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FINAL PROGRAMME REPORT

Period: 1 January 2016 – 31 December 2018

Project Name	Support to Emerging Federal States (StEFS)
Gateway ID	00101061, 00096122
Start date	01-April-2015
Planned end date (as per last approval)	30 June 2019
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Participating UN entities	UNDP and UNSOM
NDP Pillar	Inclusive Politics; Effective, Efficient Institutions
UNSF Strategic Priority	Strategic Priority 1: Deepening federalism & state-building, supporting conflict resolution & reconciliation, and preparing for universal elections; Strategic Priority 3: Strengthening accountability & supporting institutions that protect
Location(s)	National and Regional (South and Central Somalia)
Gender Marker	2

HIGHLIGHTS OF KEY ACHIEVEMENTS

The Support to Emerging Federal States (StEFS) project accomplished the following results during the reporting period:

- Enhanced institutional and organizational capacities of the Boundary and Federalization Commission (BFC), Ministry of Interior and Federal Affairs (MOIFA) and Emerging States in defining the roles and responsibilities of FMS and FGS, drafting Boundary Demarcation Strategy and Policy, developing strategic plans and developing and implementing office working procedures, standard operating manuals towards basic organization management process.
- Improved national reconciliation in Somalia through the initiation of the preparation of National Strategic Framework on Reconciliation, based on conflict mapping in Somalia, which was followed by National Reconciliation Conferences (one with local stakeholders, and another with international community).
- Provided technical support to MOIFAR to establish Inter-Governmental Relations Forum on Federalism and State-building, which would lead to the development of the Federalization Legal Framework – detailing cohesive policies that govern relations between the Federal Government of Somalia and Federal Member States such as power and resource sharing, devolution of administrative roles, and fiscal federalism.
- Enhanced stability in conflict-prone areas such as Merka, Gedo, Galkayo, Mudug (Galmudug), achieved through peace building efforts (such as reconciliation workshops, and issue-based mediation) facilitated by the project. Notable achievements include the political agreement between Ahlu Sunna Waljama'a (ASJW), a catalyst group, and Galmudug State on governance, security and power sharing structures.



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- The Boundary and Federation had more capacity to implement its constitutional mandate in the reporting period. For example, the BFC emerged more capable to implement its own Strategic Plan on boundary delimitation, boundary fact finding and mapping process as well as the establishment of the legal framework.
- Established BFC's partnership with Puntland, Jubbaland State of Somalia (JSS), South-West State of Somalia (SWS), Galmudug State of Somalia (GSS), and HirShabelle State of Somalia (HSS) on boundary delimitation process. This paved the way to establish Task force/ boundary delimitation focal points for each state.
- Provided technical consultancy support as well as logistics to finalize the Strategic Development Plans (SDPs) for each of the four Federal Member States (FMSs), which are in line with the National Development Plan (NDP) of Somalia. SDPs are going to be endorsed by respective State Cabinets in 2018.
- Established organizational structures including human resources plans, administrative regulations, and operating procedures for each ministries of the FMSs. This meant that the FMSs and FGS were enabled to unlock funds from the World Bank Capacity Injection programme to initiate a salaried cadre and civil servants for their ministries.
- Enhanced the technical capacities of civil servants/state leaders through the South-South Knowledge exchange programme to Ethiopia, Kenya and Uganda, with a focus on 'core functional skills' and 'federalism processes'.
- Provided technical consultancy support, as well as logistics, to provide in-service training to the civil servants and state leaders from FGSs and FMSs, with 60% (approximately) civil servants receiving initial training on core functional skills, conflict management, and federalism processes.
- Initiated 'Community-Government Dialogue Forums' and 'Public Accountability Forums' to engage state leaders/administrations, non-state actors (namely the women and youth rights groups) and citizens into a constructive dialogue on specific issues such as federalism process, strategic plans as well as annual planning and budgeting for the states, and its public institutes/ministries. Apart from promoting the culture of sharing updates on public works/initiatives, these practices helped gathering public inputs and feedback, making development intervention more participatory and inclusive.
- Promoted Civic Engagement in Government Processes, for civil society organizations (CSOs) led by women and youth, through multi-stakeholder workshops (at the district, regional, or state levels), contributing to State Strategic Plan development, conflict mediation, and federalism processes (see Output 2 in page 8).
- Sensitized returnees, internally displaced people (IDP) and host Community on drought risk management/aid distribution to ensure peaceful coexistence; initiated horizontal coordination in Baidoa and Mogadishu.
- Supported FMSs with essential office equipment, vehicles and construction/rehabilitation of office spaces, creating conducive environments for the effective functioning of state administrations.
- UNDP's StEFS project devised a tripartite approach – reconciliation, in combination with federalism, and public administrative structure/functions. This unique and innovative approach helped focusing on the political settlement at macro level (i.e. how the country will be governed?); and creating a conducive environment at the micro levels, i.e. the delineation of roles and responsibilities at the federal and state level ministries/commissions to implement federalism processes.
- The project is promoting a participatory and inclusive approach to reconciliation, and state formation/building processes. It also strengthened the accountability of emerging state administrations towards their citizens. Workshops on peacebuilding/conflict management are being supported to build trust and encourage political accommodation between clans/sub-clans and marginalized groups.



