

**PROGRAMME FINAL REPORT**  
**Period: 2013 -2017**

|  |   |
|--|---|
| <b>Project Name</b>                        | <b>UN Joint Programme on Local Governance and Decentralized Service Delivery in Somalia</b>   |
| Gateway ID                                 | 00096397  |
| Start date                                 | January 1 <sup>st</sup> , 2013  |
| Planned end date<br>(as per last approval) | December 31 <sup>st</sup> , 2017 (as per ProDoc),<br>June 30, 2018 (as per no-cost extension agreement)   |
| Focal Person                               | Paul Simkin – Senior Programme Manager<br><a href="mailto:paul.simkin.jplg@one.un.org">paul.simkin.jplg@one.un.org</a>  |
| Participating UN Entities                  | UNDP, UNICEF, UN Habitat, UNCDF, ILO  |
| NDP Pillar                                 |   |
| Priority                                   | Priority 1: Increase the provision of equitable, accessible, and affordable social services by creating a regulatory environment that promotes decentralized delivery and prioritizes key investments that extend and increase access to services.<br>Priority 2: Support to establishment of local governance structures in newly recovered areas, linked to reconciliation.<br>Priority 3: Coordination of governance and delivery activities at the local level. |
| Milestone                                  |   |
| Location                                   | Federal Government of Somalia, FMS of South West (Baidoa, Hudur), Jubbaland (Kismayo and Garbhehrey), Galmudug (Adaado), Hirshabele (Jowhar and Beletweyne), Puntland (Garowe, Gardo, Bosasso, Eyl, Banderbayla, Jariban and Galkayo, Goldogob and Burtinle). Republic Somaliland (Hargeisa, Gabilay, Borama, Zaylac, Berbera, Sheikh, Burao and Odweine), Benadir Regional Administration and the Municipality of Mogadishu.                                       |
| Gender Marker                              | <b>2</b>  |

  
PAUL SIMKIN

## Acronyms

AG – Accountant General or Auditor General  
AIMS – Accounting Information Management System  
ALGPL– Association of Local Government in Puntland  
ALGSL– Association of Local Government in Somaliland  
AWP – Annual Work Plan  
AWP&B – Annual Work Plan and Budget  
BIMS – Billing Information Management System  
BRA – Benadir Region Administration  
CE – Civic Education  
CMG – Community Monitoring Groups  
CSI – Civil Service Institute  
DDF – District Development Framework  
FGS – Federal Government of Somalia  
HRM – Human Resource Management  
IMCLG/IMC –Inter-Ministerial Committee on Local Governance  
JPLG – Joint Programme on Local Governance  
LDF – Local Development Fund  
LG – Local Governance/government  
LGI – Local Government Institute  
LGPF – Local Government Finance Policy  
MoE – Ministry of Education  
MoF – Ministry of Finance  
MoH – Ministry of Health  
MoI – Ministry of Interior  
MoIFAR – Ministry of Interior and Federal Affairs and Reconciliation

MoWSFA – Ministry of Women, Social and Family Affairs  
MoWDFA – Ministry of Women Development & Family Affairs  
MPTF – Multi-partner Trust Fund  
PEM – Public Participatory Planning and Expenditure Management  
PICD – Participatory Integrated Community Development  
PICD – Participatory Integrated Community Development  
RDA – Roads Development Agency  
SAD - Social Affairs Department  
SDM – Service Delivery Mode  
SSF – Somalia Stability Fund  
SWS – South West State  
ToR – Terms of reference  
ToT – Trainers of Trainers  
UNDP – United Nations Development Programme  
UNDSS – United Nations Department of Safety and Security  
UN-HABITAT – United Nations Human Settlements Programme  
UNCDF – United Nations Capital Development Fund  
UNICEF – United Nations Children’s Fund

## HIGHLIGHTS

1. Local governance laws developed in a consultative manner and finalized in majority of states; policy agreement on district councils' formation, staffing and districts development planning conducted.
2. Local councils formed in two districts of South West State (SWS), including councilors trained. Process well underway in Jubbaland.
3. The Decentralization Strategy for the education, health and roads sectors was developed and validated in Somaliland and Puntland.
4. District contributions to the Service Delivery Model (SDM) as part of the Decentralization Policy implementation increased over 500% since the launch of the SDMs in 2015 and stand at approximately USD 460,000. Close to USD 1.5 million were invested in the SDMs in 2017, of which 37% came from domestic financing (state and district revenues).
5. Garowe hosted two high-level missions from the new Federal Member States (FMS) to study local governance development in Puntland.
6. District Development Framework plan updates completed in all supported districts of Puntland and Somaliland. Close to six thousand people attended the consultations in Bosasso, Banderbeyla, Eyl, Jariban, Galkayo, Gardo and Garowe. 60% of participants were women, who actively participated in governance planning processes.

## SITUATION UPDATE

2017 has been marked by significant progress on local governance across Somalia and Somaliland. The institutionalization of local governance in the government-led local governance system has been seen in the advances of the Local Government Institute, the government-led expansion strategy and in the government-led process for producing the District Development Frameworks (DDF) in selected districts with a high participation of communities. At the federal level, local governance is becoming a stronger feature in the both the development and the stabilization agenda and features prominently in the National Development Plan's (NDP) Pillar Working Group (PWG) 1, PWG 4 and the Comprehensive Approach to Security (CAS) strand 3 with strong government leadership.

The process of District Council formation has accelerated. The experiences from the first formation processes are that the reconciliation and negotiation cannot be rushed, there is a need for strong government leadership to coordinate the many actors that support the process (and post process/establishment of district councils). Additionally, support to district governments and post district council formation, while planned, has not materialized yet. Without increased donor commitment to support district governments, after the district council is formed, it is envisaged that the district government will become irrelevant to the community and will collapse. The collapse of local governments will increase the likelihood of instability and conflict.

Governance support to districts, post district council formation is still fragmented, but the government has made strong commitments to strengthen partnership and planned coordination to this process as the establishment of legitimate and functioning local governments (district council and district executive/departments) is critical to the stabilization agenda.

Puntland and Somaliland have focused on reviewing the local government legislation to align with their respective Decentralization Policy and identify potential contradictions in the overall legal framework. The local government legislation drafted and adopted in SWS and Jubbaland has paved the way for the legislative consultation and drafting process in Galmudug and Hirshabelle, with support of the JPLG programme. The laws define the roles and functions of local government and enable the formation of local governments, district councils and empowering them with their executive departmental bodies to realize basic public service delivery. The process has its own significance as the new FMS were simultaneously able to compare their bills and, under the leadership of the Ministry of Interior and Federal Affairs and Reconciliation (MOIFAR), to review and propose revisions to the Federal Local Government Law #116. Through developing and harmonizing local government legislative frameworks and establishing federal systems to support uniform local government systems across Somalia, the FMS and the FGS are spearheading federalization and state building processes.

The conclusion of the federal election process, as well as appointment of the Cabinet, dominated the political space in early 2017. On February 8th, the Parliament elected Mohamed Abdulaahi 'Farmajo' as the President of Somalia.

The Somaliland election, that took place late in the year, passed peacefully and the transition was made with some implication to the cabinet. However, the implementation of project activities and government programmes lacked timely support as government officials were occupied by the process both before and after the election.

2017 has been marked with a high turnover of government officials at the federal and state level of government. Political instabilities, often resulting in changes in political leadership, have negatively affected the momentum of the local government agenda. However, the momentum and impetus was energized by the strong commitment and collaboration among FMSs at the technical level as well as political commitment. Despite of the tragic murder of the Minister of Interior of the SWS, Mohamednur Madobe Nunow, during the major attack in Mogadishu in October, the Government of the State re-confirmed their commitment to building strong local governance.

Immediately after his inauguration, the President Farmajo declared the ongoing drought as a national emergency and for all levels of government to treat it as their main priority. Local governments in Puntland and Somaliland played an important role in the relief efforts of affected areas. The drought has also put additional pressures on local government due to high levels of migration to urban centres.

#### QUARTERLY PROGRESS REPORT RESULTS MATRIX

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

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

| INDICATOR  | TARGET | PROGRESS ON OUTPUT INDICATOR <sup>1</sup> |                 |
|--|--------|---|-----------------|
|  |        | QUARTER 4                                 | CUMULATIVE 2017 |
| # of decentralization or local governance-related policies that are developed (or drafted).                    | 2      | 1   | 2 <sup>2</sup>  |
| # of decentralization or local governance-related legislation/sector specific policies developed (or drafted). | 4      | 1   | 6               |

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

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

|  |                 |    |    |
|--|-----------------|----|----|
| # of districts that have systems in place to increase revenue generation (e.g. property taxes, business licensing, etc.) | 16 <sup>3</sup> | 16 | 16 |
| # of monitoring visits completed by central governments' staff to district level governance bodies.                      | 3               | 1  | 5  |
| # of districts with established community monitoring groups. (UNICEF indicator)  |                 |    |    |

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

|  |                  |     |      |
|--|------------------|-----|------|
| # of local and central government personnel trained in at least one PEM module (but up to 5)                 | 786 <sup>4</sup> | 248 | 1239 |
| # of district council members trained in civic education, public management, procurement and etc             | 250              | 0   | 165  |
| # of community volunteers trained in civic education, public management, procurement etc. (UNICEF indicator) | 225              | 42  | 179  |

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 |
|--|----|----|----|

<sup>1</sup> Fill in only the numbers or yes/no; no explanations to be given here.

<sup>2</sup> Somaliland and Puntland

<sup>3</sup> SId – 8, PId – 7, Gd - 1

<sup>4</sup> The set target is preliminary, as programme has no approved training strategy.

|   |    |    |    |
|---|----|----|----|
| # of districts, that implement pilot Service Delivery Models (SDMs) in the areas of health, education, roads, NRM or WASH with JPLG support       | 7  | 9  | 9  |
| # of districts that have developed participatory AWP, which include priorities/activities where women are a primary beneficiary, using JPLG tools | 21 | 16 | 16 |

#### PROGRAMME ANNUAL PROGRESS REPORT

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

In 2017, the programme continued to support strengthened policy and legal frameworks, creating the foundations for local governments to deliver on peace, stability and sustainable development. JPLG provided technical support to the Federal Government of Somalia and the FMSs to ensure all partners were engaged in the legal and policy framework dialogues and reviews.

#### Output 1.1 Policies, laws and strategies for decentralization are drafted and implemented that clarify the division of functional responsibilities among central and local governments

Establishing a clear legal framework to enable local governments to operate effectively and to improve service delivery has been a pillar of JPLG II programming. JPLG has strengthened the legal and policy framework at Federal Member States (FMS) level in 2017, advancing the harmonized legal framework for local governments across the country. The programme conducted revision of the existing laws and policies in Somaliland and Puntland. Local Government Law was developed and adopted in the States of Jubbaland and South West and in Hirshabele and Galmudug, respective Local Government Laws are with State Assemblies for approval. The adoption of Local Government Laws in the FMSs advances the local governance agenda and reduces potential conflict around disputed functions and responsibilities.

#### Adoption of Local Government Laws in Federal Member States

The adoption of the Local Government Law in the States of South West and Jubbaland is a milestone that provides the legal basis for establishing the third tier of government, as outlined in the Constitution. Throughout the process, there was wide consultation among the FMSs and the Federal Government of Somalia, represented by MoIFAR. Both technical and political engagement resulted in a common understanding and buy-in to the provisions of the Local Government Law in line with the revised Federal Law (# 116) and the Puntland Local Government Law #7.

Galmudug and Hirshabele have initiated the drafting of their own Local Government Laws which have been approved by their Cabinets and have been passed to State Assemblies for approval. Once this process is completed Somalia will have a solid legal framework to undertake district council formation and to support decentralized service delivery.



Pic 1. Launch of Local Government Law in Baidoa.

#### Legal review in Somaliland and Puntland

##### *FMS Local Government Laws in*

##### *South West State:*

*Adopted on June 5*

*Launched on July 11*

##### *Jubbaland:*

*Adopted on July 27*

*Launched on August 21*

Following the review of the Decentralization Policies in 2016, JPLG has supported the Governments of Somaliland and Puntland, under the leadership of the Ministries of Interiors (MoI) and Vice Presidents (as the Champion for Local Governance) to conduct a comprehensive legal review in 2017. The review identified inconsistencies when it comes to functions and provisions for decentralized service delivery and came up with a set of recommendations, specific to each of the States. The recommendations in Somaliland focused on inclusion of detailed provisions of administrative and fiscal powers to the local governments to implement decentralization and provide basic

services.

In Somaliland, the engagement of the Solicitor General's Office, in the legal review, proved to be vital to ensuring that the findings and recommendations are realized - and will follow the government's legal drafting processes. The review process has included a range of laws with relevance to the Decentralization Policy and further discussion based on the recommendations will be led by the respective Ministries in the Inter-Ministerial Committee (IMC). It is recommended to have a clear legal framework that defines the roles and responsibilities of various government offices and ministries at central and local levels to ensure effective implementation of decentralization.

*"Even though Article 111 (1) of the constitution clearly states that regional and districts councils shall have legislative councils that role of local governments has been ignored and the reason is that Law No. 23/2002 does not explicitly define the legislative role of local governments. This is an important function of local governments. Therefore, the Law # 23 should be amended in line with spirit of the constitution."- Recommendation from the Solicitor General and Mol review*

In Puntland, the 2017 legal review recommended that the Puntland Local Government Law #7 include a provision on local government structure (decreed by Mol in 2016), to harmonize the law with the District Electoral law and to highlight the number of council members allotted to a district. Further legal revision should align the law with the Local Government Employment Regulation and Human Resources Manual for Local Government adopted in 2014.

While the law provides space for public consultations and community monitoring groups, it is recommended to expand further initiatives for state citizen engagement. It is recommended that the Local Government Law #7 also include clauses on the representation of women and other vulnerable groups as the law is not sufficiently gender-responsive. Thus, the law will ensure inclusion of all community members in the council. The process of further consultation and legal drafting will continue in 2018, with the involvement of the State Assemblies and the Cabinets.

### Decentralization Dialogue Forums

The programme fosters dialogue and consultation to progress policy change and implementation of decentralized service delivery. In 2017, the programme supported 7 Decentralization Dialogue Forums across Somalia and Somaliland. In support of policy and decentralized service delivery, the forums targeted stakeholders working around local governance and service delivery.

In 2017, under the leadership of the Vice President of Puntland, key ministries and selected districts, representatives organized a Decentralization Dialogue Forum to review lessons learned from the implementation of the Decentralization Policy. The meeting was a part of the Decentralization Policy Roadmap Assessment. The Forum's recommendations included acceleration of the decentralization, implementation of Service Delivery Models (SDM) projects, establishing an effective local government department in the Ministry of Interior and actively engaging the development and finalization of JPLG III as part of the international community's support to local governance.

*Decentralization Dialogue Forums  
19-20 April, Garowe, Puntland  
24-25 July, Kismayo, Jubbaland  
10-12, August, Garowe, Puntland  
11-12 September, Jowhar, Hirshabelle  
26-28- September, Badaio, SWS  
26- 27 November, Garbaharay  
21 November, Adaado, Galmudug*



Pic 2. A Dialogue Forum in in Baidoa.

Jubbaland and South West State Decentralization Dialogue Forums focused on improving the understanding among relevant stakeholders of what decentralization means in the context of Somalia and within the legal framework at the Federal and States levels. They emphasized how decentralized service delivery could connect all ministries and the three tiers of government though shared responsibilities. Similar Decentralization Dialogue Forums were conducted in Galmudug and Hirshabele States. MoIFAR provided technical and political backing to the Dialogue Forums and further strengthened coordination of the local government agenda. Such support is critical to the state-building and stabilization agenda as it creates a common understanding of how federalism relates to service delivery and decentralization.

### Development of Sector Decentralization Strategies

Somaliland and Puntland governments adopted Decentralization Policies and Roadmaps in 2014, which provided guidance on the political, administrative and financial scope for decentralizing service delivery to districts with sufficient capacity, based on the

principle of subsidiarity. Since then, they have been experimenting with initiatives to devolve and decentralize some of the services and mandates that the central government use to assume, through Service Delivery Models (supported by JPLG) and MoUs, signed between individual districts and the relevant sector ministries.

In order to further codify the roles and responsibilities of districts with regard to their devolved responsibilities in the health and education sectors, and to develop a clear Roadmap for expanding decentralized service delivery, the Technical Working Group of the Inter-Ministerial Committee in Somaliland decided to invest in the development of health and education sector decentralization strategies. Extensive discussions and consultations were held with members of the district authorities and officials at the Ministries of Education and Health, Ministry of Interior, Ministry of National Planning and Development (MONPD), development partners and other stakeholders to jointly review the achievements, opportunities and challenges experienced since the inception of the Service Delivery Models. The resulting education and health sector decentralization strategies (2017-2021) outline a pathway for successfully decentralizing the Somaliland education and health systems by:

- Devolving additional functions to local governments through an incremental process;
- Increasing awareness, knowledge, understanding, participation and ownership of decentralized service delivery by all stakeholders;
- Expanding decentralized service delivery to all eligible districts in order to provide equitable, efficient and effective service to local communities at district level;
- Developing a comprehensive legal and regulatory framework, guidelines, systems and criteria that support the implementation of sector decentralization strategies;
- Strengthening institutional capacity to support decentralized education service delivery with a focus on key bodies/departments responsible for implementing education sector decentralization.

The strategies were fully endorsed by the Somaliland government in April 2017, followed by a period of final reviews and editing.

