	12	Business licensing	Mogadishu	MOM
42.	Municipality of Mogadishu and MoIFA		07-12.05	28	2	Public Expenditure management	Mogadishu	SOCA
43.	MoEWT	District council, CBOs, Elders, Environmental Guards, village chairpersons, District Pastoral Associations	09.05	26	4	Galkayo NRM plans validation workshop	Galkayo	MoEWT
44.	Council, director of departments, head of units sub units and civil society		10-16.05	30	15	PEM (1,2&3) refreshing training	Garowe	Moi and district consultants
45.	NA	Secondary graduates	16-18.05	35	16	Social media promotion- To trigger civic right online discussions.	Mogadishu	KAAH
46.	Governorates of Somaliland and Puntland, Ministry of Agriculture, Environment, Public Works, Interior, Local Government, UN, NGOs		23.05	32	3	Launching ceremony of the Land Certificates Programme for Somaliland and Puntland	Garowe	Norwegian Refugee Council
47.	Jubbaland ministers, parliamentarians and senior LG officials		25-26.05	34	6	Jubbaland Decentralization dialogue forum	Kismayo	MoIFA UNDP
48.	Moi-FMS; MoIFA; representatives from states and local NGOs		30.05-04.06	25	06	Civic Education ToT	Mogadishu	IDC
49.	District	Gabiley LED Forum, District	02-04.06	15	3	Validation workshop on LED capacity assessment findings.	Gabiley	ALGASL



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#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
		Administratio n and District department of Planning						
50.	Government of Somaliland, Ministry of Agriculture, Environment, Public Works, Interior, Local Government, UN, NGOs	University of Hargeisa, Legal aid clinic, HLG, LUMI LDT	02-10.06	19	1	Land Certificate Programmes	Hargeisa University, Hargeisa, Somaliland	Norwegian Refugee Council
51.	Government of Puntland, Ministry of Agriculture, Environment, Public Works, Interior, Local Government, UN, NGOs	Puntland State University, CDR	02-10.06	23	2	Land Certificate Programmes	Puntland State University, Garowe, Puntland	Norwegian Refugee Council
52.	District	Berbera LED Forum, District Administratio n and District department of Planning	09-11.06	17	3	Validation workshop on LED capacity assessment findings.	Berbera	ALGASL
53.	Land Dispute Committee, Land Department and Training Department Municipality of Mogadishu		11-13.06	20	1	Geographic Information Systems training	Benadir Regional Administration Building	UN-Habitat
54.	District	Burao LED Forum, District Administratio n and District department of Planning	12-14.06	15	5	Validation workshop on LED capacity assessment findings.	Burao	ALGASL



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#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
55.	Adado district council, district administration staff and representatives from village councils		14-19.06	46	19	Public Expenditure Management (PEM) and Human Resource management (HRM)	Adaado	
56.	PHA	MoPW	16.06	17	3	Validation workshop for the Legal /Pol draft	Garowe	PHA
57.	MOPWT	District councils	17-22.06	18		Conduct Feasibility study training	EYL and Bosaso and Gardo	PHA
58.	Administration and Finance Department of Buroa, Sheikh and Odweine		19-30.06	9	4	AIMS/BIMS Training	Local Governments of Sheikh, Buroa and Odweine	UN-HABITAT
59.	MOPWT	District councils	20-25.06	18		Conduct Feasibility study training	Galkacyo and Garowe	MoPW&T
60.	District staff and MoPWH&T		21-22.06	25	3	URF training on Building Permit and Construction Process	Hargeisa	UN-Habitat
61.	Baidoa (Youth, Women group, Elders and district authorities)		22-30.06	15	10	Civic Education Workshop Forums	Baidoa	CPD
62.	MOILG-Puntland	MOI-Puntland	14 th – 17 th Aug.2016	20	2	22	PEM & HRM training	Garowe
63.	MOIFA	MOM BRA	30 Aug-3 Sep	13	2	15	FG Law 116 review	Mogadishu
64.	FMS MOIs	MOM BRA	19-21 Sep	22	4	26	LG Participatory Planning PEM & HRM Orientation and Action planning	Mogadishu
65.	MOI SW State	MOIFA		12	2	14	LG Orientation training	Baidoa
66.	MOI Jubbaland State	MOIFA	15 th - 17 th Aug	20	5	25	LG Orientation training	Kismayo
67.	MOI SW State		25 th -26 th July 2016	15	4	19	LG Orientation Workshop	Baidoa
68.	Staff of the ministry of interior and the staff from the JPLG districts.		11-13 July 2016	8	4	12	Training of Trainers training for Civic Education management	Hargeisa