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- Enhanced youth and women participation through Civic Engagement in Government Processes, through sports activities and multi-stakeholder workshops (at the district, regional, or state levels), contributed to SDPs, conflict mediation, and federalism processes.
- The project worked with international partners such as Inter-Government Authority on Development (IGAD) to ensure inclusive representation from minority groups in reconciliation and state formation/ building processes, particularly in Hirshabelle and Middle Shabelle. Ongoing supports were also being provided for reconciliation activities and inclusive political dialogue in Jubbaland, SWS and Galmudug, where minority clans have felt marginalized from some of the previous reconciliation efforts.
- The project promoted partnerships and joint programs with several UNSOM sections to get advice on specific components, such as human rights (through the Human Rights and Protection Group) and justice and security institutions (through the Rule of Law and Security Institutions Group). This meant more cooperation at the UN level as well as guaranteed higher quality engagements by the UN to the people of Somalia.
- StEFS contributed to Somalia's ongoing state formation process through reconciliation/peace building process, creating an inclusive political environment for Somalis who have been marginalized and traditionally excluded from the state building process. An Independent evaluation report confirmed this.
- The project also provided logistical and operational support (e.g. office equipment, vehicles and construction/rehabilitation of office spaces) to the key FGS institutions (i.e. MOIFAR, OPM, and BFC) and FMSs (i.e. GSS, HSS, JSS and SWS), creating conducive environments for the effective functioning of state administrations.

SITUATION UPDATE

In the course of 2016 - 2018, several political milestones were achieved in Somalia. The successes include the completion of the federalization political roadmap, the holding of the landmark parliamentary and presidential elections¹, endorsement of the Somali National Development Plan 2017-2019², and the endorsement of the electoral model. The FGS and FMS, were however unable to overcome their disagreements and implement several governance reforms. Terrorist related violence orchestrated by the Islamist Al-Shabaab insurgency continued in several regions in the country. During the reporting period, a standoff between the Federal State of Puntland and Somaliland got to the brink of an open warfare. Moreover, in 2018, there was standoff between the Speaker of Somalia's House of the People and the Prime Minister, which led to the Speaker, Sheikh Osman Jawari resigning. In September of the same year, during the Council of Inter-State Cooperation (CIC) meeting in Kismayo, the FMS leadership issued a communique detailing their discontent with the political situation prevailing in the country. The five FMS suspended their cooperation with the FGS, leading to escalated tensions between the FGS and FMS. The immediate result of these tensions was varied. counter Al-Shabaab (AS). On 24 September, President Mohamed Abdi Ware of HirShabelle broke ranks with his federal member state counterparts and restored cooperation with the Federal Government. At the fourth meeting of the Council on 24 October, the leaders of the federal member states, without HirShabelle, decided to create a political party and their own unified security force, while reiterating the suspension of their cooperation with the Federal Government, including on constitutional reform and preparations for the 2020 elections.

¹ Report of the Secretary-General on Somalia (S/2018/1149)

²https://www.arabdevelopmentportal.com/sites/default/files/publication/917.the_somalia_national_development_plan_sndp_-_towards_recovery_democracy_and_prosperity_2017_-_2019.pdf



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In the South-West state, the presidential election, initially planned for 17 November, was delayed amidst allegations of interference and vote - buying by the Federal Government, perceived manipulation by the administration of South-West state and controversy over the candidature of former Al-Shabaab deputy leader, Mukhtar Robow³, which was strongly opposed by the Federal Government. These factors led to the resignation, on 5 November, of the 27-member Elections Committee of the South-West state Assembly. The President of South-West state, Sharif Hassan Sheikh Aden, also resigned on 7 November, dropping his re-election bid. A new 15-member Elections Committee registered six candidates, including Robow. Robow was arrested on 13 December in Baidoa, which prompted clashes between his supporters and security forces, as well as violent protests in town. On the same day, the South-West state electoral committee, which had approved Robow as an eligible candidate, publicly confirmed 19 December as the date for its presidential elections.