Since their endorsement, efforts have been made to reflect the sector decentralization strategies in the 5-year Education Sector Strategic Plans (ESSP), which were also under development in 2017. The latter now includes a policy objective to decentralize primary education functions to the local governments by strengthening the policy framework for decentralization of education services and expanding decentralized education service delivery to new district councils in collaboration with JPLG efforts. Full roll out of the sector decentralization strategies will commence in 2018, with primary funding support coming from the Somaliland government, as part of their local governance expansion strategy.

By the end of 2017, Somaliland and Puntland had completed the piloting of devolved functions for road planning and maintenance at the local government level, involving collaboration with the Ministries of Public Works, road agencies and local governments. In late 2017, the programme in close consultation with the Ministries of Public Works, Ministry of Interior, road agencies and local governments supported the development of the roads sector decentralization strategy; the major focus was fiscal and legislative frameworks and capacity building. The stakeholders were involved in discussions to provide clarity on the division of roles and responsibilities to avoid overlap and conflicts especially between the ministries and road agencies, and to ensure successful decentralization of functions. It was agreed that the ministries provide oversight to the strategy implementation, while the road agencies lead on technical input and standards. Regretfully, the counterparts agreed that the local governments were not yet able to fund the 100% implementation of the decentralization functions due to limited resources. Only 'A' category districts can provide sufficient funds from locally raised revenues.

#### **Double contribution to Local Government**

In 2017 the Puntland IMC, under the leadership of the Vice President, had substantial discussion on a variety of agendas. The main outcome of the meetings were the endorsement of harmonization of planning outcome and approval of the Decentralization Policy review report, discussions on government-led expansion strategy, increase of 2% of national budget into local governance programme.

#### **The Somaliland IMC mission found that the districts were implementing the following systems:**

- PEM – Planning, Budgeting, Funding
- Procurement Guidelines
- AIMS and BIMS for improving Income Generation
- Monitoring,
- Filing Systems
- Human Resource Management Guidelines
- Financial Management



## Coordination of State and Non-State Actors

The Inter-Ministerial Committee (IMC) in Puntland and Somaliland progressed the implementation and coordination of the Decentralization Policy and Roadmap with JPLG support. The IMC Secretariat in the Vice Presidents' offices led the assessment and review of policies and development of the action plans. In Somaliland the IMC, together with the Ministry of Interior, led the development of the government expansion strategy on local government.

A series of IMC meetings took place in Puntland and Somaliland during the year. A technical group comprised of the Director General's representing participating ministries, supports the IMC Secretariat. In the last two quarters of 2017, the Somaliland IMC focused on the finalization of the JPLG III Programme Document, and review of the progress made in implementation of the Decentralization Policy Roadmap, the intergovernmental transfer and streamlining processes connected to the Decentralization Policy.

## Urban Management Law

Land is a sensitive issue in Somalia because of the weak regulatory framework and absence of technical capacity; the lack of a legal framework has proved a major obstacle to appropriately resolving land disputes and conflicts. In 2017, the programme supported the development of an Urban Land Management Law in Puntland through extensive consultations with local authorities, technical experts, customary and religious leaders and community members. The programme provided technical support to the drafting process that ensured that the contextual needs and specifics of the region were met; the final draft of the law was validated by government stakeholders and other practitioners.

In Somaliland, the existing Urban Land Management Law #17 was aligned with the Decentralization Policy and harmonized with the adopted Urban Regulatory Framework. The programme provided technical support to the Ministry of Public Works, Housing and Transport to amend the law. The National Urban Planning Committee, with members representing seven ministries with land mandates endorsed the amendment of Law #17 and submitted it to the Somaliland government for council endorsement. The amended Law #17 will streamline the existing framework by specifying the responsibilities for undertaking Urban Development Plans. It will also promote improved management of the building permit process, land allocation, land use procedures and land conflict resolution mechanisms.



Pic 4. Land management discussion in Garowe

## OUTCOME 2: 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

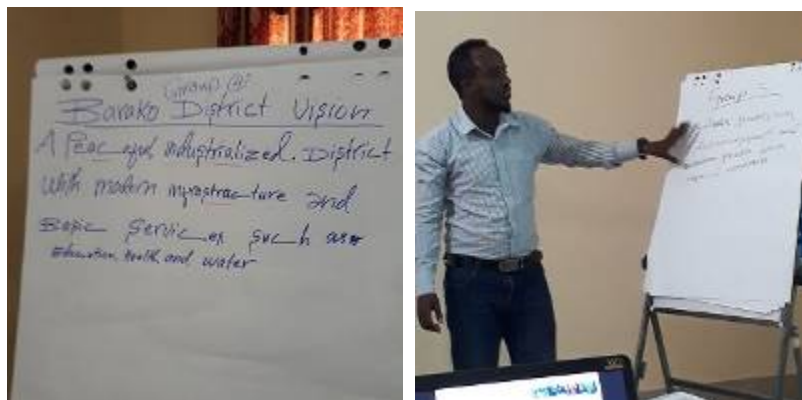
Establishing local government systems that are based on the principles of transparency and accountability is central to JPLG II programming. In 2017, in Somaliland and Puntland, the focus has been on reviewing and adapting the systems, to allow government to lead the roll out in areas beyond the JPLG districts. The facilitation of learning exchanges between FMSs and Puntland government officials, has promoted the lessons learnt and the tools developed in Puntland and Somaliland. They are the basis for systems development in the new FMSs (Jubbaland, South West, Galmudug and Hirshabele). The objective is to support the Federal Government to have a comprehensive and uniform local governance system throughout the country, which supports state building, federalism and fosters unity.

## Revised Districts Participatory Finance/Budget Guide



The Local Government Planning and Public Expenditure Management (PEM) system and corresponding government manuals were developed and decreed in Somaliland and Puntland in 2013, and since then implemented in JPLG districts. While implementing PEM the local governments demonstrated capacity to manage funds and improved dialogue with communities. After several years of implementation, partners agreed to revise the PEM cycle to reflect the new policy environment and lessons learnt. The new integrated processes that replaced PEM, are District Participatory Planning and Finance Guide (DPFG) in Somaliland and Public

**Pic 5. Workshop on revision of PEM**



Participatory Planning and Budget Guide (PPBG) in Puntland, still broadly incorporating elements of the PEM cycle. In May 2017, multi-stakeholder forums took place where local government personnel validated the respective processes. They included capacity development consultants, district planning and administration/finance directors, administration staff, finance consultants and district councillors. The content of the manuals is harmonized and supports the same processes and procedures for participatory planning and financial management at the district level.

FMSs go through a similar PEM development. South West State Ministry of Interior issued a decree mandating district government to adopt the PEM guidelines. This important step progresses the adoption of a harmonized and standardized governance participatory planning system in a comprehensive policy framework for local governments. The Local Government of Adaado district in Galmudug State organized two refresher trainings on the PEM and HRM<sup>5</sup> module and used the knowledge to develop and approve the Adaado District 2017-2021 Development Framework (DDF). The PEM and HRM participants included local government staff, district council representatives and representatives from village committees. MoIFAR and MOI Galmudug supported the training.

### Harmonized Planning

To inform and better synchronize district and sectoral planning processes in Puntland, JPLG supported the Ministry of Planning and International Cooperation (MoPIC) in Puntland to develop a comprehensive approach to planning harmonization. During a workshop for districts and sector ministries in May 2017, participants explored prospects for synchronizing district, sector and state planning processes given the common overlaps and duplication in current planning processes. Recommendations from the workshop were incorporated in a planning harmonization report which features the current planning levels at district, sector and state levels, key impediments to planning harmonization, prevailing opportunities, planning actors and their respective roles as well as a proposed timeline for the planning harmonization process. This was presented to the IMC/TWG (Inter-ministerial Committee/DG level Committee) in November 2017 and subsequently adopted.

The report will be taken forward by the Ministry of Planning and International Cooperation (MoPIC) and incorporated into strategies with the World Bank to advance the harmonization of district, sector and state level planning processes and products. The IMC/TWG members have urged MoPIC to take overall stewardship and responsibility for ensuring alignment and greater synergy between JPLG and World Bank efforts regarding the realization of inclusive and harmonized planning thus to avoid duplicity and overlap of development planning and programming in Puntland.

### District Development Frameworks (DDFs) Update

Community members from 17 districts across Somaliland and Puntland have participated in identifying the vision and development priorities for their district in 2017. This is part of the articulation of a five-year DDF based on sectoral/state priorities. The local governments, supported by ministries, with technical and financial assistance provided by JPLG, facilitated

<sup>5</sup> March 12-18, 2017, Adaado, Galmudug, November 11-15, 2017, Adaado, Galmudug

the DDF process. Local governments contribute to peace and stability when they become responsive to the vision and development priorities of their community members.

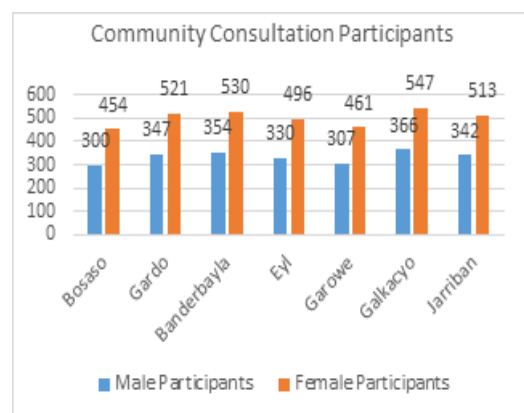
### **Somaliland DDF Process**

*Puntland - Garowe, Gardo, Bander Beyla, Bosasso, Eyl, Jariban, Galkayo, Burtinle and Goldogob. Goldogob and Burtinle being as part of government-led expansion strategy.*  
**Somaliland - Hargeisa, Odweine, Burao, Berberea, Gabiley, Zeylac, Boroma**

The process considered the lessons learnt in the last five years and utilized the new DPFG/DPBG. Prior to the commencement of the DDF development process, the programme conducted an assessment to identify progress made against the targets of the first DDFs. The assessments and subsequent review workshop concluded with the presentation of results vis a vis the objectives and goals of the first generation DDFs. District representatives also made the following recommendations 1) Stronger DDF monitoring and evaluation at the time of DDF development with guidelines on how information should be collected, 2) Support

to understand how to set baselines, targets and indicators, to measure progress towards the DDF objectives. Districts reviewed their DDFs to examine progress in service delivery through community consultation; updates of district priorities; district visions and profiling; local economic assessment; harmonizing sectoral planning inputs. As a result, a draft of the new DDFs were produced. These recommendations were taken into consideration for the DPFG/DPBG guidance and in the district profile for the 2017 DDF process.

### **Puntland DDF Process**



To increase civic engagement and encourage citizens to participate in the DDF formulation, the Ministry of Interior aired awareness raising messages through FM radio and local TV. The messages highlighted that the DDF process determines the quality of their future in their districts/communities.

Each district identified the Participatory Integrated Community Development (PICD) tools, which were utilized in 20-25 villages. Women's associations, youth, elders, community based organizations (CBOs), representatives from sector ministries, and district administrations attended the community consultation and profiling. Out of 5,900 people who attended the consultations in Bosasso, Banderbeyla, Eyl, Jariban, Galkayo, Gardo and Garowe, 60% were women, which shows improvement in women's participation in governance planning processes.

Sector meetings were held in the respective districts and attended by representatives of health, education, water, women, environment, livestock and planning. The outcome was the harmonization of sector plans, districts plans that were incorporated into a national plan. For example, in Garowe, Tuulo-oman village prioritized a MCH; at the sector integration meeting, the health representative acknowledged that a health post was more suitable, according to health system guidelines.

A day was taken to review data collected from the field. The meeting was attended by council members, municipality team and villages. Participants worked to ensure the collected data/information was correct and brainstormed the vision and objectives of the DDF that supported the production of a DDF. In each district, two council members were engaged, travelling and working with data collection teams, troubleshooting etc.

It has been a significant achievement on the part of the Governments of Somaliland and Puntland to implement the process of DDF development and community consultation. JPLG supported the governments from the central level to reach all the districts. The teams supported community awareness raising forums for all the villages and shared the steps of the process to be adhered to in drafting DDFs.

In Puntland and Somaliland, focus was on the inclusion of sector ministries and the alignment with the National Development Plan, Puntland State Development Plan and Somaliland National Development Plan. The completion and launch of the documents will take place in Q1 2018, and there is a strong commitment to involve other development partners to support the priorities of the districts.

## State-to-State Learning Exchanges and Dialogues



Bringing different parts of the government together to learn from each other and facilitate dialogue around common goals and processes has contributed to the advances on local government in 2017. The connections facilitated through the formal activities have strengthened the informal exchanges and continued peer-to-peer learning.

In May 2017, Puntland Ministry of Interior invited representatives from Jubbaland, South West and Galmudug, to join the PEM validation and the DDF workshop in Puntland. The government officials, including the Director Generals, and technical advisors, also visited Garowe Municipality and participated in the District Council Assembly. The delegates met with district

executive committee, directors of departments, who briefed on their departments routine work and key achievements. Jubbaland, Galmudug and South West teams also met with the Puntland ALGAPL Director and Minister of Interior Deputy Minister, acting DG and the directors of departments.

Subsequently, in September 2017<sup>6</sup> a high-level delegation of Mols Galmudug, Hirshabele, Southwest, Jubbaland, Banadir Regional Administration and the Federal Parliament led by MoIFAR visited Puntland to learn from the successes in local governance. During the trip, the delegation members had an opportunity to learn from their neighbour's experience by focusing on practical examples of local governance tools, including participatory planning, procurement, public finance management and human resource management. Peer-2-peer approach allowed the new Federal Member State officials to learn how the Puntland Ministry of Interior and its departments fulfill its oversight mandate of local governments and their overall work to support local governments across the state. The delegates also visited the Puntland Association of Local Governments to study how the local governments are working together; and the Ministry of Finance to understand fiscal transfer from a state to a local government, as well as conditions associated with public financial management. The highlights of the mission were visits to local governments (Gardo and Garowe) to learn how the administration prepares its district annual workplans and budgets using the participatory Planning Public Expenditure Management cycle. The participants saw a number of the infrastructure projects executed by the local government and supported by JPLG. The exchange strengthened the knowledge of the FMSs and the Federal Government of Somalia but it also contributed to strengthening the social fabric among governments increasing durability of the federalization of the country.

## Streamlining Local Government Financial Manual into the Districts Participatory Planning and Finance Guide

In Somaliland and Puntland, the Local Government Financial Management Manual was incorporated into the District Participatory Planning and Finance Guide (formerly PEM) facilitating unified Manuals for participatory planning and financial management at the district level.

Strengthened internal control systems are an important component of local government that build trust and improve accountability and transparency. The programme supported internal audit units in Hargeisa, Berbera, Bosasso and Garowe through the provision of training, provision of office space and the development of an internal Audit Charter with a District Audit Committee Manual.

## Office Management and Administration Manual

It was recognized that the local authorities required support in updating public office systems and simplifying tools. As a result, the Somali language version of the Office Management and Administration (OM&A) Manual for local government, with its supporting training modules, was re-produced and validated at a workshop held in Hargeisa, Somaliland in mid-2017. The Manual is aimed at supporting the delivery of public services in day-to-day work of district municipalities, improve offices systems and basic asset management, travel and vehicles; all adapted to the needs of local administration and with all templates available in Somali.

## Human Resources Management

In November 2017, all the departments of Municipality of Mogadishu (MoM) Benadir Regional Authority (BRA) were trained on the recently adopted HRM Policy and Procedures for Local Government Employees. The training pursued the objective of introducing HRM best practices and staff were clear about their rights and responsibilities. In Puntland, the implementation of the Local Government Human Resources Management Guidelines have accelerated. In line with the annual training plan, government staff and Training of Trainers (ToT) were trained in modules three and four to complete the training that was initiated in 2016.

## Local Government Administration Structures

During 2017, the States of Jubbaland and South West have drafted and facilitated consultations on the structure of the local government administrations, based on the Puntland structure. The discussions in Jubbaland involved all the relevant ministries to establish the linkages between State level and district level, the agreement on structure is closely linked with the dialogue around functions. Detailed organogram and functions for departments were defined. Department TORs have been produced and have been the starting point for the consultation workshops<sup>7</sup> that have brought the key ministries responsible for delivery of decentralized services (e.g. education, water, health, public work, planning and finance) and consultants together. The Jubbaland consultation focused on common planning and a common vision for a uniform local government structure and TORs for districts of “A” and “B” grade districts. The consultation process is ongoing with internal consultations in the respective Ministries, it is expected that finalization of agreed LG administrative structures will be concluded in Q1 of 2018.

## Procurement



Pic 7. Berbera Public Library

When local government outsources services, it needs to demonstrate that public resources are being used effectively and the process of allocating these resources is transparent. An honest process builds incremental trust between local government and citizens. Procurement systems have been established and strengthened in 8 Somaliland districts and 7 Puntland districts. In 2017, the Municipality of Mogadishu, conducted training on procurement guidelines for goods and services in 17 districts of Banadir Region and in the departments of finance, procurement, internal audit, planning, legal and media (<https://www.youtube.com/watch?v=xspISwMveR0>). Departmental directors were sensitized through a session on the importance of an annual procurement plan designed to enhance the transparency and predictability of the procurement process. In addition, the procurement plans will allow for the allocation of funds and monitoring of the procurement process to determine how actual performance compares with planned activities, facilitating corrective measures where required. The Municipality developed messages to promote its

procurement plan to wider stakeholders, demonstrating commitment to accountable procurement procedures. These actions promoted confidence especially amongst the private sector who are more likely to bid on public sector tenders, if there is more transparency.