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#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
69.	Community Committees at the Pilot districts of Borama and Burao		14-15 September (Borama) and 18-19 September (Burao)	75	137	212	Refresher training for Rapidpro SMS reporting through mobile phones on service delivery.	Borama and Burao
70.	Bossaso Municipality	Min. Environment, Min. Interior	29/9/16	54	29	83	Official Launching of the Solid and biomedical By Laws & Training on Waste Management	Bossaso
71.	Gardho Municipality	Min. Environment, Min. Interior	27/9/16	46	27	73	Official Launching of the Solid and biomedical By Laws & Training on Waste Management	Gardho
72.	District Eng., Directors PW, technical staff MoPW		15-16 August 2016	25	2	27	Urban Regulatory Framework Puntland: Building permit and construction process	Garowe
73.	District Eng., Directors PW, technical staff MoPW		13-14 August 2016	23	2	25	Urban Regulatory Framework Puntland: Road Network and Settlement Planning	Garowe
74.	Gabiley District staff	Gabiley Councilors	20 September 2016	28	5	33	Urban Regulatory Framework Somaliland: Third Technical WS URF Pilot Gabiley Urban Master Plan	Hargeisa
75.	Local Councilors	Elders and women activists	11-13/08/2016	18	24	42	Gender Responsive Training in Local Land Governance	Qardho
76.	Local Councilors	Elders and women activists	08-10/2016	19	24	43	Gender Responsive Training in Local Land Governance	Garowe
77.	Local Councilors	Elders and	27-28/08/2016	14	8	22	Gender Responsive	Hargeisa



SOMALIA UN MPTF

#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
		women activists					Training in Local Land Governance	
78.	Local Councilors	Elders and women activists	01-02/09/2016	12	10	22	Gender Responsive Training in Local Land Governance	Gabiley
79.	Local Councilors	Elders and women activists	04-05/09/2016	12	10	22	Gender Responsive Training in Local Land Governance	Borama
80.	Municipality of Mogadishu, Land Dispute Committee and selected members from the department of Urban Planning		07-10/09/2016	13	2	15	Social Tenure Domain Model	Mogadishu
81.	Gardo Municipality Staff		01-09-2016	27	3	30	Local Leadership Management (LLM) training	Garowe
82.	Bossaso Municipality			24	6	30	Local Leadership Management (LLM) training	Garowe
83.	Berbera District Staff		27/08/2016 31/08/2016	5	2	7	AIMS & BIMS Refresher Training	Berbera
84.	Gabiley District Staff		01/09/2016 04/09/2016	3	2	5	AIMS & BIMS Refresher Training	Gabiley
85.	Borama District Staff		05/09/2016 08/09/2016	2	3	5	AIMS & BIMS Refresher Training	Borama
86.	BRA		08/08/2016 13/08/2016	9	6	15	Local government finance training	Mogadishu
87.	MOM, Districts		9 th – 10 th July, 2016	25	4	29	Public private dialogue, Introduction of LED concept, PPP & public procurement	Mogadishu
88.		Contractors, Service Providers	7 th – 10 th July, 2016	28	2	30	Training on MoM procurement procedures and process to prospective bidders, suppliers,	Mogadishu



SOMALIA UN MPTE

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



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#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
93.	Ministry of Public Works	N/A	15-16.08	25	2	27	Urban Regulatory Framework Puntland: Building permit and construction process	Garowe
94.	Ministry of Public Works	N/A	13-14.08	23	2	25	Urban Regulatory Framework Puntland: Road Network and Settlement Planning	Garowe
95.	Gabiley Municipality	Gabiley Councilors	20.09	28	5	33	Urban Regulatory Framework Somaliland: Third Technical WS URF Pilot Gabiley Urban Master Plan	Hargeisa
96.	Local Councilors	Elders and women activists	11-13.08	18	24	42	Gender Responsive Training in Local Land Governance	Qardho
97.	Local Councilors	Elders and women activists	08.10	19	24	43	Gender Responsive Training in Local Land Governance	Garowe
98.	Local Councilors	Elders and women activists	27-28.08	14	8	22	Gender Responsive Training in Local Land Governance	Hargeisa
99.	Local Councilors	Elders and women activists	1-2.09	12	10	22	Gender Responsive Training in Local Land Governance	Gabiley
100.	Local Councilors	Elders and women activists	04-05.09	12	10	22	Gender Responsive Training in Local Land Governance	Boroma
Total:				2,193	854			