On the Horn of Africa regional front, relations between Ethiopia and Somalia because of new engagements between the countries two leaders opened room for improved relations. On 16 June, the Prime Minister of Ethiopia, Abiy Ahmed Ali, made a first official visit to Mogadishu, which resulted in a joint commitment by the two countries to strengthen cooperation, including through joint investments in four seaports in Somalia. The release on 28 June of the senior commander of the Ogaden National Liberation Front, who had been arrested in Somalia and transferred to Ethiopia on 28 August 2017, was a further indication of improved bilateral relations. Prompted by improved relations between Eritrea, President Farmajo at the invitation of the President of Eritrea, Isaias Afwerki, visited Asmara for the first time. On 30 July, the two leaders agreed to establish diplomatic ties and promote bilateral relations.

In December 2018, political tensions between the FGS and FMS and the tumultuous electoral process in South West State (SWS) dominated. While at the federal level, the introduction of a motion of impeachment⁴ against President Farmajo at the House of the People on 9 December 2018 confirmed the turbulent nature of the political process in Somalia. The motion of impeachment further increased tensions and disagreement between the legislative and the executive branches in the FGS.

The FGS and the Republic of Somaliland continued to hold their rivalries. For instance, little progress was made on efforts to restart talks between the Federal Government and “Somaliland”. The distancing of the two was triggered by a full transfer on 30 June of air space control from the International Civil Aviation Organization office in Nairobi to Mogadishu, and the Federal Government’s objection letter to donors regarding the “Somaliland” special arrangement — which had been put in place in 2013 alongside the New Deal Compact to ensure a certain share of international support was allocated to “Somaliland”.

Despite the political instability and security challenges in the country, the high-level political commitments and significant measures taken by the FGS for country’s stability. The FGS adopted of the Political Inclusivity Roadmap and established the Federalization National Technical Working Group (FNTWG) to process the technical negotiations between the FGS and FMS on key political constitutional matters. In May 2018, Somali Prime Minister during National Constitutional Convention pledged financial and political support to the process to ensure the country gets a new Constitution by the end of 2019. In October 2018, the PM also hosted a high-level meeting where he outlined achievements made by his administration under an inclusive politics agenda including electoral model and resource sharing agreements made at Baidoa in May 2018, deepening federalism, state building.

The Federal Government, Sweden and the European Union hosted the Somalia Partnership Forum (SPF) in Brussels on 16 and 17 July. During the SPF, the President of Somalia reiterated the FGS' commitment to accelerate the political decision-making necessary to settle all remaining questions, including formalizing the status of the FMS and

³ Sheikh Mukhtar Robow, also known as Abu Mansur, is a former deputy leader and former spokesman of the Somali militant group Al-Shabaab.

⁴ <https://reliefweb.int/report/somalia/report-secretary-general-somalia-s20181149>



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National Security Council, resource and power sharing between the FGS and FMS, fiscal federalism, and the completion of the constitutional review process within given time-line.

Since its inception on 1st April 2016, the UNDP StEFS project together with UNSOM advanced its reconciliation initiatives to support the resolution of conflicts that emerged during the state formation processes and promoted political dialogue on federalism and state-building. Federalism debates centered on issues such as administration, fiscal federalism, power sharing and devolution of specific roles were equally promoted. Even though most of the emerging states, namely, the Interim Jubbaland Administration (August 2013), the Interim South West Administration (ISWA) (August 2014) and the Galmudug Interim Administration (July 2015) were formed prior to the inception of the StEFS project but progress could not be made because of the protracted differences among and between the federal member states. The establishment and sustainability of these emerging states calls for political accommodation between clans and sub-clans as well as inclusive political dialogues. The project initiated several political dialogues, consultations and reconciliation efforts across the new federal member states to support federalism and state formation during the years, 2016-2018. The political dialogues and consultations under the StEFS project centered around federalism and state formation efforts.