In Somaliland and Puntland work on aligning the local government goods and services procurement guidelines to the public financial management reforms (policy, institutional, legislative and regulatory framework) and the national procurement law (11) commenced. (Earlier guidelines were informed by the draft Public Procurement Act 2013, that was reviewed, based on wider PFM reforms resulting in the draft public procurement Act, 2015). Consultative workshops took place in Puntland and Somaliland (18 – 21 February and 26 February 2017), to identify areas that were inconsistent with the emerging public financial management reforms; they identified areas for review to facilitate alignment. In Puntland, a validation of the revised local government goods and services procurement guidelines was conducted and a training of trainers’ workshop held to ensure enhanced capacities on the updated guidelines were in line with the national frameworks. The workshop participants included executive secretaries, district procurement officers, Ministries of Interior, finance and public works, the auditor general, accounting general, service providers and the national tender board.

<sup>7</sup> 1<sup>st</sup> Consultation workshop September 13-14, 2017, Kismayo, Jubbaland

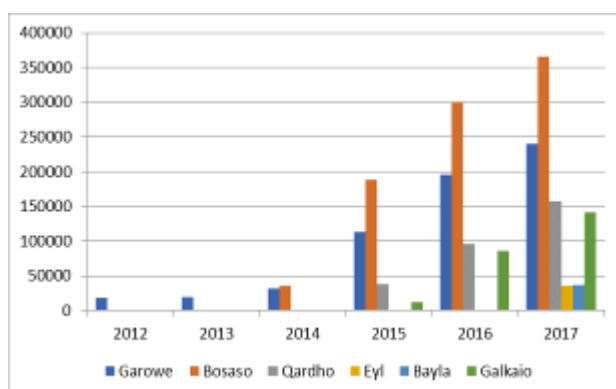
2<sup>nd</sup> Consultative workshop, 26-27 October 2017, Kismayo

In Somaliland, a validation workshop (2 April 2017) was conducted to confirm that all consultative workshop recommendations were incorporated into the revised local government goods and services procurement guidelines. Participants included the Ministry of Interior, National Tender Board, Ministry of Finance, Accountant General, Association of Local Government Authorities in Somaliland and local governments (Hargeisa, Burao, Berbera, Sheikh, Borama, Gabiley, Odweine, and Zaylac). A training of trainers (including on the job training) on the revised guidelines was conducted (3-5 April 2017) to facilitate transparent procurement of goods and services as well as provide backstopping support (where necessary) to districts. The training covered the tender process, procurement methods, methods of selection of consultants, disposal of public assets, procurement of concession agreements, contract management as well as the institutional framework for procurement, particularly the roles and responsibilities of different internal entities responsible for different stages in the tendering process and contract management.

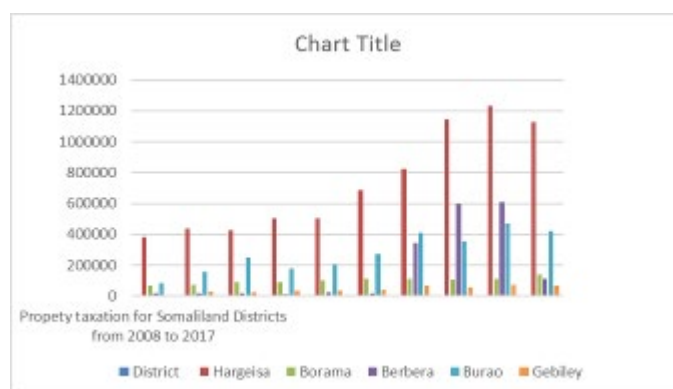
The programme initiated procurement audits of the LDF projects in 2017. In Puntland the procurement audit was conducted in 7 districts (Bosasso, Gardo, Garowe, Galkayo, Jariban, Eyl and Banderbeyla) during 6-21 April 2017. The audit covered procurement processes and activities carried out in the 2015 LDF fiscal year and covered 29 projects totaling USD 1,823,528. Procurement officers, district engineers, mayors, executive secretaries and other district officials were interviewed; with the audit reviewing procurement processes, documents and other relevant records. In addition to examining the procurement process against set indicators that included i) Institutional setup ii) preparation and implementation iii) appropriateness of the tender process iv) contract implementation process v) reporting and handling of complaints. Overall all the districts adhered to the procurement procedures for the implementation of the LDF processes, however it was noted that there was a high turnover of procurement officers, which resulted in capacity gaps, mainly a result of low wages offered by the districts which are not competitive. Recommendations include that district staff regularly improve their competencies on procurement procedures ensuring they are in-line with national reforms and international best practices.

### Revenue Generation and Financial Management Systems

In Somaliland and Puntland districts continued to consolidate their own source revenue generation capacity. The programme trained 44 municipal staff members, on property surveying, billing, accounting and automated work to sustain systems put in place. In Somaliland, the political environment adversely affected the revenue collection with only a slight increase in revenues as local authorities were involved in local politics and the Presidential Election (November 13, 2017). In Puntland, there was a significant increase in revenue collection and specifically property taxation as graphs below demonstrate.



Graph 1. Property Taxation in Puntland. Source: Accounting Information Management System (AIMS)



Graph 2. Property Taxation in Somaliland. Source: Accounting Information Management System (AIMS)

A GIS based property survey in Odweine was completed, which has a role to play in city planning, revenue collection and delivery of equitable services. In order to ensure sustainability of the project, 10 selected municipal staff were trained on map reading, GPS usage and data collection. The boundary delineation exercise was completed; where Odweine was divided into four sub zones (for ease of location) for revenue collection and service delivery. 564 properties were surveyed – and data imported into the existing billing system. The Odweine GIS-based property survey is linked to the ongoing efforts of a master plan development to facilitate and supervise planning processes. Please see this link: <https://www.youtube.com/watch?v=lgeVS7fLhJM&t=23s>



The GIS office in Burao municipality was provided with equipment and furniture for property surveying and registration. This has already strengthened own-source revenue generation capacity, resulting in a revenue increase of USD 100,000 in 2017. Please see the link <https://www.youtube.com/watch?v=oKwKD8BmJsU>.

A single and unified accounting system is important for improved accountability, transparency and better management of public funds. In 2017, the programme supported the Financial Management Information System “FMIS” to go live in both Somaliland and Puntland. This is part of the World Bank-led Public Finance Management reform and demonstrates the programme’s synergies with other actors involved in local governance and PFM. While the World Bank provided the FMIS software, the programme also supported the setup of ICT infrastructure necessary for the system to function. The objective is to gradually link local governments into FMIS to ensure financial management uniformity. Please see the link: <http://mofpuntland.com/barnaamijka-habka-maareynta-xogta-maaliyadda-ee-fmis-oo-lagu-daahfuray-garowesawirro-3279/>



**Pic 8. Former president of Puntland participating in a group work of city consultation workshop in Garowe**

In the States of Jubaland and South West, the Local Government Financial Management Manual was developed through a consultative process involving key institutions such as MoI, MoF and local authorities. The Manual will support local governments in both States to better manage public funds. A validation workshop has been planned for February 2018 in Kismayo and Baidoa where the Manual will be presented to validate the content. It will be translated into Somali and issued through ministerial decrees.

The programme continued its synergies with other relevant programmes and provided technical support to PREMIS in the property registration exercise in Kismayo. This shared experience included the successful implementation of a GIS-based property survey in the north particularly in the areas of data collection, data management and revenue collection.

### **Land Dispute Tribunals**

The programme finalized revision of regulations for Land Dispute Tribunals (LDTs) in Puntland. The revised regulations were translated and handed over to the Ministry of Interior for endorsement and publication in the Gazette. The objectives of the regulations are to establish LDTs in all districts, set up a uniformed system for settlement of all urban land disputes and to develop an efficient and effective urban land dispute settlement mechanism that minimizes illegal land grabbing. The programme finalized the Training Manuals for Land Certificate Programmes (ToT) for Somaliland and Puntland, developed with Hargeisa University and Puntland State University. This will contribute to enhancing the capacity of professionals working in national and local administrations while at the same time supporting local universities in developing relevant Land Law curriculums for Faculty of Law students.

### **Urban Regulatory Frameworks**

The programme continued to provide technical support to the Ministries of Public Works and Transport in Somaliland and Puntland to implement the Urban Regulatory Frameworks (URF) to capacitate national and local institutions in local planning processes. Qualified local GIS experts and urban planners were embedded in respective ministries to strengthen planning capacity and better coordinate and supervise local planning processes. This is linked to the drafting of the Urban Land Management Law in Puntland and the amendment of the respective legislation in Somaliland (Law #17).

The implementation of an Urban Regulatory Framework is necessary to establish standards and guidelines on urban planning and demonstrate participatory and inclusive urban planning processes and practices. In Garowe, the programme, in close collaboration with Ministry of Public Works, Housing and Transport and Garowe local government, organized a City Consultation Workshop. Garowe, just like many other cities undergoing urbanization lacks capacity to guide, control and plan city expansion. However, the Garowe City Consultation Workshop on urban profile brought together various stakeholders that discussed, exchanged views and explored solutions on city spatial plans. As a result, Garowe Strategic Urban Development Plan was produced and adopted. The

Garowe Urban Development Plan is linked to the DDF and the World Bank Somali Urban Investment Plan. The plan will support the district council in their preparation, identification and approval of district investments and projects for the new period covered by the DDF, to effectively move the city and the district towards their development vision. In addition, the Urban Development Plan will provide an up to-date spatial framework to guide growth and strengthen participatory approaches in making urban planning more inclusive and effective. Please see this link: <http://puntlandpost.net/2017/09/28/garowe-shirka-horumarinta-iyo-gorsheynta-magaalada-oo-soo-xirmay-maanta/>

#### **Local Government Associations**

The programme consolidated the institutional capacity of the Association of Local Government Authorities in Somaliland (ALGASL) particularly their role in lobbying and advocacy; as well as provision of technical services to member districts. As a result, the ALGASL partnered with the Dutch Local Government Association (VNG) to enhance local governance. Synergies are already established and VNG interventions will complement districts where the programme is not active. ALGASL and VNG partnership is contributing to peaceful and inclusive societies for sustainable development. It also aims to ensure responsive and participatory representation at all levels.

Knowledge Management has an important role to play in a local government association. Through ALGASL, the programme supported a peer learning workshop for target districts. VNG supported the participation of districts where JPLG is not working. The two-day workshop with 40 participants exchanged best practices on revenue generation, public expenditure processes, waste management, engagement of citizens and building partnerships and discussed other pertinent local government issues.

In Puntland, the programme supported the Local Government Association of Puntland, ALGAPL, towards deepening institutional capacity. Secretariat staff visited all the districts to get the buy in from the local councils, explain strategic objectives of ALGAPL and seek feedback on the strategic plan and other relevant tools such as a code of ethics and standing order procedures. Member districts are now increasingly accepting the ALGAPL and using it as their vehicle for good governance and implementation of decentralization. On technical services to member districts, ALGAPL trained 66 local councilors and municipal staff (44 M; 22 F) on conflict management in Gardo and Garowe.

#### **Output 2.2 Competencies and skills are developed for good local governance and equitable service delivery**

Strengthening the capacities in all three tiers: local government, state/central and Federal Government has focused on two dimensions; short-term capacity development for improving the capacity to deliver on agreed functions of government and secondly institutionalizing capacity development for local governments for long-term sustainability and increased ownership and leadership by the Federal Government.

Supporting the government to establish the Local Government Institute and strengthen the capacity for the government to lead and coordinate the district council formation process are essential elements for ensuring that local government capacities to deliver on their functions in an accountable and transparent manner with clear and strong linkages to Federal Member State level and other service providers.

#### **Local Government Institute (LGI)**

In 2017, progress was made with the Local Government Institute which will provide coordinated and standardized training to local government officials, both technical and elected political leaders. In Somaliland, the Local Government Institute under the Civil Service Institute (CSI) delivered its first training to district representatives under the new structure.



The Somaliland Local Government Institute's 5-year strategic plan was produced and validated in workshop meeting attended by central and local representatives, Ministry of Interior, other IMC members, Vice President's office, Civil Service Institute, Local Government Association, and the mayors of Berbera, Burao and Hargeisa. The composition of the LGI's Governing Board is agreed. The next step is to appoint the Board members, develop a comprehensive LGI curriculum, and sequence the transfer of training modules. In September 2017, the LGI provided the first training for local governments to support the start of the DDFs in 7 districts in line with the newly revised 'District Participatory Planning and Finance Guide', or 'DPFG. Participants from 7 districts in Somaliland completed 2 days of DDF Trainers of Trainees in Hargeisa on September 9- 10 (M18; F 4). The ToTs have returned to their respective districts and trained some district councillors and the heads of departments, which enabled them to start the formulation of their DDFs. The LGI also supported DDF formation through technical support to data collection, community consultations and drafting the district profile reports.



Similarly, Somalia's Local Government Institute has facilitated consultation around the Local Government Capacity Development Policy, which is expected to be the governing framework for the Local Government Institute. The policy together with a curriculum of core training modules have been developed in a consultative and inclusive manner engaging all FMSs, Benadir Regional Administration and the Federal Government. The FMSs are facilitating state level review of the document to feed into the final validation in Q1 2018.

A high-profile delegation of representatives from all FMSs visited Uganda's Management Institute (UMI) to learn from UMI's training programme for local government and service delivery. The learning exchange focused on delivery and quality assurance mechanisms, management and operational systems, operationalization of its three-regional training centers and the role and function of the Institute's Governing Board. The visit allowed delegates to gain firsthand experience on how civil service training is conducted for Local governments across a country and learn important lessons that they can customize to the Somali context. This was the first such mission undertaken by Somali government and LGI officials outside Somalia since the process of establishing the LGI started in 2014. As result of that mission, a Memorandum of Understanding between the two institutions has been prepared. The MOU aims to agree, intra-alia, on how best UMI will provide technical support to the LGI to develop its capacity for training local governments to enhance local administration, governance and service delivery in Somalia.



Pic 9. LGI team in Kampala, Uganda

Experience sharing with the Uganda Management Institute and a number of inter-state consultations has resulted in production of the Somalia National Local Government Capacity Development Policy and a joint action plan for rolling out the LGI network inclusive of each Federal Member State, as well as a revised Somalia LGI annual workplan 2017/18.

### District Council Formation

In the context of the Wadajir Framework, advancing the establishment of a third tier of government, through district council formation is a priority for the Federal Government. Accordingly, JPLG has supported building relations among the different levels of government in line with the federal arrangements and focused on strengthening the government's leadership and coordination role. Project collaboration with S2S and TIS+ has strengthened the efforts in relation to the formation of permanent municipal councilors. The programme was designed to support the formation of district councils through strengthening the technical and coordination capacity of the Ministries of Interior in South West and Jubbaland. The South West State has taken an impressive step forward with the formation of the Hudur district council (with 27 council members) and Berdale (21 council member with 10% of the women's representation). Selected clan representatives elected the district council members in an inclusive manner in September and December 2017 respectively with the State and Federal authority's full agreement. The council formation has been progressing in Barawa with the conflict mapping assessment and pre-consultations. A series of such assessments will follow in Baidoa and Elberde. While JPLG finances the district council formation process in Baidoa and Barawe, the programme provides support to the Ministry of Interior to coordinate, manage and oversee district council formation in all five target districts. In

Jubbaland, council formation progressed in two capital districts Garbahay and Kismayo with conflict mapping assessment undertaken.