The StEFS project has supported for the political dialogues around federalism and state formation, enhanced the capacity of the institutions engaged in the federalism process, as well as foundational and capacity building support provided to Interim State Administrations to ensure an appropriate physical working environment. To ensure that individuals and state apparatus relate to each other, StEFS project is supporting targeted reconciliation efforts, issue-based conflict mediation, and further developing legal framework on federalism, reconciliation as well as boundary delimitation. To enhance state's legitimacy, it is essential that, public service delivery commensurate with the expectations of the citizens. To that direction, StEFS project is developing government's capacities in establishing appropriate engagements with the citizens such as community-government dialogue through townhall meetings, public accountability forum meetings, and public outreach through mass media campaigns, sports and cultural programs, and celebration of events.

ANNUAL PROGRESS REPORT RESULTS MATRIX

OUTCOME STATEMENT

"Advance inclusive political dialogue to clarify and settle relations between the Federal Government and existing and emerging administrations and initiate processes of social reconciliation to restore trust between communities."

SUB-OUTCOME 1 STATEMENT

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

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

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

INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR	
		THIS PERIOD (1 JAN – 31 DEC 2018)	CUMULATIVE SINCE PROJECT INCEPTION
1. # of interim federal states with agreed upon charters and approved constitutions	4	-	4 ⁵

⁵ The four emerging state administration, (namely JSS, SWS, GSS and HSS) agreed upon charters, which now need to be linked with the Provisional Constitution of Somalia;



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2. # of inclusive mediation processes supported and led by IRA/FGS	1 (new)	1 ⁶	10
3. % of state administration staff trained in conflict management and community problem solving (disaggregated by sex)	85%	GSS: 26% (100= M70 + F30)	All States = 26.01% (42.36% women participation)
4. # of inclusive consultations undertaken on federalism and federal states endorsement process by the FGS HoP	2	1 ⁷	8 (46.88% women participation)
UNDP ONLY: sources of evidence: Draft state charter /constitution; signed peace agreements, pictures, list of participants, activity reports; training and evaluation reports, stakeholders consultation reports;			
Output 1.2: The capacity of the FGS, particularly those institutions engaged in the federalism process, is strengthened			
1. # of technical advisors and interns provided to BFC to assist in policy development and implementation (disaggregated by sex)	3TA/Os & 3 Interns	BFC: 3TA/Os & 3 Interns	BFC: 3TA/Os (2M:1W) & 3 interns (2M:1W)
2. # (and %) of BFC members with access to basic equipment, disaggregated by sex	100%	100%	9 (100%)
3. # of approved draft policy/strategy on federalism and boundary demarcation	3	3 ⁸	4
4. # of technical advisors and interns provided to MOIFAR/OPM to assist in policy development and implementation on federalism process (disaggregated by sex)	2TA/Os & 5 Interns	MoIFAR: 4 TA/Os; OPM: 2TA/Os & 1 Intern	MoIFAR: 9 TA/Os (7M:2W) & 10 interns (7M:3W), OPM: 2 TA/Os (2M), 1 Intern (1W)
5. % of MOIFAR units that receive office equipment	100%	100^%	100%
6. # of consultations with regions and emerging states convened and facilitated by FGS/MOIFAR	1 (additional)	1 ⁹	4
UNDP ONLY: sources of evidence: Job advertisements, recruitment contracts, offer letters, monthly deliverables, and pay slips; procurement and supply lists, quotations, contracts, bid analysis report, face forms, pictures; signed policy documents; activity report, meeting minutes, presentations, signed participant list, invoices			
Output 1.3: Foundational support to State Administrations to ensure an appropriate physical working environment is provided			

⁶ A historic peace agreement was signed between the Galmudug State of Somalia (GSS) and the breakaway parliament members belonging to the Ahlu Sunna Wal Jama'a (ASWJ) at Dusamareb on March 17, 2018.

⁷ The project worked with international partners such as Inter-Government Authority on Development (IGAD) to ensure inclusive representation from minority groups in reconciliation and state formation/building processes, particularly in Hiraan and Middle Shabelle.

⁸ BFC Strategic Plan, Strategy on Federalism, and BFC Communication strategy;

⁹ Federalism negotiation technical working group consultative meeting in Nairobi (March 1-5, 2018) and in Mogadishu (29 March – 2 April 2018);



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1. # of interim/federal member states with baseline assessments conducted prioritizing key infrastructure support for the Cabinet/ ministries/ agencies of the Interim Administrations	2	2 ¹⁰	2
2. # of new or rehabilitated infrastructure projects undertaken in the Interim Administrations/States	1 (additional)	1 ¹¹	5
UNDP ONLY: sources of evidence: Baseline assessment report(s); working drawings, quotations, bid analysis, invoices, face forms, request for payment, and pictures;			
Output 1.4: The capacity of state administrations with a dedicated focus on 'core public sector capacities' is enhanced			
1. # of baseline assessments completed and used to prioritize human resource and other needs	4	-	2 ¹²
2. # of technical advisors/officers and interns supported in Interim State Administrations for organization development and planning process (disaggregated by sex)	3 TA/Os & 8 interns in each ISAs (30% women)	JSS: 3 TA/Os (2M:1W) & 7 interns (5M:2W) SWS: 8 TA/Os (7M; 1W) GSS: 3 TA/Os (2M:1W) & 10 interns (6M:4W) HSS: 5TA/Os (4M:1W) & 3 Interns (26% women)	JSS: 3 TA/Os (2M:1W) & 7 interns (5M:2W) SWS: 8 TA/Os (7M; 1W) GSS: 3 TA/Os (2M:1W) & 10 interns (6M:4W) HSS: 5TA/Os (4M:1W) & 3 Interns
3. % of staff members of beneficiary state ministries/agencies that receive trainings on core of government functions (disaggregated by sex)	100% (30% women)	All States (JSS/GSS/SWS) = 35.1% with 11.2%W	All States (JSS/GSS/SWS) = 20.9% with 22.54%W
4. # of coordination structures established	1 (additional)	JSS: 1 ¹³ ; SWS:1 [†]	HSS:1; GSS:1; SWS:2
5. % of interim federal member states ministries that have organization structure and terms of reference in place	70%	100% (JSS, HSS, GSS, SWS)	100% (JSS, HSS, GSS, SWS)
6. Additional Indicator: # of federal member states with strategic plans in place	4	4 ¹⁴ (JSS, HSS, GSS, SWS)	4 (JSS, HSS, GSS, SWS)

¹⁰ Two baseline assessments of key priority office infrastructure have been completed for SWS and GSS

¹¹ See Table 1 in page 10, for the list of completed infrastructural projects;

¹² Two separate baseline assessments were conducted, and report has been developed for SWS and GSS;
Consultative meeting: Development Partners' Coordination

¹³ Training was provided to the Jubbaland administration to establish NGO coordination forum.

¹⁴ Strategic plans (2017 – 2019), organizational structures and terms of reference are currently being developed in each of the four federal member states, and under review by the respective state cabinet.

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



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UNDP ONLY: sources of evidence: Two baseline reports were prepared on the Human and Institutional Capacity Development (HICD) Assessments at SWS and GSS level; job advertisements, recruitment contracts, offer letters, monthly deliverables, and pay slips; individual training reports, face forms, signed participants lists; meeting minutes, approved documents on organization structure, terms of reference and strategic plans; along with the individual meeting minutes, activity/workshop reports

Output 1.5: Civic participation and engagement with interim state administrations is strengthened

1. % of citizens with improved perceptions on federalism (disaggregated by sex)	20%	-	81% (85%M, 78% W)
2. # of public outreach campaigns on federalism/state formation	1 (additional)	3 ¹⁵ (HSS: 1, JSS:1 & SWS:1)	All States = 9 (JSS:3, SWS:4, GSS:2, HSS:1) with 45.09% W (352M: 289W)
3. # of public accountability forums held by interim federal member states towards citizen and government engagement process	1 (additional)	HSS:1 ¹⁶	Total 3 (JSS=1; SWS=1; HSS:1)
4. # of CSOs and # of citizens participating in state planning processes, disaggregated by sex	10 CSOs & 300 citizens in each of 3 State Administrations	CSOs: SWS: 40M, 30W, JSS: 22M, 50W, GSS: 250M, 70W, HSS: 80M, 50W); Citizen: 300M, 150W	CSOs: SWS: 46 (27M, 19W), JSS: 47 (5M, 42W), GSS:200(161:M,39:W) HSS: 80 (45:M, 35:W), Citizen: 307 (256M,51W)

UNDP ONLY: sources of evidence: See page 14-25 of the Federalism Baseline Perception Survey (December 2016), conducted jointly by the Federal Government of Somalia and the UNDP Somalia; scripts of the radio programs, presentations, participants list, Face Forms request for payments, pictures, list of participants.