Following the formation of the council in the Hudur district, the programme responded by supporting an induction training<sup>8</sup> to the newly formed council members so they understand their role, function and responsibilities and so they can create impact by being visible right from the start.

| Districts               | Status of DC  | JPLG support  | Partners  |
|-------------------------|---|---|---|
| <b>South West State</b> |   |   |   |
| Hudur                   | Council formation completed (27 members)  | JPLG support to coordination and induction training | FCA supported the DCF process   |
| Baidoa                  | Assessment and sanitation, conflict mapping and gender mainstreaming. Preparatory committee negotiations were completed | Process supported by JPLG with PBF funding          | S2S also provided support to the process on the pre-district council formation activities |
| Barawe                  | Assessment completed and sanitation, conflict mapping and gender mainstreaming. Preparatory committee negotiations      | Process supported by JPLG with PBF funding          | S2S also provided support to the process on the pre-district council formation activities |
| Berdale                 | Council formation completed (23 members, including 2 female)  | JPLG support to coordination and induction training |   |
| <b>Jubbaland</b>        |   |   |   |
| Kismayo                 | Pre-council assessment completed  | Process supported by JPLG with PBF funding          | S2S also provided support to the process on the pre-district council formation activities |
| Garbaaharey             | Pre-council assessment completed  | Process supported by JPLG with PBF funding          | S2S also provided support to the process on the pre-district council formation activities |

#### Capacity Development and Awareness Raising

Capacity development and increased public awareness are closely linked as they both contribute to improved understanding on the role of local governments in governance processes. JPLG have supported local government staff to improve their capacity. In total 455 people took part in dialogues on decentralization and public service delivery. 48 people took part in the trainings on Office Management and Administration Manuals; 315 took part in public consultation on local government legislation and additional 254 people have taken part in trainings related to PEM and DDF.

|  |  | F  | M  | Total |
|--|--|----|----|-------|
|  | TOT Office Management Puntland               | 11 | 16 | 27    |
|  | Validation on Office Management - Somaliland | 2  | 19 | 21    |
|  | Decentralization dialogue Garowe             | 14 | 80 | 94    |
|  | Decentralization dialogue IMC - Garowe       | 7  | 69 | 76    |
|  | Decentralization Dialogue Forum in Kismayo   | 4  | 36 | 40    |
|  | Decentralization Dialogue Forum in Jowhar    | 5  | 70 | 75    |

<sup>8</sup> 19-22 November 2017, Hudur

|    |   |            |             |             |
|----|---|------------|-------------|-------------|
|    | Decentralization Dialogue Forum in Baidoa     | 7          | 38          | 45          |
|    | Decentralization Dialogue Forum in Garbaharey | 8          | 32          | 40          |
|    | Decentralization Dialogue Forum in Adaado     | 7          | 38          | 45          |
|    | Public consultation workshop on LG law SWS    | 14         | 47          | 61          |
|    | Public Consultation on LG law in Adaado       | 17         | 83          | 100         |
|    | Public Consultation on LG law in Baladweyn    | 8          | 42          | 50          |
|    | Government Consultation on LG law in Jowhar   | 6          | 44          | 50          |
|    | Public Consultation on LG law Jowhar          | 14         | 40          | 54          |
| 14 | DDF SL review                                 | 6          | 33          | 39          |
| 15 | TOT DDF Somaliland                            | 4          | 18          | 22          |
| 16 | PEM revision validation workshop, Somaliland  | 8          | 41          | 49          |
| 11 | PEM training Adaado                           | 13         | 27          | 40          |
|    | PEM/HRM training – Adaado                     | 12         | 28          | 40          |
|    | PEM revision and DDF Garowe                   | 20         | 84          | 104         |
| 17 | Consultation on LG structure Kismayo          | 2          | 18          | 20          |
| 18 | Consultation on LG structure Kismayo          | 2          | 18          | 20          |
|    | Induction training to Hudur Local councilors  | 0          | 30          | 30          |
| 19 | LGI- pre-benchmarking workshop                | 2          | 17          | 19          |
| 20 | Benchmarking to UMI                           | 1          | 14          | 15          |
| 10 | 5 Years SP LGI – HARGE                        | 4          | 26          | 30          |
|    | <b>Total</b>                                  | <b>198</b> | <b>1008</b> | <b>1206</b> |

### Integration of National Experts in Government

JPLG responded to capacity gaps by providing technical experts and young graduates to key ministries and district administrations across Somalia and Somaliland. The consultants and Young Graduates (YGs) supported the government with on the job training and provision/injection of technical capacity. Governments and third-party monitoring agents recognized that the model of strengthening institutions through deployment of national experts and young graduates significantly improved capacities of government partners in delivering the programme. Newly formed Ministries of Interior in Hirshabele and Galmudug found this type of support was essential. Some examples of 2016 contributions:

- JPLG facilitated the hiring of Legal consultants for FMSs – Jubbaland, South West, Hirshabele and Galmudug who supported the drafting and finalization of the Local Government Laws, the consultant aided States in their process of achieving a Local Government Law that is harmonized within the federal context of Somalia;
- Local governance expert and administrative officers were deployed to IMC Secretariat, in support of IMC capacity to coordinate the decentralization reform and to oversee implementation of the Roadmap. The expert and the officer have supported the agenda and the output of the IMC meetings, contributed to the follow up of the Decentralization Roadmap,

the assessment of the Decentralization Policy implementation and the development of the Decentralization Policy Action Plans.

The table below represents consultants and YGs with gender-ratio that UNDP/JPLG supported at ministerial and districts levels

|   | FGS      |          | JL       |          | SWS      |          | GS       |          | HSS      |          | SL       |           | PL        |           | Total      |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|------------|
|   | F        | M        | F        | M        | F        | M        | F        | M        | F        | M        | F        | M         | F         | M         |            |
| Young graduates (interns Ministry level)          | 3        | 3        | 1        | 3        | 2        | 2        | 1        | 3        | 1        | 2        |          |           |           | 1         | 22         |
| Young graduates (interns at district level)       |          |          |          |          |          |          |          |          |          |          |          |           | 10        | 15        | 25         |
| District admin and finance consultants            |          |          |          |          |          |          |          |          |          |          |          | 6         | 1         | 6         | 13         |
| District planning consultants                     |          |          |          |          |          |          |          |          |          |          | 1        | 7         | 1         | 6         | 15         |
| Consultants (Ministry of Interior)                |          | 2        |          | 1        |          | 3        | 1        | 2        |          | 2        |          | 3         |           | 2         | 16         |
| IMC Secretariat                                   |          |          |          |          |          |          |          |          |          |          |          | 2         | 1         | 1         | 4          |
| Legal and policy                                  |          |          |          | 1        |          | 1        |          | 1        |          | 1        |          | 1         |           | 1         | 6          |
| Harmonization of planning (short term consultant) |          |          |          |          |          |          |          |          |          |          |          |           |           | 1         | 1          |
| <b>Total</b>                                      | <b>3</b> | <b>5</b> | <b>1</b> | <b>5</b> | <b>2</b> | <b>6</b> | <b>2</b> | <b>6</b> | <b>1</b> | <b>5</b> | <b>1</b> | <b>18</b> | <b>13</b> | <b>33</b> | <b>101</b> |

### Solid Waste Management Bylaws

Following the approval of waste management bylaws and relevant trainings, the programme procured waste management equipment which was provided to Gardo and Bosasso in Puntland, and Borama and Berbera in Somaliland. The waste management tools included garbage collection trucks, garbage skips, incinerators and auto clones. The establishment of bylaws combined with the provision of tools and equipment improved the waste management capacity in targeted districts.

### Ministry of Women, Development and Family Affairs



The programme also worked with the Ministry of Women Development and Family Affairs (MOWDAFA) in Puntland to provide sufficient office space to enable the ministry to implement its mandated tasks, which include women's empowerment and gender mainstreaming. The programme constructed and handed over an office facility for MOWDAFA. The newly constructed facilities include 22 offices, large conference hall, women resources centre, children's day care and wheelchair accessible ramp for disabled people. In his remarks in the opening ceremony, **President Abdiweli Mohamed Ali "Gaas" praised the successful implementation of this building. "We have been inaugurating many public properties for the last couple of years, but this building is designed elegantly, contracted transparently and delivered in the most effective and economic way"**

### Civic Education

Citizen engagement in local governance is a critical component of the JPLG strategy. When citizens understand and actively participate in local governance institutions and processes, they are better able to express their voice and influence decisions about local development priorities and resource management, they are better able to align services to their needs and preferences and foster greater responsiveness and accountability from local government. This can improve local government legitimacy and strengthen the social contract between citizens and government.

In 2017, JPLG invested in strengthening civic education, as a critical step in stimulating greater engagement in local governance. In consultation with state and federal authorities, the programme supported the production of a number of civic education resources including a revised Wadahadal (Dialogue) civic education resource pack and strategy. The resource pack was adapted to the specific needs of Somaliland and Somalia, and includes facilitator guidelines, topics and triggers on governance themes and a range of facilitation techniques and methods. The revised strategy reaffirms the case for a strong civic education component not only within JPLG but also implemented by other agencies, reinforcing work on both sides of the 'voice' and 'accountability' spectrum. On one side, raising the awareness of the public about their rights and responsibilities with regard to local government and enhancing their ability to identify and demand services; on the other side, strengthening the capacity of local government, not only to provide services but also to interact effectively with communities through involvement in planning,



**Pic 18. Journalist interviews local and state government authorities in Baidoa using insights from citizen voices**

implementation and monitoring. It also emphasizes the need to move beyond a passive transmittal of information, towards civic education that increases people's ability to analyse, evaluate, take and defend positions on public issues.

These resources have informed the latest round of civic education activities in Jubbaland state and were used to train 37 community-based facilitators in Kismayo and Garbaharey districts. Following consultations with Jubbaland authorities on their priorities, KAAH, the local implementing partner, was able to launch civic education campaigns in the two districts in June 2017 aimed at sensitizing community members on their civic rights and responsibilities and preparing them for engagement with local authorities on service delivery issues. Particular attention was given to the role of women and youth and how authorities can support them in claiming their rights. As a result of the campaign, 90,000 people were reached through the radio and TV broadcasting, community consultation sessions, distribution of IEC materials, theatre performances, school debates and social media promotion. 48 government officials were sensitised about the importance of community participation in public life, and more than 2,000 schoolchildren were reached through the debating sessions. The interactions facilitated between local government officials and the public was one of the most significant achievements of KAAH's efforts in Jubbaland. They were instrumental in informing both local government officials and the public about their interfacing roles and responsibilities, and building trust between them. An evaluation of the civic education activities highlighted the fact that KAAH facilitators were using a wider range of interactive methods and were able to stimulate more lively and engaging debates as compared to their previous efforts in Southwest State and Mogadishu. However, the recruitment and training of quality facilitators will continue to require careful attention in future to ensure that they are able to raise issues, challenge prejudices and stereotypes, expose simplifications and flaws in arguments, and stimulate participants to think more carefully, deeply and critically about the way they are being governed.

In the latter half of 2017, the programme supported a series of consultations with state authorities on their civic education strategies. Meetings were held with MoIFAR officials and authorities in Puntland, Jubbaland and South West State to understand their priorities in terms of civic education themes and modalities, implementing partners, etc. In all the consultations, it was clear that civic education was seen as important in facilitating greater community engagement with governance structures. It was seen as particularly important at this time, in order to explain the processes of federalization and to facilitate discussion about the roles and responsibilities of the new district councils. Government counterparts appreciated that the JPLG civic education programme could be an essential contribution to the roll-out of the Wadajir Framework, which itself has no civic education component. What was lacking were clear action plans for the state programmes – and the funds to support them. There was also consensus about the need for clearer allocation of responsibilities of the Federal Government - MoIFAR and the FMS' MoIs for planning and overseeing the civic education programmes. These concerns were debated during a final civic engagement workshop held in December 2017 in Mogadishu, with representatives from all the FMS, with the exception of Puntland. With regard to the Civic Education Steering Committees described in the strategy document, it was argued that these should be established only at the

state levels and that, at the federal government level, the discussion of civic education policy and strategy should be held within the Inter-Ministerial Committee on the Wadajir Framework. Participants were also able to generate ideas for new topics for the civic education resource pack and for further clarifying the section on oversight in the strategy document. South West State was proactive in developing their civic education action plan, which targeted areas with newly formed district councils. Their plan was shared with representatives from other States for inspiration.

**OUTCOME 3: Local governments are accountable and responsive to community priorities in providing equitable and sustainable services and promoting local economic development**

**Output 3.1 Local governments deliver improved services through enhanced engagement with central government and non-state actors**

Local governments are not only mandated to support local service delivery, this function is also critical to their legitimacy and the establishment of a strong social contract with their citizens. JPLG recognizes that this role, which is at the core of effective local governance, will only be realized if there is strong and sustained political, technical and financial support for local government-led service delivery, not only from districts themselves but from state and central governments, implementing partners, donors and community members. JPLG's contribution to stimulating this support has been through the establishment of Service Delivery Models (SDMs). The SDMs support district councils to implement their devolved service delivery functions in education, health and water, and are aimed at:

- Clarifying the legal framework, functions, roles and responsibilities of district, state and central governments for delivering basic services (see details under output 1.1);
- Strengthening collaboration and coordination between district, state and central governments, and the private sector in the delivery of services;
- Strengthening districts' technical, management and oversight capacities to support the delivery of local services;
- Testing districts' planning, procurement and financial management systems in support of service delivery;
- Strengthening community oversight and demand for accountability in district-led service delivery.

By creating a strong enabling environment and demonstrating the capacity and value-add of districts with regards to improving the access, quality and management of local services, the model has the ultimate aim of mobilizing greater recognition and investment in districts so they are able to effectively and consistently deliver on their service delivery mandate and improve community well-being. In 2017, a total of 10 districts were supported to carry out their service delivery functions in the education, health and water sectors in Puntland and Somaliland. District, regional and state authorities met in both areas to discuss priority investments and engage in budgeting and microplanning exercises prior to signing MoUs with target districts. In Somaliland, MoUs were extended with Berbera, Burao and Borama districts, while the Ministry of Education signed a new MoU with Gabiley district, thereby devolving education service delivery functions to this district for the first time. In Puntland, Bosasso, Gardo, Garowe and Galkayo districts were supported to implement education and health SDMs, while Eyl and Jariban districts focused on water SDMs.

Districts were assisted in carrying out their devolved functions, including the rehabilitation and maintenance of school and health facilities, the payment of salaries for auxiliary staff (guards and cleaners), the payment of top-up incentives for teachers in rural areas, the payment of utilities, as well as community outreach activities. Capacity-building support to districts was provided through the deployment of technical consultants in sector ministries in the Champion's office, as well as through on-the-ground training of Social Affairs Department (SAD) staff. JPLG also supported Technical Working Group and sector coordination meetings aimed at strengthening dialogue and collaboration between district and state authorities, with regard to decentralized service delivery. Joint monitoring missions were also conducted by Ministry staff to the districts to monitor progress in the implementation of the SDMs.

Some examples of the achievements realized by districts in Puntland and Somaliland through the SDMs include:

- 61,000 students in 272 primary schools have benefitted from improved learning environments as a result of classroom extensions and rehabilitation, regular electricity and water supply, improved hygiene and security;



- More motivated teachers in rural primary schools; Enrollment in targeted schools in Berbera, Boroma and Burao has increased by 19% since 2014;
- Users of 43 health facilities have benefited from regularly maintained and equipped infrastructure, improved hygiene through the construction of toilets and incinerators, and community sensitization on maternal and child health;
- 6,000 households in Eyl and Jariban benefitted from the rehabilitation and extension of water facilities which are now managed through newly established public-private partnership companies. Strong district oversight has ensured that the population is able to access clean water at affordable prices.



**Pic 12. A school supported by Galkayo district**

Close to USD 1.5 million were invested in the SDMs in 2017, of which 37% came from domestic financing (state and district revenues). District contributions to the SDMs stand at approximately USD 460,000, which represents an increase of over 500% since the launch of the SDMs in 2015. This is a significant demonstration of their level of ownership of their service delivery functions.

In addition to their direct contributions to improving local services, districts, through the support of JPLG, have demonstrated their capacity and growing legitimacy as service delivery actors. Staff at local health facilities have highlighted the promptness with which district authorities respond to requests for repairs when previously they have had to wait several months for broken windows to be fixed because of the long chain of accountability

to state authorities. District councils have also been able to rehabilitate schools affected by fires, allowing affected children to quickly return to school. In Boroma district in Somaliland, local authorities stepped in to cover the salaries of guards and cleaners at several maternal and child health facilities not previously targeted by the SDMs, after the international NGO supporting the facilities was forced to withdraw due to funding constraints. These efforts show the high level of investment by districts in local services, which have served to strengthen the relationship between district authorities and the community. Members of community education, health and water committees now feel empowered to raise service delivery concerns directly with district officials. Regional health and education authorities also report a closer and more productive relationship with district authorities as a result of regular coordination and joint monitoring of local service provision.

## **Roads Sector**

The Decentralization Policy of Somaliland and Puntland has devolved the functions of road network planning, prioritization and maintenance. The management of these devolved functions by the districts has been implemented through the Service Delivery Models which test and demonstrate the capacity of the selected districts in managing the devolved functions. In 2017, this commenced in Burao and Galkayo with capacities of the technical staff on road planning, prioritization and maintenance being improved, these were conducted 10th – 12th October, 2017 in Somaliland and in April, 2017 in Puntland. The capacities enhanced were on technical standards for infrastructure, feasibility studies, supervision and procurement for works. The roles and responsibilities for the central and local governments on the management of the devolved functions were also clarified to ensure the smooth implementation of the roads project. The districts have finalized the feasibility studies, design and procurements process for the road project to be implemented demonstrating the adoption of the technical and procurement systems developed as well as application of the technical competencies developed.

## **Natural Resources Management**

In 2016, Somaliland and Puntland developed a natural resource management decentralization strategy which provided clarity on the roles and responsibilities and guidelines on the process of transferring the devolved functions to the local government. The Ministries of Environment had an important role to enhance the capacities of the local governments in planning and implementation of the devolved functions as well as managing natural resources service delivery through the Social Affairs Department. To familiarize local government staff on the implementation of the devolved functions, capacity building initiatives were conducted in 2017. In Somaliland, a 5-day training workshop on natural resource management decentralization guidelines was conducted in Berbera (20-24 February 2017), 30 participants from Social Affairs Departments in the three pilot districts, project target villages of Berbera and regional coordinators of Sahil region participated. In Puntland, training workshops on the guidelines were held in the three pilot districts (Gardo, Eyl and Galkayo) (1-20 January 2017). The 5-day training workshops brought together



10 participants from each local government as well as the Ministry of Environment district and regional staff. These trainings were particularly beneficial to the local governments of Eyl and Qardho who have implemented the devolved natural resource management functions. It provided a platform to share lessons learned on the implementation of the devolved functions and improved their capacities to deliver the devolved functions more effectively. With technical assistance from the Ministry of Environment, Eyl district was able to complete all the activities for the Service Delivery Model. During this implementation, the Ministry of Environment at district level was directly involved in the planning and implementation of the pilot activities with guidance from the central government.

#### **Public Private Partnerships**

In 2016, the programme developed guidelines on public private partnerships for local governments. Local governments have resource constraints and at times limited capacity to deliver services so the private sector is a useful partner with the ability to cover these gaps. The programme has sought to enhance the capacities of local governments to negotiate, design and implement public private partnerships. In addition, provide clarity on the roles and responsibilities of both parties to avoid conflicts or disagreements during implementation of partnerships. In Somaliland, the Ministry of Interior conducted a 4-day training on public private partnerships for local government (18-21 February 2017) in Hargeisa with 30 participants from the local governments, private sector and training institutions. The objective of the training was to enhance participant capacity on procedures and processes of establishing grounds for initiating the implementing public private partnerships projects at the local level.