NARRATIVE

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

Since its inception in 2016, the StEFS project initiated several political dialogues, consultations and reconciliation efforts across the new federal member states to support federalism and state formation during the years, 2016-2018. The political dialogues and consultations under the StEFS project centered around federalism and state formation efforts, as detailed below.

- The project effectively supported political dialogues and reconciliation conferences between Habargidir and Biimaal in Merka district of Lower Shabelle region. Notably, the reconciliation conferences in May and June 2016, reinforced ceasefire deal between Biyimaal and Habargidir in Merka district and surrounding areas of

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

¹⁶ The formation of HSS public accountability forum is in process, and will be materialized during the second half of 2018;



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Lower Shabelle region. The outcome of this reconciliation conference further led to formation of a committee to monitor and ensure ceasefire compliance in the Lower Shabelle region. Furthermore, in September 2016, the Ministry of Reconciliation and Constitutional Affairs of South West State of Somalia and AMISOM representatives in Lower Shabelle jointly strengthened the ceasefire reconciliation agreement signed previously with these clan elders. According to third-party monitors, the Merka conferences considered both sides of the conflict and allowed affected community members opportunity to express themselves freely.

- The project facilitated peacebuilding and conflict resolution in Jubbaland for the communities to end the political conflicts and commit to the ongoing state building processes. The seven-day reconciliation conference which took place from 30 August to 6 September 2016 which more than 250 participants from Garbahaarey, Luuq, Belet Hawo and Dollow of Gedo region were participated by representatives from the state government, women and youth groups as well as traditional clan elders. This conference enabled the Jubbaland administration and traditional elders to speak with one voice in favor of the families of innocent civilians that were killed in the civil war to be compensated and integration of all armed militias into the Jubbaland security forces. Women groups from Jubbaland State of Somalia were particularly gratified as they were involved in the decision-making process and recommended solutions for elimination of the conflict within the Gedo region. These peacebuilding and conflict resolution efforts initiated over the period April to December 2016 reduced the political conflicts in Jubbaland and thereby committed the communities to the ongoing state building processes.
- The project initiated several mediation activities and political dialogues in Adaado, Dhusamareb and other areas in Galmudug for local communities in these areas, during 2016. On 24th to 27th August 2016, a reconciliation conference that took place in Adaado positively influenced the two sub clans of Samater Agane and Mohamed Agane in Galkayo district of Mudug region to temporarily reach an agreement for reestablishment of peaceful cohabitation in Galmudug and particularly in the districts of Galkayo that were affected by the armed conflicts. The participants reflected on the peace agreement and resolved to involve influential members from the two communities who reside in Mogadishu. These mediations activities and political dialogues ameliorated the temporary political tensions among clans in the Galmudug State of Somalia.
- The project supported political dialogues and reconciliation initiatives in Beledweyne and Jowhar which positively impacted the formation of Hirshabelle Interim Administration. The formation of the Hirshabelle Interim state was stalled in the early part of 2016 due to inter-clan tensions. The Intergovernmental Authority on Development (IGAD) initially facilitated an agreement between the FGS leaderships and the various clans but was ultimately unsuccessful. Elders from Hiran mentioned they were not involved in the process and feared it may lead to illegitimate outcome. The StEFS project therefore supported MOIFA FGS to establish a High-Level Consultative Committee to oversee the process of Hirshabelle State formation through provision of logistical, human resource and equipment's. Consequently, the long awaited the Hirshabelle Interim Administration –was formed in October 2016. Again, in the fourth quarter of 2016, the project sponsored a conference on the role of diaspora, which brought together over 50 Jubbaland state diaspora participants from five continents: North America, Europe, Asia, Australia and Africa, at the Mecca hotel in Kismayo Jubbaland. The continued significance of these diaspora in the political and economic spheres have been rationalized and tends to be mutually supportive towards the ongoing state building in Somalia.
- Most of the newly established federal member states have capacity challenges at the personnel, organizational, and institutional level. The South West State is one of the current existing federal states of Somalia, which has since its establishment in 2014 been suffering from these capacity challenges. To address these challenges and to create a common understanding of conflict management and resolution, the project trained 30 participants



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(23 men and 7 women) comprised of representatives from key ministries, civil society, youth and women groups from SWS on conflict management in Baidoa from 10 to 12 December 2016. The training equipped participants with the necessary tools and skills needed to make sound decisions, based on comprehensive understanding of conflict management. The training programme increased understanding of conflict management and peace building process and thereby contributed meaningfully to the political dialogue and consultations around federalism and the ongoing state building process in the South West State.

- StEFS project supported a five-day National Reconciliation Conference in Mogadishu on June 13–17 followed by the 'London Conference on Somalia' held on May 11, 2017. This conference served as an important milestone in formulating Somalia's reconciliation strategy, marking the shift from a predominantly reactive approach to solve emerging conflicts towards a proactive approach based on a solid strategy for sustained reconciliation. Further, the project supported MOIFAR with technical resources and logistics, to conduct a follow up technical review meeting with key government institutions and some international partners in Mogadishu to finalize the outcomes of the national reconciliation consultative forum.
- *Initiated the development of National Reconciliation Framework (NRF)*: In quarter 4 of 2017, the project supported MOIFAR with two local consultants and one international expert on reconciliation to support the development of the NRF, relevant specifically to the Somali conflict. Initial consultation on drafting of the NRF was undertaken in quarter 4 of 2017.
- *Smooth Political Transition – An Early Sign of Lasting Peace and Stability in Somalia*: A peaceful succession of power is instrumental in preserving the political continuation and stability within the FMSs, which has been fragmented in the past due to clan-based power dynamics. Therefore, StEFS supported various state-led constitutional process to consolidate the state building process in Somalia. These include:
- *HirShabelle Presidential Election*: HirShabelle State Parliament ousted its former President on a no confidence motion on August 13, 2017. To ensure a smooth and democratic transition process, FGS sent a high-level delegation to Jowhar, the capital of HirShabelle, which was supported (i.e. facilitation and logistical) by StEFS. It also facilitated the Presidential re-election process (held on October 16, 2017), and presidential inauguration ceremony.
- *Celebration of State functions and events (e.g. Presidential Inauguration ceremony)*: StEFS provided logistical support to organize the inauguration ceremony of the President-elect Mr. Ahmed Du'alle Geelle Haaf, of the Galmudug State of Somalia, after a peaceful presidential election held on May 3, 2017. The ceremony was held in Adaado, on May 29, which was attended by 300 people including high-level delegation from the Federal Government and regional states, civil society, women and youth groups, community elders (Ugas), and the religious leaders (Imams). Celebration of such state functions highlight the smooth political transition – an early sign of lasting peace and stability in Somalia.

State-mediated inclusive political reconciliation – uniting Somali clans

- Inclusion of minority clans and sub-clans in political and economic spheres is reportedly cited as a solution to conflict in Somalia. Minority clans are often the ones most negatively impacted during civil conflict as they are not as well represented as majority clans in the state building process. Recent history with the newly formed interim states has demonstrated that only through inclusive political dialogue processes can these agreements be reached and sustained. Recognizing this, StEFS has also been called upon to support various state-led reconciliation processes in Galkaio, Lower Shabelle, Afgooye, Adalle, Baidoa, and Dhusamareb. Such clan reconciliation conferences address historical grievances around issues of land, or retribution for past injustices, and further ensures the stability of the newly established state structures.



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- *Galkayo workshop and Ceasefire agreements in 2017*

The workshop brought together Governors and Mayors of Puntland and Galmudug regions separately with their respective peace committees to jointly discuss and recommend ways forward to bring a lasting peace between the two regions. The representatives from the Federal Government of Somalia, Ministry of Interior, Federal Affairs and Reconciliation, the IGAD Special Mission to Somalia, and the Governor of each region jointly chaired the meeting. The workshop further secured a preliminary agreement between the two leaders from Puntland and Galmudug Administrations. StEFS provided logistical and operational support, and further involved Inter-Governmental Authority on Development - Special Mission to Somalia (IGAD-SMS) to mediate the ceasefire agreement.

- *Facilitated Integration of ASWJ with GSS*

Since 2015, Galmudug's political leadership was split between the state authorities, and Ahlu Sunna Wal Jama'a (ASWJ). In 2017, StEFS provided operational and financial support, and engaged IGAD to mediate political dialogue between ASWJ and GSS. This resulted in a consensus being reached between the parties, a lessening of political rivalries, and a peace process was established in the region.