#### **Local Development Fund Projects Status**

In 2017, the programme transferred all funds for 2014 and 2015 LDF projects to Puntland and almost all funds to Somaliland. During 2016 there was no LDF project implementation. In August and September 2017, two missions were undertaken to Somaliland to facilitate the completion of 2015 projects. In the second quarter of 2017, LDF projects were initiated in 8 districts of Somaliland and 7 districts of Puntland (see below).

#### **Bulk Transfer Mechanism**

The production of a fiscal decentralization strategy with action plans (in 2016) through programme support to the Ministry of Finance and Ministry of Interior in Somaliland and Puntland supported the initiation of a bulk transfer mechanism in 2017, under the leadership of the respective Champions' Offices. The fiscal decentralization strategy adopted a consultative approach among stakeholders; this encouraged the governments of Puntland and Somaliland to increase their contributions (through the transfer) to districts.

For example, Puntland committed to an increase from 1% to 2% of national revenue budget. This will amount to more than USD 510,000 in 2018 (up from USD 205,000 in 2017). This alongside local government cash contributions of USD 103,000 (also anticipated to increase in 2018) will result in over USD 600,000 a year paid through local taxes to enable greater functionality of local governments, clearly demonstrating the value that communities attach to the work enabled by the programme and the confidence being built in systems, plans and oversight. In Puntland, the first tranche of money was disbursed, with the opening of dedicated accounts as per the MoU, with USD 875,000 received for the planned LDF projects. The Somaliland government committed to increase their contribution to the LDF from 12% to 30%. The Government of Somaliland also opened a dedicated LDF account and received USD 1,000,000 for their planned LDF projects.

On 20th -25th September 2017, the programme carried out visits to the districts in Somaliland and Puntland to ensure that accounting systems were operational, central government and districts' contributions were made, and that disbursement to projects do not pose unnecessary risk. Some 58 new projects were initiated in 2017, at a planned cost of USD 4,116,255. Of these 21 were in the transport sector, 12 in health, 6 in commercial, 4 in education and 3 in water and sanitation. In October and November 2017, the project completion status was reported to have exceeded 50%, and disbursement was arranged for a second tranche of funds. Over 2017, some USD 4,680,566 was disbursed for grants and transfers to the Governments of Somaliland and Somalia.

The districts have also started to implement their own-funded projects using the JPLG/LDF system; for example, the Gardo market in Puntland which cost USD 14,814, involving construction of a shelter with shade for 32 women vendors, installation of electricity, water and rubbish collection; another example is the the Gacayte-Bulsho road in Bosasso which cost USD 42,000. The LDF component of the Local Government Annual Performance Assessment focused on an assessment of compliance with the sub-

national PFM that is agreed with state governments. The Assessment found that all 16 districts have matured in local governance systems (supported by the programme) with each of them scoring over 70%. The Performance Assessment also flag gaps where there can be improvement in the future.

#### **Local Revenue Mobilization Action Plans**

In Somaliland and Puntland, 16 districts were trained in development of own source revenue mobilization action plans and a small implementation grant of USD 15,000 was budgeted to cover two districts in each State to stimulate revenue mobilization during 2018. All the districts have committed to annual development of their own source local revenue mobilization plans to institutionalize the process for enhancing funding for service delivery with annual increments.

#### **Web Based Tracking Tool**

In Somaliland and Puntland, the establishment of a bulk transfer mechanism, led to implementation of an operational web-based tracking tool providing electronic oversight for more effective tracking of LDF projects/ payments. It will be tested and enhanced during 2018 for use by all stakeholders, especially government, while being linked with the JPLG website.

### **Output 3.2: The enabling environment for local economic development is enhanced through local governance.**

#### **Public Private Dialogues**

In Puntland, dialogue meetings between the private sector and local governments on the establishment of an enabling environment for businesses were conducted in Garowe (26-27 February 2017). The discussion focused on the business licensing reforms with implementation of streamlined business licensing procedures and the introduction of an automated business licensing system. The objective of the dialogue forum was to facilitate an open engagement of the local governments and the private sector on the best way of easing revenue collection, reducing corruption and strengthening transparency on business license revenue. Districts (Gardo, Garowe, Galkayo, Bosasso) shared their experiences and lessons learnt on the use of the automated systems on business licensing as well as encouraged the district's business community to contribute obligations owed to their municipality. The participants also identified the business categories for each district that are a source of revenue; this will inform the requisite fees/taxes for the different categories.

#### **Business Registration**

Regulation of business and creating an enabling operational environment continues to be a core function of local governments. In 2017, the programme supported the municipalities of Hargeisa and Galkayo to streamline business registration processing to make it more efficient. A major bottleneck has been the length of time it takes to register a new business and the lack of information on the process, which creates confusion as well as a loophole for corrupt government officials. In Galkayo, the registration process was reduced from 7 days to 2 days; with 920 new businesses registered in 2017. This will positively influence the revenues collected by the municipality in terms of license fees. In Hargeisa, it is estimated about 35,000 businesses are not registered; the process of streamlining the business registration process commenced in July 2017. Two districts known as "26th June" and "Ga'an Libah" were selected as the first districts to implement these reforms, informed by rationale that they accommodate the largest number of businesses in Hargeisa. The Ministry of Interior commenced public awareness campaigns in the districts to sensitize the business community on the existence of the improved business registration process as well as encourage compliance and paying of licensing fees by the businesses. A clear understanding of the streamlined application process avoids confusion amongst applicants and results in a more efficient process. The municipality provided the districts with billboards and display charts detailing the registration procedures as well as disseminating flyers and leaflets. The 2 districts registered 7,033 businesses in 2017.



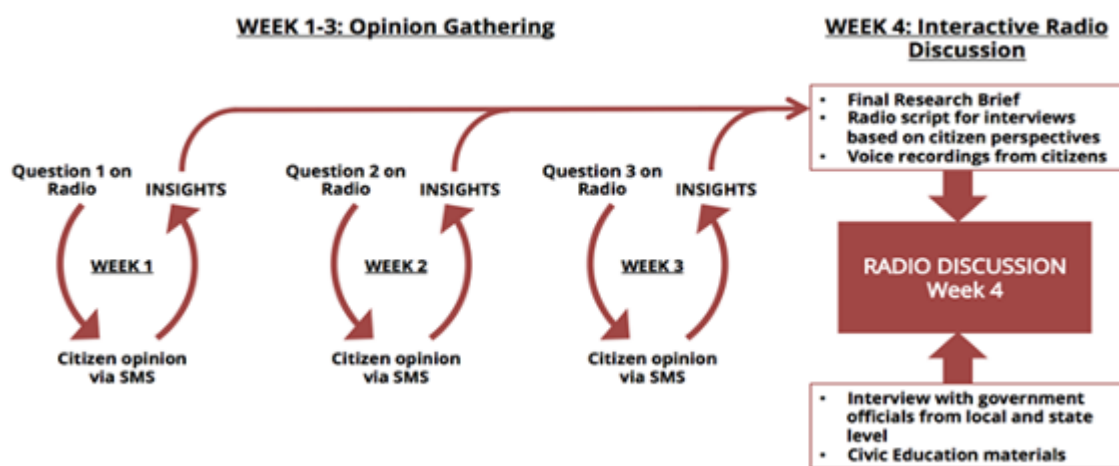
**Pic 13. Collection data on for business in Galkayo**

### **Output 3.3 Good governance and service delivery is improved through enhanced social accountability mechanism**

As described above, stimulating citizen oversight and demand for accountable service delivery is an important component of the SDM process. In Somaliland, JPLG has provided opportunities, through the community scorecard methodology, for citizens to provide feedback and engage in dialogue with district and regional authorities in Burao and Borama on local service delivery. 415 members of community education, health and water committees in these districts receive monthly SMS questionnaires which allow them to report on the quality of services in their area. The results of the monthly SMS polls are then analyzed and shared with the mayors of Borama and Burao districts for corrective action. Quarterly interface meetings offer an opportunity for local and regional authorities and committee representatives to come together to discuss challenges encountered in the quarter and develop action plans to address priority issues. Many concerns relate to the maintenance of facilities, water outages and the lack of availability of hygiene materials, which district Social Affairs Department teams are able to follow up on. Community concerns that fall outside of districts' mandates, such as teacher absenteeism and the functionality of strategic water points are directed to Regional Education and Medical Officers who have responsibility for these issues, and any actions taken are followed up on at subsequent interface meetings. In this way, feedback loops are closed and community members are able to hold local authorities accountable. Because of these meetings, there is now better synergy and collaboration between committee members, facility managers, regional sector coordinators and district staff. The mayor of Burao highlighted the fact that the SMS-based community scorecard was a great resource to him and his team during an outbreak of Acute Watery Diarrhea in his locality. While council members were able to visit health facilities in urban areas to assess their needs, they relied on the monthly SMS scorecard data sent to them by community health committees in rural and less accessible facilities for similar information regarding needs.

As a complement to the civic education efforts carried out in the new Federal Member State, JPLG initiated a small community scorecard pilot, aimed at generating citizen feedback and stimulating dialogue with local authorities in Baidoa and Kismayo districts. Through a series of radio programmes and SMS messages, citizens were able to share their perspectives on local governments' actions and priorities, their influence over decision-making, as well as the government's security and returnee reintegration efforts. Over a two-month period, 1,521 people shared their opinions with the radio programme, via SMS. The channel was successful in reaching women (36.8 % of participants), IDPs (32.3 % of participants) and youth (65 per cent of participants were under the age of 25). Participants provided rich insights into perceptions of government performance, women's political participation and approaches to security. The radio shows with local authorities were also very dynamic and allowed a range of viewpoints to be shared and responded to. The initiative was successful in demonstrating to the Somali government and its development partners how constructive relationships might be fostered between citizens and newly established local governments, as they seek to build the foundations for inclusive, effective and accountable local governance in Somalia. Lessons learned also point to how such an initiative might be strengthened and scaled up in support of the government's peace and stability agenda.

Pic 24. SMS and radio-based scorecard



Pic 14. SMS and Radio-based Scorecard

Other Key Achievements N/A

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

- Reshuffles and political transitions impacts the project implementation as with each reshuffle new government officials require time to adjust to their new portfolios which also includes the need for orientation training and often technical training. The need for financing for this type of reoccurring training is sometimes not included within project budgets and this subsequently increases risks that newly elected or appointed government official will not be up to the task of meeting their mandates. This scenario also places further strain on the project resources (human and financial). Along with sufficient budget for training, ensuring that there is a critical mass of technical staff and support to the institutions with the right level of skills and knowledge is an important mitigating action that improves the smooth transition and sustains partnerships; and lowers the risks of regression in government performance.
- The people living in the disputed regions of Sool and Sanaag deserve development assistance and the absence of such support heightens the risk of insecurity for both Somaliland and Puntland. JPLG support to local governments in these regions can be an instrumental means of addressing this critical concern. There is however a challenge for the UN to support these interventions in the current situation. Both Somaliland and Puntland are interested in supporting local governments in these regions with technical training and rolling out DDF and PEM systems in the districts of these regions. There is recognition that the UN and the broader international community need to engage to resolve the stalemate. This will require the highest level of political leadership and engagement to pave the way for a resolution that allows governance programming to take place in these two regions.
- Access remained one of the key challenges in both Adaado and Garbaharey due to the security concern and limited safe access routes and logistical shortcomings. In Jubbaland State, this hampered free inter-district movement of government personnel and limited their ability to oversee activities such as the civic education activities that took place in Garbaharey district. The restricted movement of the national staff has had a serious impact on the programme's operations and coordination of staff activities and programme implementation. The issue of access persists and this critical constraint will only grow and hamper JPLG efforts as the number of districts requiring development assistance, particularly following the formation of district councils, increases in the FMS. Action has been taken in terms of requesting increased logistic and operational support in these areas. However, there also requires concrete action from the UN to increase access through logistical support; without which JPLG III efforts to support emerging district government will be seriously derailed.
- In Puntland, an inter-governmental tax arrangement between the Ministry of Health (MoH) and the Ministry of Finance has led to a 5% levy being imposed on all funds received by MoH, including JPLG SDM grants. This has reduced the amount of funding reaching target districts. UNICEF is in talks with the two ministries to seek clarity on this issue since other ministries (Education and Water) are not adopting this unique tax deduction practice.
- District Social Affairs Departments continue to suffer from pervasive structural, capacity and financial challenges, which impede their ability to effectively meet their mandate. Many of these departments lack dedicated officers responsible for education, health and water sectors, and tend to prioritize response to emergencies rather than oversight of social services. Long-term solutions include advocating for sector ministries to transfer qualified staff to the districts and support their capacity-building needs, and for districts to prioritize funding to adequately staff these departments and undertake rigorous recruitment efforts (including partnerships with local universities that can supply skilled staff).
- Delays in the finalizing the JPLG III poses a challenge for the continuity of the programme and potentially represents reputational risk for the programme partners both UN and donors.
- The very nature of adopting legislation on the sharing of powers among government bodies – such as the case of the Local Government Law – is a sensitive and often time-consuming process that leads to prolonged needs for programme human capacity and other financial related support.

### **Lessons learnt**

- Creating spaces for dialogue between FMS and Federal Government, not only helps the programme implementation but facilitates the overall federalization of Somalia. The programme should continue investing in these coordination and dialogue forums for long time sustainability.
- Digital platforms can create cost-effective, accessible and open spaces for public engagement and dialogue with local governments around emerging government institutions and governance issues and can also generate important insights and recommendations for policy and governance programmes. Expanding such spaces in newly established districts can

lay the foundations for inclusive and accountable local governance, and ultimately strengthen the government's peace and stability efforts.

### **Peacebuilding impact**

JPLG is focused on promoting peace and stability through strengthening citizens' confidence in public institutions and promoting inclusive consultative processes. The programme has also supported state-building by creating common planning and vision for a uniform local government structure.

In the context of the Wadajir Framework, JPLG has supported building relations between the different levels of government in line with the federal arrangements. The current JPLG programme supported the States of Jubbaland, South West, Galmudug and Hirshabele to draft local government legislation through a process of holding a series of consultations with key stakeholders including government and public/civil society and FMSs and FGS. This process was designed to not only produce Local Government Laws, but to contribute to building peaceful relations between Federal and State governments and among State governments. The process that considered all relevant legislation at all levels of government gather relevant information, assuring smooth and efficient legislation drafting and reviewing processes, has allowed the formation of the district council to commence; and thus, contributed to the democratization of Somalia. The FGS and FMS governments have committed to forming locally representative district councils as result of that commitment and the strategic and systematic approach deployed by JPLG, the District of Hudur, Bardale have legitimate council members (established with the support of Finnish Church Aid) and Baidoa, Barawe, Kismayo and will be the second but not the last district with legitimate council members.

JPLG seeks to ensure that newly formed district councils are selected on the basis of peacebuilding principles (eg, respect for local clan representation) and to produce truly representative bodies. In doing so, it envisaged the establishment of District Council training procedures and guidelines, which in practice contribute to the shaping and legitimacy of an operational council, ultimately launching the ground for peace, building of the State.

Investments in strengthening the districts' service delivery role, particularly in Puntland and Somaliland, have resulted in improvements in community access to quality services. This has contributed to building trust and improving relationships between local authorities and the populations they serve. Ongoing civic education efforts and the piloting of digital civic engagement platforms that overcome the barriers of access and infrastructure often faced by local governments have also contributed to inclusive dialogue and decision-making in emerging FMSs and districts. This lays a strong foundation for building trust and strengthening government legitimacy.

The project also enhanced the inter-state collaboration on local governance, whereby FMSs learn from each other as peace-builders, enhancing decentralizing service, promoters of social cohesion and community participation on local governance related issues. During the reporting period, the programme supported a Garowe peer-to-peer mission which was the first of its kind in that it succeeded in bringing together all FGS MOIs and the FGS representatives in Garowe. The participants at the mission pledged to promote local governance issues, formation of district councils to contribute to the peace-building process. In previous years, the programme has designed and supported peer-to-peer learning initiatives between local governments. These initiatives have not only addressed technical capacity building but have contributed to cohesion and peacebuilding. In the JPLG III this approach will be expanded and implemented with a view to creating social cohesion for peace and stability.

### **Catalytic effects**

Supporting inter-state collaboration on local governance provides useful coordination and collaboration between the Federal Government and the FMSs. During 2017, this period, the FGS-MOFAIR organized a mission to Puntland to improve the federation and strengthen collaboration between the FMS and the FGS in the local governance programme.

FGS organized several meetings to engage in the implementation of the National Framework of Local Governance (Wadajir Framework), which integrates and expands elements of local governance that support district council. Donors such as USAID, PBF, EU and SSF already support, or have expressed interest in supporting, the components of the Wadajir framework. This has included those efforts related to the formation of permanent municipal councilors. In addition to supporting the government's coordination efforts around local governance, the programme has promoted coordination and information sharing among projects, by supporting State Level Coordination meeting on Local Governance and Stabilization. Finnish Church Aid (FCA), Support-to-

Stabilization (S2S) and Somalia Stability Fund (SSF) all support aspects of district council formation. The programme has continued to strengthen cooperation with agencies in efforts to identify synergies and avoid duplication of efforts.

## Gender

The gender review of JPLG was completed in Q2, and its findings and recommendations are an important part of the ongoing process of strengthening the focus of gender equality in the upcoming JPLG III programme document.

The Ministry of Interior document review for gender equality in Somaliland Local Government has been finalized highlighting how the legal and policy framework protects and promotes gender equality at the local level.

There is a continued challenge of equal representation of men and women in workshops and dialogue forums. However, the programme continues to promote gender equality and participation in its capacity development interventions in local governance during the last quarter. Through these efforts and the improved application and implementation of human resources policies that promote women equality the programme continues to contribute to creating more inclusive district government offices.

### JPLG and gender equality promotion

The programme promotes inclusion of women and gender mainstreaming in all project-related activities. From recruitments to capacity building activities, the project strives to ensure inclusion of women. The project supports the deployment of young graduates to district administrations and has a set target for inclusion of women at 30%. Considerable efforts have been made to ensure that policies, regulations and frameworks also reflect gender equality and representation of women. Through the project's advocacy the Local Government Law of South West State calls for a minimum 20% of the delegates who elect the local councilors are women. The human resources management regulation for women and the public expenditure management guidelines for local government all provide clear regulation and guidance on how to ensure adequate participation and representation of women.

The project document highlights the effort of enhancing evidence-based policy and programme development through training and capacity building in sectoral sex-disaggregated data collection, processing and analysis, both within local counterparts and UN Agencies participating in JPLG. This will be complemented by an M&E and reporting system, established around sound gender-sensitive indicators tracking progress on outputs and outcomes, and ensuring that the programme intentions translate into more cost-effective results.

At the micro level, gender mainstreaming may be pursued by including measures in manuals and guidelines for each stage of the process of planning and implementation to ensure that gender issues are properly taken into account. Important here are procedures to ensure that women's needs and priorities are reflected in annual plans for non-infrastructure services. Other examples include the location and design of facilities that impact the time spent on daily chores, such as primary schools, health facilities, market places and water pumps.

The DDF and annual planning exercises also offer opportunities for women and girls to voice their needs and priorities and influence decision-making. During the community consultation process, community members are split into gender and age disaggregated groups. Women represented the majority of community members represented during the DDF development exercise in Puntland.

| Proportion of gender specific outputs in Joint Programme <sup>9</sup>                                       | Total no. of Outputs | Total no. of gender specific Outputs |
|---|----------------------|--------------------------------------|
|   | 9                    | 0 <sup>10</sup>                      |
| Proportion of Joint Programme staff with responsibility for gender issues (as of end of 2017) <sup>11</sup> | 12 (ILO)             | 5 (ILO)                              |
|   | 14 (UNDP)            | 6 (UNDP)                             |
|   | 8 (UNCDF)            | 2 (UNCDF)                            |
|   | 4 (UNICEF)           | 4 (UNICEF)                           |

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

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

<sup>11</sup> Staff members are those contracted to undertake 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.

|  |                            |                            |
|--|----------------------------|----------------------------|
|  | 21 (UN Habitat)<br>9 (PMU) | 13 (UN Habitat)<br>9 (PMU) |
| <b>Human Rights</b>  |                            |                            |
| <p>The project mainstreams Human Rights Based Approaches through strengthening the duty-bearer’s structures/systems/approaches to delivering of basic services to the right-holders. Working at the local government level to improve accountable and transparent government processes to enable the local government to play their part in delivering services to the communities within the Federal structure of Somalia.</p> <p>The project promotes participatory planning local government processes and encourages inclusion of all groups in community consultations. The systems for participatory planning and public expenditure management for local governments have been adopted by government and will be rolled out to all districts in Puntland and Somaliland. A similar process is being developed in the FMSs. Accountability and transparency is ensured through strengthening community consultation and engagement in local government planning and budgeting processes. Village representatives are invited to take part in selecting the projects to be funded and implemented by the local government as well as verify that previous projects have been implemented according to plan. The community monitoring groups has representation of women as criteria and strives to have a broad representation of various groups in the community. The use of the community scorecard social accountability tool also supports community members to share their service delivery experience and hold local authorities accountable for addressing their concerns.</p> <p>JPLG promotes human rights through the following strategies:</p> <ul style="list-style-type: none"><li>• Continues to strengthen engagement between rights holders and duty-bearers;</li><li>• Strengthening alliances for social change in the communities;</li><li>• Increase incentives for duty-bearers to strengthen performance in the provision of services;</li><li>• Continue to strengthen the social accountability mechanisms.</li></ul> |                            |                            |
| Has the Joint Programme included a protection risk assessment in its context analysis, including on gender issues, and taken measures to mitigate these risks to ensure they are not exacerbated or new risks created?   | Result (Yes/No)            |                            |
|  | No                         |                            |
| No. of Joint Programme outputs specifically designed to address specific protection concerns.  | Result (No.)               |                            |
|  | 0                          |                            |
| No. of Joint Programme outputs designed to build capacity of duty bearers to fulfil their human rights obligations towards rights holders.   | Result (No.)               |                            |
|  | 0                          |                            |
| <b>Other</b>   |                            |                            |
| Does the Joint Programmes have a national cost-sharing component (i.e. funds and/or other resources provided by the FGS and/or FMS (including in-kind contributions)? (if ‘Yes’, describe below).  | Results (Yes/No)           |                            |
|  |                            |                            |
| Have FMS(s) been engaged in one or more of the following: design, planning, implementation, coordination and/or monitoring of the Joint Programme.   | Results (Yes/No)           |                            |
|  |                            |                            |
| <b>Describe nature of cost sharing:</b>  |                            |                            |
| <b>Support to Drought Response</b>   |                            |                            |
| <p>In early 2017, Somalia experienced a severe drought that resulted in many people being displaced internally who required emergency assistance including food, water and shelter. Consequently, the Somalia President declared a national disaster in February. During 2017, as part of the Drought Response Measures, local governments continued to play an active role in collecting data and identifying vulnerable populations and the communities in most need.</p>  |                            |                            |



In response, the Government is undertaking the Drought Impact Needs Assessment (DINA) and Recovery and Resilience Framework (RRF) with the support of the UNDP, WB and EU. These efforts aim to ensure support to Governments (at Federal, State and local levels) to understand and address the root causes of recurrent vulnerability in Somalia, and the structural drivers of fragility, with a focus on longer-term preventive and developmental solutions to “break the cycle” of recurrent humanitarian emergencies in the country, and the recurrent risk of famine. Accordingly, the JPLG III will aim to provide local governments with tools to both aid in the coordination of drought and other emergency response and to have the appropriate planning mechanisms and skills to develop local preparedness response plans that will also enable local governments to identifying key priorities for future investment and financing.

### **Communications & Visibility**

JPLG supported a decentralization dialogue forum in Jowhar bringing together representatives from across the state to discuss the role and need for local government on Sept 10-11:

<https://www.facebook.com/undpsom/posts/127918084228812>.

Representatives from all FMSs attended benchmarking mission to UMI (July 9-17 ) to gain first-hand experience on how civil service training and development is carried out in the country:

<http://www.so.undp.org/content/somalia/en/home/presscenter/pressreleases/2017/07/24/high-level-somali-delegation-visit-uganda-as-part-of-somali-civil-service-build-up.html>.

Event: August 21 Launching LG law and district council formation in Jubbaland:

<http://www.so.undp.org/content/somalia/en/home/presscenter/pressreleases/2017/08/21/jubbaland-launches-local-governance-law-begins-district-council-formation-process.html>

In September, the joint monitoring mission led by the Vice President of Somaliland that was undertaking to targeted district in Somaliland was featured in <https://www.facebook.com/DHABOOLAQ1988/videos/968357489970109/> and <https://www.facebook.com/DHABOOLAQ1988/videos/971949709610887/>

In addition, programme various activities have been featured through Somali online media

<https://www.facebook.com/ilosomaliaprogramme/posts/1564666276913048>

<https://horseedmedia.net/2017/09/25/kullan-looga-hadlayo-sharciga-adeega-wadooyinka-oo-garowe-lagu-qabtay-sawiro/>

<http://sahanonline.com/2017/09/garooweshirka-wadatashiga-adeeg-daadejinta-siyaasadda-wadooyinka-sawirovideo/>

The programme’s twitter @SomaliLG

Social and mainstream media have been used to communicate programme activities and results:

<https://www.facebook.com/ilosomaliaprogramme/posts/1564666276913048>

<https://horseedmedia.net/2017/09/25/kullan-looga-hadlayo-sharciga-adeega-wadooyinka-oo-garowe-lagu-qabtay-sawiro/>

<http://sahanonline.com/2017/09/garooweshirka-wadatashiga-adeeg-daadejinta-siyaasadda-wadooyinka-sawirovideo/>

### **Looking ahead**

Next quarter will be the final one for JPLG Phase II, where the focus will be on consolidating results that feed into the next phase of the programme that ensure stronger leadership of the government and a wider geographical scope. The following activities will be targeted:

- i) Representatives from FMS and the FGS will finalize the National Local Government Capacity Development Policy; that will include a standardized curriculum for the local governments, and provide core Local Government policies/regulation/modules and quality assurance framework that will be hosted within the LGI.
- ii) In Puntland and Somaliland, authorities will carry out a review of local government-led service delivery, lessons learned and ways forward. In Somaliland and Puntland, the comprehensive legal review initiatives will be concluded in near future.
- iii) Acceleration of implementation of activities in Hirshabelle and Galmudug in standing-up the structures of the MoI Department of Local Government as well as development of laws.
- iv) Under the leadership of state-level MoIs, coordination meeting on Local Government and Stabilization will take place in SWS and Jubbaland with all practitioners and other stakeholders in these two states.

- v) Advance district council formation and strengthening collaboration among actors involved in local governance, including PBF actors, will be reinforced in the next quarter.
- vi) Action plans for improving gender equality for selected districts will be developed in Somaliland.
- vii) Capacity training targeting programme staff in the newly established JPLG offices in the FMS will be provided through technical peer-to-peer training and learn-by-doing exchange visits to Somaliland and Puntland.
- viii) The Somaliland health and education sector decentralization strategies will be finalized and disseminated to TWG members as well as the decentralization strategy of the roads sector
- ix) Conduct a series of Public Private dialogues – FMS (SWS and Jubbaland)
- x) Introduction of PEM 4 (SWS/Jubbaland)
- xi) Procurement Audit (Mogadishu Municipality)
- xii) Finalize the next programme document and liaise closely with donors for fresh funding commitments
- xiii) Pending LDF projects to be finalized in the 1st quarter of 2018, latest May 2018
- xiv) Support to the FMS ministries of public works on structures and systems for infrastructure investments and ministries of interior on procurement and enabling environment for businesses.
- xv) Support newly formed districts on capacity building on infrastructure investments
- xvi) Finalize streamlining business registration in Hargesia

## ANNEX 1. RISK MANAGEMENT

| Type of Risk <sup>12</sup> | Description of Risk  | Mitigating Measures  |
|----------------------------|--|--|
| <b>Political risks</b>     | <p><b>Prodoc:</b> The adoption of the new Constitution and the establishment of a new federal government, and upcoming local elections in Somaliland may lead to increased political uncertainty. Local selection processes if implemented insensitively could undermine security in Baidoa and Kismayo.</p> <p><b>Update:</b></p> <p>The past elections (late 2017) in Somaliland has led to significant changes in the Government. Upcoming Cabinets reshuffle in South West and Galmudug 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>Joint field missions in Puntland and Somaliland do follow security closely.</p> <p>JPLG and federal states will link district selection processes with peace committees and ensure sufficient public engagement and discussions are conducted prior to the final selections.</p> |
| <b>Security Risks</b>      | <p><b>Prodoc:</b> Restricted access to field locations, especially in south and central Somalia, and certain areas of Puntland and Somaliland due high personal security risks.</p> <p><b>Update:</b></p> <p>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 engages third parties to implement and monitor activities.</p> <p>Following advice from UNDSS, national and international staff are engaged where possible in teams to implement and monitor activities.</p> <p>Field missions are being conducted and are being done jointly with government officials. These are planned well in advance and have not experienced security issues to date.</p> <p>The future use of the Local Governance Institute will improve delivery abilities to less accessible locations.</p>  |
| <b>Operational Risks</b>   | <p><b>Prodoc:</b> The constant turnover and weak skills of Senior officials and staff among Somali partner institutions may impede implementation of programme activities.</p> <p><b>Update:</b></p>   | <p>JPLG focuses capacity development on departments and units of partner institutions rather than individuals. This strategy will be pursued by:</p> <ul style="list-style-type: none"> <li>- Developing and maintaining strong relations with the departments and units concerned</li> </ul>  |

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

| Type of Risk<br>12       | Description of Risk  | Mitigating Measures  |
|--------------------------|--|--|
|                          | <p>2016- 2017 has seen several changes in senior leadership in key ministries in Somaliland and Puntland. It has and is still impacting the implementation capacity of government counterparts. The migration towards a Local Governance Institute will start to provide a sustainable solution to this challenge.</p>   | <ul style="list-style-type: none"> <li>- Encouraging leaders to engage the entire staff of departments and units in discussions with JPLG and other parties concerned</li> <li>- Mobilizing community interest and support for proposed activities, including representatives of different clans, women and other social groups</li> <li>- Keeping potential users and beneficiaries informed of proposed activities and where feasible encouraging their participation in decision making</li> <li>- Using these techniques to build strong local ownership of proposed reforms and activities among staff, potential users and beneficiaries</li> <li>- maintaining pressure on current and new leaders to adhere to decisions already made and to follow through on implementation</li> <li>- Regularly monitoring progress to inform corrective action where needed</li> <li>- JPLG has also started to proactively run induction sessions for new Ministers and their teams. These were done for the new DG in the Ministry of Interior in Somaliland.</li> </ul> |
| <b>Operational Risks</b> | <p><b>Prodoc:</b> In south and central Somalia, the legal basis for local governance remains unclear.</p> <p><b>Update:</b></p> <p>The programme facilitates dialogue between the Federal and States governments on local governance and decentralization legislation. The current political processes show that LG legal reforms continued in 2017 created strong foundations 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 have formed the basis for new legislation being adopted.</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 of the Wadajir framework and close partnerships between the Ministers of Interior from all states (except Somaliland and Puntland). It is against this backdrop that JPLG has agreed to play a more active role in creating a more enabling environment, working with Ministries of Interior and starting to assist in district council formation.</p>   |
| <b>Operational Risks</b> | <p>The lack of political will and institutional commitment among government partners in all 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</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</p>  |

| Type of Risk<br>12         | Description of Risk  | Mitigating Measures   |
|----------------------------|--|---|
|                            | <p>ensure enabling policy, legislation and environments are created. The reduced support to federal systems does to a degree undermine JPLG's influence.</p>                                     | <p>communications to ensure they are fully informed of Programme activities and closely involved in the planning and design of them.</p> <p>This is clearly demonstrated by the strategic steering committee meetings and the functionality of the Inter-Ministerial Committees on Local Governance in Somaliland and Puntland. Demand for JPLG intervention and needs cannot be fully met. 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 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> <p>The programme is supported by the DSRSG who regularly provides political support when bottle necks are experienced.</p> |
| <b>Operational</b>         | <p>Due to increased levels of insecurity in Somaliland which requires the use of AV's for all movement; programme activities may be hampered since JPLG does not yet have AV's in the field.</p> | <p>To come up with solutions that comply with UNDSS directives such as 3<sup>rd</sup> party monitoring, joint and frequent missions. Make sure that planned activities are implemented on time. Transfer of greater responsibilities to government and national counterparts</p>  |
| <b>Quality of delivery</b> | <p>Due to varying degrees of institutional capacity, the quality of Programme activities may vary, particularly for services provided by third parties contracted by JPLG.</p>                   | <p>JPLG adopts 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. PICs and CMGs will also be involved in monitoring at the community level.</p> <p>JPLG can monitor, through close team coordination, contractor performance to improve 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>   |

## ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES

| Monitoring Activity   | Date            | Description & Comments  | Key Findings / Recommendations  |
|---|-----------------|---|---|
| Programme oversight and field monitoring: JPLG supported districts in Puntland: Bosasso, Gardo, Galkayo, Jariban, Eyl and Bayla | 10-25 March     | Monitoring of JPLG supported projects and support to the local government authorities.  | <ul style="list-style-type: none"> <li>- Droughts as affected programme interventions, especially in tax collection process supported by JPLG.</li> <li>- Notable number of Young Graduates are embedded in local government. This is good progress as the programme's support to the interns is almost ending.</li> <li>- Galkacyo Municipality has no offices and needs immediate support from development partners.</li> <li>- lack of qualified staff in all districts remains high.</li> </ul>   |
| Joint monitoring mission in Somaliland (report available)   | 20 - 22 May     | A joint monitoring team representing MoI, JPLG agencies have visited three districts - Borama, Gabilay and Hargeisa, to oversee the overall performance of the key function in local governments and to explore areas of impacts and human-interest stories.  | <ul style="list-style-type: none"> <li>- The districts have demonstrated a significant improvement in delivering key public services such as healthcare, primary education, water supply, roads maintenance.</li> <li>- Maintained and documented revenue and expenditure reports by using procurement and financial systems not only for JPLG financed services but also non-JPLG activities.</li> <li>- Institutional mindset: The programme have transformed the mindsets in the district administrations in relation to the service delivery and their role in addressing public needs. The less evident the connection between planning, implementation, monitoring and public accountability.</li> <li>- Though the decentralization ideas and role of local governance have been mentioned by all stakeholders there is less evidence that these stakeholders calculated the cost of the decentralization, shares of the central and local governments, accountability framework</li> <li>- Boroma was a pilot district for the decentralized Service Delivery Model in education (limited number of function) and requested full decentralization in all areas of service delivery</li> </ul> |
| The joint monitoring team repressing members of IMC-LG members led by the Vice President of Somaliland,                         | 18-23 September | The joint monitoring team repressing members of IMC-LG members led by the Vice President of Somaliland, visited seven districts targeted namely: Borama, Gabilay, Hargeisa, Berbera, Sheikh Burao, Odweine to oversight the process of the process of implementing decentralization. The team had productive discussions with local councilors and the public | <ul style="list-style-type: none"> <li>- Decentralization system fully adopted in most of the JPLG pilot districts where services were delivered to communities in general.</li> <li>- The level of staff knowledge about their jobs has improved, for example. their roles, responsibilities, communication requirements, etc.</li> <li>- The Council has acquired a range capacity building system. include; <ul style="list-style-type: none"> <li>- PEM – Planning, Budgeting, investing activities, implementing &amp;</li> <li>- Procurement Guidelines</li> <li>- AIMS and BIMS for improving Income Generation</li> <li>- Monitoring,</li> </ul> </li> </ul>  |

| Monitoring Activity   | Date                     | Description & Comments   | Key Findings / Recommendations  |
|---|--------------------------|--|---|
|   |                          |  | <ul style="list-style-type: none"> <li>- Filing Systems</li> <li>- Services Deliver: Councilors have developed a District Development Framework, which contains all basic needs. It also assists the Council in preparing an annual work plan and in deciding priority projects for implementation.</li> <li>- Councils increased the availability of their duty stations, increasing the productivity of regular staff and availability in offices.</li> </ul>   |
| IMC-LG-Secretariat Quarterly Monitoring Field Mission to seven districts, Bosasso, Gardo, Burtinle, Galkayo, Jariban, Eyl and Bayla | 15 November – 5 December | routine monitoring and supervision mission   | <p>The mission noted the following:</p> <ul style="list-style-type: none"> <li>- Concept of decentralization process is well understood in all districts as the participants stated.</li> <li>- The conceptual understanding and often enforcement of law number 7 remains weak in all districts</li> <li>- Absence of sector decentralization strategy</li> <li>- Increased voice of the citizens through elected local councilors</li> <li>- Though there is some improvement in tax collection in some districts. Tax collection is still poor</li> <li>- Empowering councilors to ensure citizens to have access to information on services and respond to citizen's needs</li> <li>- Increased communications, knowledge and experience sharing due to the Champion office's dialogue forums with relevant stakeholders, such as sector ministries, UN agencies representatives and donors</li> <li>- Transfer skills from consultants are not satisfactory level</li> </ul> |
| Joint Monitoring Mission to Borama District.  | 29 - 30 November         | <ul style="list-style-type: none"> <li>- Monitored SDM facilities in Health and Education.</li> <li>- Met with the district and regional administrations.</li> <li>- Met with the Community Score Card field team.</li> </ul>          | <ul style="list-style-type: none"> <li>- District capacity: ongoing capacity constraints within Social Affairs Department staff for effective and efficient service delivery.</li> <li>- Improved working relationship among the three layers of the government (Districts, Regional and the central ministries).</li> <li>- Improved relationship between the district staff and the local communities. This resulted from the Community Score Card initiative which derived a social accountability culture among the local communities.</li> </ul>   |
| Joint Monitoring Mission to Borama and Gebilay Districts.   | 7- 10 October            | <ul style="list-style-type: none"> <li>- Monitored SDM facilities in Health and Education.</li> <li>- Met with the CSC facility committees on SMS reporting.</li> <li>- Met with the district and regional administrations.</li> </ul> | <ul style="list-style-type: none"> <li>- Local governments and sector Ministries are keen on the real-time information for decision-making purposes and efficiencies</li> <li>- More mothers are bringing their children to the health centres compared to previous times. This is due to the renovation done by the JPLG, as well as the materials and necessary equipment and supplies provided by the programme.</li> </ul>  |



| Monitoring Activity  | Date                                       | Description & Comments  | Key Findings / Recommendations  |
|--|--|---|---|
|  |  |   | In addition, the health centres became better places due the support and frequent visits of the district staff.   |
| Joint UNICEF, MOE and MOH engineering site visit in Garowe, Galkayo, Bosasso and Gardo to oversee the SDM implementation (rehabilitation of target health centers and primary schools) | 21 October – 2 November                    | The technical engineer of the Ministry of Education and officials from MOH undertook frequent visits to oversee the progression of rehabilitation of SDM supported health centers (18 centers) and primary schools (15 schools) in Garowe, Galkacyo, Gardo and Bosaso | <ul style="list-style-type: none"> <li>- 80% of school rehabilitation and 50% of health center rehabilitation in Bosasso was completed at the time of monitoring (late Oct and early Nov). In Gardo, 50% of school rehabilitation and 40% of health center rehabilitation was completed at the time of monitoring while in Galkacyo, 90% of school rehabilitation and 20% of health center rehabilitation was completed at the time. 100% of school rehabilitation and 50% of health center rehabilitation in Garowe was also concluded at the time of monitoring. Follow-up visits to oversee the completion and commissioning of SDM rehabilitated health centers and primary were conducted afterwards.</li> <li>- As noted during the site visits, most contractors if not all, have conducted additional, free of charge, rehabilitation works beyond the agreed BoQs.</li> <li>- Most of school principals and health center managers were retaining the BoQs of their respective facilities whilst also persistently inspecting the ongoing rehabilitation by themselves.</li> </ul> |
| Engineering site visit to Eyl and Jariban to supervise the water SDM implementation (rehabilitation of water points)   | 8 -15 November                             | PSAWEN technical engineers visited Eyl and Jariban to oversee the rehabilitation and extension of water systems in Eyl and Jariban (3 in Eyl and 2 in Jariban).   | <ul style="list-style-type: none"> <li>- 100% of water point rehabilitation and extension in Eyl (3 water points, Eyl, Kabaal and Dhanaane) and 80% of water system rehabilitation in Jariban (2 water points; Jariban and Balli-busle) was completed at the time of monitoring (mid Nov), and as per agreed standards and BOQs.</li> <li>- The delivery of generator to operate the Jariban water system was pending, and expected to be delivered by the contractor (Al-macruuf) in 3 weeks' time.</li> <li>- The water PPP process was evolving in Jariban, though at early stage.</li> </ul>  |
| Programme oversight field monitoring visit   | 19 – 26 April (Borama, Gabiley, Hargeisa)  | Assess the progress and achievements of the JPLG achievement mission included the JPLG M&E specialist and the ILO infrastructure technical advisor  | All districts visited are using the procurement systems for all the projects including those fully funded by the districts. Each district has already 3-4 such projects. E.g. Hargeisa used public procurement system to build a first Bitumen investment close to USD400, 000. In Berbera the district engineer having participated in 450 hours of capacity building was able successfully design and manage an almost USD 500,000 public transport hub.  |
|  | 10 – 20 September (Burao, Sheikh, Berbera) | Assess on going LDF project, ILO infrastructure technical advisor   | <ul style="list-style-type: none"> <li>- In Sheikh there were three projects, two of them had commenced however, a third one was yet to begin due to land issues with the contractor. It was agreed the district resolves this and MOI be engaged.</li> </ul>   |

| Monitoring Activity                                    | Date                  | Description & Comments  | Key Findings / Recommendations  |
|--|-----------------------|---|---|
| Engineering site visit – Somaliland (Boroma, Gabiley)  | 16 – 25 April         | <p>Technical monitoring of the infrastructure projects under the LDF, purpose is to provide technical oversight and quality assurance ensuring project implemented adhere to required technical standards. The following were supervised:</p> <ul style="list-style-type: none"> <li>- Burao - To supervise the drainage with kerbs of municipality road project</li> <li>- Bosasso - Monitor small works for maintaining spots defected for Huruse and Airport in tarmac roads</li> <li>- Gabiley – Upgrading of the district stadium and east and west culvert projects.</li> <li>- Boroma – Hospital, galde and airport roads</li> </ul> | Projects implemented in line with required standards no deviation noted.  |
| Engineering visits (8 districts SL and 7 districts PL) | June - December, 2017 | Technical supervision and monitoring of LDF projects by the technical advisor. This is to ensure contractors are implementing the project as approved and are adhering the requisite technical standards. The reports from these visits also inform the disbursement of funds to the contractors.   | No major diversions have been reported during the site visits. However, there has been delays in the commencement of some projects in Somaliland due to land issue. The districts and ministry of interior have been engaged in resolving these pending issues. |

**ANNEX 3. TRAINING DATA**

| #  | Target Groups   |                                    | Dates        | # of participants |    |       | Title of the training   | Location of training     | Training provider      |
|----|---|------------------------------------|--------------|-------------------|----|-------|---|--------------------------|------------------------|
|    | Ministry.<br>District   | Others or<br>UN staff              |              | M                 | F  | Total |   |                          |                        |
|    |   |                                    |              |                   |    |       |   |                          |                        |
| 1. | MOI, District Staff   | ALGAPL, IMC finance unit           | 6-8 February |                   |    |       | Office Management & Administration—Training of Trainers                               | Garowe                   | UNDP-JPLG              |
| 2. | SWS ministers, Mol  | SWS MPS, leaders, sheikhs, CSOs    | 22-23 March  | 47                | 14 | 61    | Public consultation workshop on draft LG law  | Baidoa                   | MOI SWS - Legal expert |
| 3. | Mol, Districts – Berbera, Burao and Hargeisa                        | CSI, local government associations | 27 February  | 26                | 4  | 30    | 5 yeas Strategic plan for LGI – Validation Workshop.                                  | Hargeisa                 | IMC secretariat        |
| 4. | Districts staff   | UN JPLG                            | 12-18 March  | 27                | 13 | 40    | PEM and HRM training  | Adaado                   | UNDP Team              |
| 5. | Ministries (DSD) Districts and UN-JPLG                              | PASWEN and PHA                     | 19-20 April  | 80                | 14 | 94    | Puntland Decentralization dialogue forum  | Garowe, Puntland         | IMC- Puntland          |
| 6. | Mol, Public works, target Districts, UN-JPLG                        |                                    | 2 May        | 41                | 8  | 49    | PEM revision validation workshop,   | Mansoor hotel – Hargeisa | UNDP-JPLG              |
| 7. | Mol, Public works, target Districts, UN-JPLG                        |                                    | 3-4 May      | 33                | 6  | 39    | DDF review workshop   | Mansoor hotel, Hargeisa  | UNDP-JPLG              |
| 8. | Mol, other ministries: Education, water, Health Public work UN-JPLG |                                    | 3-4 May      | 18                | 2  | 20    | Consultation on local government district structure and TOR for districts development | Kismayo, Jubbaland       |                        |
| 9. | Mol Somaliland  |                                    | 8-9 May      | 19                | 2  | 21    | Validation workshop on District Office Management and                                 | Hargeisa, Somaliland     | UNDP-JPLG              |

| #   | Target Groups  |   | Dates           | # of participants |    |       | Title of the training                                    | Location of training         | Training provider                    |
|-----|--|---|-----------------|-------------------|----|-------|--|------------------------------|--------------------------------------|
|     | Ministry.<br>District  | Others or<br>UN staff                       |                 | M                 | F  | Total |  |                              |                                      |
|     |  |   |                 |                   |    |       |  |                              |                                      |
|     |  |   |                 |                   |    |       | Administration manual – Somali version                   |                              |                                      |
| 10. | Mols - Puntland, JS, GS and SWS. district (9) IMC-LG secretariat, UN-JPLG, |   | 22-24 May       | 84                | 20 | 104   | PEM Revision validation workshop and DDF review workshop | Garowe, Puntland             | UNDP- JPLG                           |
| 11. | MolFAR, Mols FMS, UN- JPLG   |   | 5-6 June        | 17                | 2  | 19    | LGI- pre-benchmarking workshop                           | MIA, Mogadishu               | UNPD-JPLG                            |
| 12. | MolFAR, Mol FMS, UN- JPLG  |   | 9-17 July       | 14                | 1  | 15    | Benchmarking to UMI                                      | UMI, Kampala                 | Uganda Management institute          |
| 13. | Jubbaland ministers, Mol, and UN- JPLG                                     | Office of Presidency                        | 24-25 July      | 36                | 4  | 40    | Decentralization dialogue forum                          | Kismayo, Jubbaland           | MOIFAR – Decentralization consultant |
| 14. | Puntland ministers, District and UN- JPLG                                  | (PASWEN), Puntland Highways Authority (PHA) | 10-12 September | 69                | 7  | 76    | Decentralization dialogue forum-                         | Garowe, Puntland             | IMC- Puntland                        |
| 15. | Hirshabele ministers, (decentralized service) Mol, and UN- JPLG,           | Regional authorities, LG commissionai res,  | 10-12 September | 70                | 5  | 75    | Decentralization dialogue forum                          | Jowhar, Hirshabele           | MOIFAR / UNDP                        |
| 16. | Mol, Districts, UN- JPLG   |   | 10-11 September | 18                | 4  | 22    | TOT workshop on DDF                                      | LGI/CSI, Hargeisa Somaliland | LGI/ CSI                             |
| 17. | Decentralized severest Ministries  |   | 13-14 September | 18                | 2  | 20    | Consultation on LG structure                             | Kismayo                      | MOI JS - consultants                 |

| #   | Target Groups   |   | Dates           | # of participants |    |       | Title of the training   | Location of training  | Training provider                                       |
|-----|---|---|-----------------|-------------------|----|-------|---|-----------------------|---|
|     | Ministry.<br>District   | Others or<br>UN staff   |                 | M                 | F  | Total |   |                       |   |
|     |   |   |                 |                   |    |       |   |                       |   |
| 18. | SWS ministers, Mol, and UN-JPLG   |   | 26-28 September | 38                | 7  | 45    | Decentralization dialogue forum   | Baidoa, SWS           | MOIFAR decentralization consultant                      |
| 19. |   | Public and CSs  | 28-29 October   | 44                | 6  | 50    | Public consultation workshop on draft LG law  | Jowhar                | MOI HS - legal expert                                   |
| 20. | Mol, MolFAR, Hiran Districts reps' ministries: Education, water, Health Public work UN-JPLG | Traditional elders, Religious elders and CSOs including women | 4-5 November    | 42                | 8  | 50    | Public consultation workshop on draft LG law  | Baldweyn Hirshable    | MOI HS - legal expert                                   |
| 21. | District of Adado   |   | 11-15 November  | 28                | 12 | 40    | PEM/HRM training  | Adaado town           | UNDP teams  |
| 22. |   | Public and CSs  | 11-12 November  | 40                | 14 | 54    | Public consultation workshop on draft LG law  | Jowhar                | MOI HS - legal expert                                   |
| 23. | Mol, SWS And District council members   |   | 19-22 November  | 30                | 0  | 30    | Induction Training to Hudur local council   | Hudur                 | MOI SWS Consultants                                     |
| 24. | Mol   | Politicians and community                                     | 21-22 November  | 83                | 17 | 100   | Public Consultation on LG law   | Adaado Town           | Policy Consultant                                       |
| 25. | Mol   | Politicians and community members                             | 23-24 November  | 38                | 7  | 45    | Decentralization dialogue forum   | Adaado Town           | MOIFAR decentralization consultant                      |
| 26. | Mol JSS, Garbaharey district and UNDP/JPLG  | Civil society and administration                              | 26-27 November  | 32                | 8  | 40    | Decentralization dialogue forum   | Garbaharay, Jubbaland | MOIFAR decentralization consultant                      |
| 27. | District Education Team   | Village Devt Committees (VDCs),                               | 14 October 2017 | 9                 | 16 | 25    | Sensitization workshop; district role in education, strengthening cooperation between education | Bosasso               | Bosasso Local Government (Social Affairs Department) in |

| #   | Target Groups                                 |   | Dates              | # of participants |    |       | Title of the training   | Location of training | Training provider   |
|-----|---|---|--------------------|-------------------|----|-------|---|----------------------|---|
|     | Ministry.<br>District                         | Others or<br>UN staff   |                    | M                 | F  | Total |   |                      |   |
|     |   |   |                    |                   |    |       |   |                      |   |
|     |   | Community Education Committees (CECs), Women and Youth Groups                                 |                    |                   |    |       | actors and discussing local challenges to education   |                      | collaboration with MOE district and regional team   |
| 28. |   | Community Health Committees, Managers of Health Facilities, VDCs                              | 26-27 October 2017 | 30                | 30 | 60    | Health promotion workshop; public sanitation and hygiene, mother healthcare, measles and polio campaigns and increasing cooperation between health actors at district level | Bosasso              | Bosasso Local Government (Social Affairs Department) in collaboration with MOH district and regional team |
| 29. |   | District-level Health Workers   | 28 October         | 20                | 5  | 25    | Training workshop; community mobilization and awareness-raising, health promotion, communication and service coordination and health data collection.                       | Bosasso              | Bosasso Local Government (Social Affairs Department) in collaboration with MOH district and regional team |
| 30. | District Education Team                       | Village Devt Committees (VDCs), Community Education Committees (CECs), Women and Youth Groups | 19 December        | 14                | 11 | 25    | Sensitization workshop; district role in education, strengthening cooperation between education actors and discussing local challenges to education                         | Galkayo              | Galkcyo Local Government (Social Affairs Department) in Collaboration with MOE district and regional team |
| 31. | District Education Team, District Councillors | Village Devt Committees (VDCs), Community Education   | 14 December        | 17                | 18 | 35    | Sensitization workshop; district role in education, strengthening cooperation between education actors and discussing local challenges to education                         | Gardo                | Gardo Local Government (Social Affairs Department) in Collaboration with MOE district and regional team   |



| #   | Target Groups   |   | Dates          | # of participants |    |       | Title of the training   | Location of training | Training provider  |
|-----|---|---|----------------|-------------------|----|-------|---|----------------------|--|
|     | Ministry.<br>District   | Others or<br>UN staff   |                | M                 | F  | Total |   |                      |  |
|     |   |   |                |                   |    |       |   |                      |  |
|     |   | Committees (CECs),<br>Women and Youth Groups  |                |                   |    |       |   |                      |  |
| 32. | District Health Committee and SAD Staff                             | District-level Health Workers, VDCs Chairs  | 29-30 November | 17                | 13 | 30    | Health promotion workshop; public sanitation and hygiene, mother healthcare, measles and polio campaigns and increasing cooperation between health actors at district level | Gardo                | Gardo Local Government (Social Affairs Department) in Collaboration with MOH district and regional team  |
| 33. | District Education Team   | Village Devt Committees (VDCs), Community Education Committees (CECs), Women and Youth Groups | 4 October      | 12                | 13 | 25    | Sensitization workshop; district role in education, strengthening cooperation between education actors and discussing local challenges to education                         | Garowe               | Garowe Local Government (Social Affairs Department) in Collaboration with MOE district and regional team |
| 34. | District Health Committee and SAD Staff                             | District-level Health Workers, VDCs Chairs  | 17 October     | 9                 | 16 | 25    | Health promotion workshop; public sanitation and hygiene, mother healthcare, measles and polio campaigns and increasing cooperation between health actors at district level | Garowe               | Garowe Local Government (Social Affairs Department) in Collaboration with MOH district and regional team |
| 35. | Local Government Departments and Staff, Planning and Social Affairs | VDCs Chairs   | 5-6 November   | 21                | 9  | 30    | Water decentralization sensitization workshop; role of local government, water PPP and PSAWEN, citizen engagement and responsible use of water                              | Eyl                  | Eyl Local Government (Social Affairs Department)   |

| #   | Target Groups  |  | Dates          | # of participants |    |       | Title of the training  | Location of training | Training provider  |
|-----|--|--|----------------|-------------------|----|-------|--|----------------------|--|
|     | Ministry.<br>District                                | Others or<br>UN staff  |                | M                 | F  | Total |  |                      |  |
|     |  |  |                |                   |    |       |  |                      |  |
|     | Council Sub-committees                               |  |                |                   |    |       |  |                      |  |
| 36. | LG Staff   | VDCs, Water PPP Company and  | 1-2 January    | 37                | 13 | 50    | Awareness raising forum; strengthening cooperation between water PPP company, LG and VDCs and exploring extension of water system in Eyl   | Eyl                  | Eyl Local Government (Social Affairs Department)                     |
| 37. | MolFAR, FMS Mol, BRA and district staff and advisors | Civil Society Organizations  | 19-20 December | 16                | 3  | 19    | Civic engagement in local governance (civic education, citizen voice and accountability)   | Mogadishu            | UNICEF, Intermedia Development Consultants, Africa Voices Foundation |
| 38. | Mol, MoF   | procurement officers, executive secretaries, planning directors, national tender board, auditor general and accounting general | 26 February    | 17                | 5  | 22    | Consultative workshop drawing experiences from the implementation practices developed and PFM reforms in partnership with local governments, National Tender Board, and ministry of Finance. (revision of LG procurement in line with national procurement law | Garowe               | International Consultant - Lima                                      |
| 39. |  | Procurement officers, executive secretary, service providers, members from national tender board                               | 26- 27 March   | 21                | 6  | 27    | Undertake TOT training workshop on procurement of goods and services and LG audit manual service providers   | Garowe               | International Consultant - Lima                                      |

| #   | Target Groups         |  | Dates          | # of participants |    |       | Title of the training   | Location of training | Training provider               |
|-----|-----------------------|--|----------------|-------------------|----|-------|---|----------------------|---------------------------------|
|     | Ministry.<br>District | Others or<br>UN staff  |                | M                 | F  | Total |   |                      |                                 |
|     |                       |  |                |                   |    |       |   |                      |                                 |
| 40. |                       | Procurement officers, executive secretary, service providers, members from national tender board | 28- 29 March   | 25                | 8  | 33    | Conduct refresher training for districts on procurement guidelines and audits   | Garowe               | International Consultant - Lima |
| 41. | MoEWT                 | MOEWT, LG  | 02- 06 January | 7                 | 3  | 10    | Conduct four (5) days training on revised decentralized NRM guideline to 30 participants from target districts (Gardo, Eyl, Galkayo) head of village NRM/environment committees and other relevant institutions | Gardo                | Kafi Nidam TA                   |
| 42. | MoEWT                 | MOEWT, LG  | 09-14 January  | 7                 | 3  | 10    | Training on revised decentralized NRM guideline   | Galkayo              | Kafi Nidam TA                   |
| 43. | MoEWT                 | MOEWT, LG  | 16- 20 January | 7                 | 3  | 10    | Training on revised decentralized NRM guideline   | EYL                  | Kafi Nidam TA                   |
| 44. | MoEWT                 | MoEWT, LG, CBOs, education institutions  | 03 January     | 20                | 10 | 30    | NRM Awareness Dialogue  | Gardo                | Kafi Nidam TA                   |
| 45. | MoEWT                 | MoEWT, LG, CBOs, education institutions  | 20 January     | 25                | 15 | 40    | NRM Awareness Dialogue  | Galkayo              | Kafi Nidam TA                   |
| 46. | MoEWT                 | MoEWT, LG, CBOs, education institutions  | 13 January     | 15                | 15 | 30    | NRM Awareness Dialogue  | Eyl                  | Kafi Nidam TA                   |

| #   | Target Groups   |   | Dates            | # of participants |   |       | Title of the training   | Location of training | Training provider                     |
|-----|---|---|------------------|-------------------|---|-------|---|----------------------|---------------------------------------|
|     | Ministry.<br>District   | Others or<br>UN staff   |                  | M                 | F | Total |   |                      |                                       |
|     |   |   |                  |                   |   |       |   |                      |                                       |
| 47. | Hargeisa District, Mol, MoF   | Auditor General office, Accountant General Office, National Tender Board, PFM   | 18 -21 February  | 23                | 4 | 27    | Procurement Consultative Workshop   | Hargeisa             | Prime Consultancies co. (Lima)        |
| 48. | All JPLG Districts, Mol   | Private sector institutions   | 18- 21 February  | 25                | 3 | 28    | Training On PPP Guidelines for LGs  | Hargeisa             | All JPLG Districts, MOI               |
| 49. | Berbera, Burao, and Gabiley, MoE & RD   | Directors of districts Social affairs departments, Districts head of NRM unit, Sector ministries regional coordinator | 20 – 25 February | 24                | 6 | 30    | Training on Revised decentralized NRM guidelines                          | Berbera              | Berbera, Burao, and Gabiley, MOE & RD |
| 50. | MoM   | N/A   | 10 – 14 February | 32                | 8 | 40    | MoM Procurement training for 17 districts and related departments         | Mogadishu            | MoM                                   |
| 51. | MoM   | N/A   | 21 – 23 March,   | 24                | 6 | 30    | procurement workshop for MoM contractors and suppliers                    | Mogadishu            | MoM                                   |
| 52. | Mol, Local Governments (Hargeisa, Burao, Berbera, Sheikh, Borama, Gabiley, Odweine) |   | 3-5 April        | 23                | 2 | 25    | ToT training on the revised procurement guidelines for goods and servcies | Hargesia             | Prime Consult                         |

| #   | Target Groups                     |   | Dates                | # of participants |   |       | Title of the training  | Location of training  | Training provider                            |
|-----|-----------------------------------|---|----------------------|-------------------|---|-------|--|-----------------------|--|
|     | Ministry.<br>District             | Others or<br>UN staff   |                      | M                 | F | Total |  |                       |  |
|     |                                   |   |                      |                   |   |       |  |                       |  |
| 53. | MOI, Districts                    |   | 12 – 13<br>September | 18                | 3 | 21    | Local Economic Assessment ToT  | Hargeisa              | CSI  |
| 54. | MoPW, Roads<br>Agency, Districts  | Contractors,<br>civil society   | 27 September         | 25                | 6 | 31    | Roads Sector Strategy Consultative<br>Workshop                       | Hargeisa              | Stephen Muthua & Roads<br>Development Agency |
| 55. | All JPLG Districts,<br>MOPW&T PHA | Private sector<br>(Contractors),<br>Engineers<br>Associations                                       | 1 October            | 37                | 3 | 40    | Roads strategy consultation<br>workshop                              | Garowe                | Consultant Stephen<br>Muthua                 |
| 56. | Burao, Odweine<br>districts       | Directors of<br>Public works<br>departments   | 10 – 12 October      | 20                | 1 | 21    | Training on roads service delivery<br>model                          | Burao                 | Roads Development<br>Agency                  |
| 57. | All JPLG districts                | Contractors,<br>Engineers<br>Associations,<br>Non- state<br>Actors, CSI.                            | 25 November          | 27                | 7 | 34    | Roads Sector Strategy Validation<br>Workshop                         | Hargesia              | Consultant, Stephen<br>Muthua                |
| 58. | All JPLG districts                | Directors of<br>Public works<br>departments<br>Engineers,<br>PHA, MoPWs<br>regional<br>coordinators | 27 November          | 35                | 7 | 42    | Validation workshop of the roads<br>sector decentralization strategy | Garowe                | Consultant – Stephen<br>Muthua               |
| 59. | All JPLG districts                | LED forums,<br>city<br>councilors<br>and planning   | 14 – 16<br>December  | 14                | 7 | 21    | Integration LED strategies into the<br>districts                     | All JPLG<br>districts | LED TA                                       |
| 60. | Burao municipal<br>staff          |   | 19-23 May            | 5                 | 3 | 8     | AIMS/BIMS and GIS training   | Borama                | UN-Habitat                                   |
| 61. | Borama<br>municipal staff         |   | 21-27 May            | 2                 | 3 | 5     | AIMS/BIMS and GIS training   | Borama                | UN-Habitat                                   |

| #   | Target Groups  |                       | Dates          | # of participants |   |       | Title of the training  | Location of training | Training provider                 |
|-----|--|-----------------------|----------------|-------------------|---|-------|--|----------------------|-----------------------------------|
|     | Ministry.<br>District  | Others or<br>UN staff |                | M                 | F | Total |  |                      |                                   |
|     |  |                       |                |                   |   |       |  |                      |                                   |
| 62. | Burao, Odwiene, Sheikh, Berbera, Hargeisa, Gabiley, Borama and Zeila | MOI Staff             | 27-29 August   | 24                | 3 | 27    | Internal Audit   | Hargeisa             | UN-Habitat-Mol                    |
| 63. | Berbera municipal staff  |                       | 23-25 October  | 2                 | 2 | 4     | AIMS and BIMS Refresher Training                                 | Berbera              | UN-Habitat                        |
| 64. | Sheikh municipal staff   |                       | 28-31 October  | 2                 | 2 | 4     | AIMS and BIMS Refresher training                                 | Sheikh               | UN-Habitat                        |
| 65. | Odweine municipal staff  |                       | 2-5 November   | 2                 | 1 | 3     | AIMS and BIMS Refresher Training                                 | Odweine              | UN-Habitat                        |
| 66. | Burao municipal staff  |                       | 7-9 November   | 2                 | 4 | 6     | AIMS and BIMS Refresher Training                                 | Burao                | UN-Habitat                        |
| 67. | Galkayo municipal staff  |                       | 13-17 August   | 2                 | 2 | 0     | AIMS and BIMS Training   | Galkayo              | UN-Habitat                        |
| 68. | Garowe municipal staff   |                       | 14-18 February | 4                 | 2 | 6     | AIMS and BIMS Training   | Garowe               | UN-Habitat                        |
| 69. | Galkayo, Eyl, Bayla, Jariban, Gardo Garowe and Bosasso               |                       | 22-24 August   | 17                | 4 | 21    | Internal Audit Training  | Garowe               | UN-Habitat/MoF                    |
| 70. | Bosasso municipal staff  |                       | 26-30 August   | 4                 |   | 4     | AIMS and BIMS Training   | Bosasso              | UN-Habitat                        |
| 71. | Gardo municipal staff  |                       | 1-3 September  | 4                 |   | 4     | AIMS and BIMS Training   | Bosaso               | UN-Habitat                        |
| 72. | Ministries of Public works, Interior and Justice                     | LDT's                 | 20 March       | 15                | 5 | 20    | Evaluation and consultative meeting on training manual developed | Hargeisa             | UN-Habitat/University of Hargeisa |



| #   | Target Groups  |   | Dates                    | # of participants |    |       | Title of the training   | Location of training | Training provider                 |
|-----|--|---|--------------------------|-------------------|----|-------|---|----------------------|-----------------------------------|
|     | Ministry.<br>District  | Others or<br>UN staff                           |                          | M                 | F  | Total |   |                      |                                   |
|     |  |   |                          |                   |    |       |   |                      |                                   |
| 73. | Civil service of ministries with land mandates                       |   | 29 October - 08 November | 9                 | 11 | 20    | Land Certificate Training Programme   | Hargeisa             | University of Hargeisa/UN-Habitat |
| 74. | National Urban Planning Committee                                    |   | 6 September 7            | 11                | 1  | 12    | Ministerial Roundtable discussion on the amendment of Urban Land Management Law | Hargeisa             | UN-Habitat                        |
| 75. | National Urban Planning Committee                                    |   | 15 October               | 13                | 2  | 15    | Ministerial Roundtable discussion for the approval of Urban Land Management Law | Hargeisa             | UN-Habitat                        |
| 76. | Odweine  |   | 23-24 October            | 8                 |    | 8     | GIS and Urban Planning  | Odweine              | UN-Habitat/MoPW                   |
| 77. | Gabiley  |   | 22 June                  | 33                | 7  | 40    | Master Plan Development   | Gabiley              | UN-Habitat/MoPW                   |
| 78. | Burao, Odwiene, Sheikh, Berbera, Hargiesa, Gabiley, Borama and Zeila | 4 other districts sponsored by VNG              | 20-21 December           | 32                | 8  | 40    | Peer Learning Workshop  | Hargiesa             | UN-Habitat/ALGASL                 |
| 79. | Garowe, MoPWT, Mol,  | Elders and MP’s                                 | 26-28 September          | 48                | 12 | 60    | Strategic Urban Development Plan for Garowe                                     | Garowe               | UN-Habitat/MoPW                   |
| 80. | MoPW, Mol, MoE, MoAgriculture, MoP and Garowe district               | Galkayo, Eyl, Bayla, Jariban, Gardo and Bosasso | 2-4 October              | 24                | 11 | 35    | Consultation workshop on Urban Land Management Law and Land Dispute Regulations | Garowe               | UN-Habitat/MoPW                   |
| 81. | Galkayo District   | Mol,  | 19 January 7             | 24                | 16 | 40    | Consultation workshop on Urban Land Management Law and Land Dispute Regulations | Galkayo              | UN-Habitat/MoPW                   |
| 82. | Burtinle   | MoPWT   | 4 June                   | 4                 |    | 0     | Consultation on City Extension Strategy   | Burtinle             | UN-Habitat/MoPW                   |
| 83. | All JPLG districts in PL   | Mol, MoH, MoE                                   | 13 December              | 28                | 12 | 40    | Development of District Profile as part of DDF                                  | Garowe               | UN-Habitat/MoPW                   |
| 84. | Galkayo  | Mol, MoH, MoE                                   | 17 December              | 15                | 5  | 20    | Development of District Profile as part of DDF                                  | Galkayo              | UN-Habitat/MoPW                   |

| #   | Target Groups         |                       | Dates            | # of participants |     |       | Title of the training                          | Location of training | Training provider |
|-----|-----------------------|-----------------------|------------------|-------------------|-----|-------|--|----------------------|-------------------|
|     | Ministry.<br>District | Others or<br>UN staff |                  | M                 | F   | Total |  |                      |                   |
|     |                       |                       |                  |                   |     |       |  |                      |                   |
| 85. | Jarriban              | Mol, MoH, MoE         | 22 December      | 11                | 9   | 20    | Development of District Profile as part of DDF | Jariban              | UN-Habitat/MoPW   |
| 86. | Eyl                   | Mol, MoH, MoE         | 27 December      | 12                | 8   | 20    | Development of District Profile as part of DDF | Eyl                  | UN-Habitat /MoPW  |
| 87. | Bosasso               | Mol, MoH, MoE         | 29 December 2017 | 15                | 10  | 25    | Development of District Profile as part of DDF | Bosasso              | UN-Habitat/MoPW   |
| 88. | Gardo                 | Mol, MoH, MoE         | 18 December      | 13                | 7   | 20    | Development of District Profile as part of DDF | Gardo                | UN-Habitat/MoPW   |
| 89. | Banderbayla           | Mol, MoH, MoE         | 24 December      | 16                | 4   | 20    | Development of District Profile as part of DDF | Banderbayla          | UN-Habitat/MoPW   |
| 90. | Galdogob              | Mol, MoH, MoE         | 19 January       | 18                | 8   | 26    | Development of District Profile as part of DDF | Galdogob             | UN-Habitat/MoPW   |
| 91. | Berbera               |                       | 9 November       | 12                | 0   | 12    | Urban Regulatory Framework                     | Barbera              | UN-Habitat/MoPW   |
| 92. | Hargeisa              |                       | 13 September -   | 10                | 1   | 11    | Urban Regulatory Framework                     | Hargeisa             | UN-Habitat/MoPW   |
|     | Total                 |                       |                  | 2116              | 637 | 2753  |  |                      |                   |