- *Enhancing peaceful coexistence among returnees, IDPS and host community*

StEFS supported two workshops with logistics arrangements in Baidoa and Kismayo in 2017. The aim was to reach out the returnees, IDPs and host communities to increase their understanding on the concepts and principles of social protection, social integration, conflict management and peaceful coexistence among the targeted communities as well as identified possible Immediate Impact Projects (IIPs) that can improve the livelihoods of the returnees and IDPs and resolve conflicts between each other.

- In 2018, StEFS project provided logistical support to HSS to reconcile two (2) clans namely Hawadle and Surre fighting in Hiraan region. These two clans have been in recurrent fighting since 2012 when the country adopted the federal system, and several reconciliation conferences were held to resolve the conflict but unfortunately it didn't go well. The ongoing fighting started in November 2018, but this time, HSS and CSOs were on the ground and committed to reconcile between the fighting clans by addressing the root causes to end the hostility.

- On 13 September 2018, in Galmudug state, StEFS supported a reconciliation conference for fighting clans from Adaado and Abudwak districts in Docdheer village in the *Suburban* area over grazing and water resources. The fighting caused human casualty including dead and injuries. Galmudug officials including the Vice President visited the area to mediate the clans. The officials held a preliminary reconciliation conference to avoid further tension and to get returning armed militias to their original territories. As a result, representatives from both clans met with the Government officials and reached an agreement to end hostility.

- In Galmudug on 10-13 March 2018, the Ministry of Constitution and Reconciliation hosted a four-day 'Reconciliation Conference' in Abudwak district. This reconciliation process focused on two conflicting sub-clans: Saleebaan, sub-clan of Habar Gidir, living in Bangeelle (Abudwak district); and Siyad Xuseen, sub-clan of Mareexaan, residing in Mirxeeley (Cadaado district). Their conflicts were propagated by disagreements over grazing land for their livestock, access to water wells resources and revenge attacks. Following this reconciliation conference, the sub-clans agreed to a preliminary peace agreement, which is a step closer to a full ceasefire.



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- In April 2018, in Jubbaland, StEFS supported inter-community dialogue and confidence-building between Luuq and Dolow Community leaders. The two-day conflict resolution workshop led to the establishment of local conflict management structures.
- StEFS supported a mediation process between Ahlu Sunna Waljama'a (ASJW) and Galmudug state. The reconciliation efforts led to political agreement between (ASJW) and GSS which was signed on January 18, 2018. The agreement adopted an inclusive approach to form a joint parliament, a joint constitution and a joint security forces to resolve conflicts and uphold the rule of law. During the reporting period, there were a series of consultations between ASJW and GSS groups towards implementation of the integration process. Though the broader agreement was made there are some outstanding issues to be resolved between GSS and AJWS. The FGS was facilitating a process related to power sharing cabinet structure and representations of the clans.
- Habarinji and Ali Madahweyne, agreed on a peace deal, mediated jointly by the Hirshabelle and Galmudug State of Somalia. This was achieved through a StEFS supported ten-day reconciliation process held at the Mataban District, in April 2018. Further, a committee was established combining the CSOs, clan elders, traditional leaders, federal and south-west administration to achieve and sustain peace and stability in the regions.
- *National Reconciliation Framework – towards a unified Somalia*

StEFS, in collaboration with UNSOM, supported MoIFAR to organize the Special Session on Reconciliation on 16 May 2017. Keynote remarks were made by MoIFA Minister, H.E. Abdi Mohamed Sabriye and the Special Representative of the Secretary-General for Somalia and Head of UNSOM, H.E. Michael Keating. The special session was attended by several donors such as Germany, Sweden, Denmark, United Kingdom, Finland, US/USAID, EU Delegation, IGAD, UNDP, IOM, representatives from Hirshabelle, Galmudug, South-West State; CDI, CHD, RVI, Creative Alternatives. The second phase of the development of the National Reconciliation Framework (NRF) was launched. During the second half of 2018, StEFS, together with Finish Church Aid, continued supporting the development of the NRF.
- In mid-July 2018, the Federal Government of Somalia, in partnership with the European Union and Sweden, hosted the *Somali Partnership Forum (SPF) in Brussels*. The event aimed to mobilize the international community to step up support for Somalia's efforts to build a more secure and prosperous future following years of conflict. The forum attended by delegates from the Somali Federal Government (FGS) and the Federal Member States (FMS), and representatives from 58 countries, international organizations including United Nations. The President of Somalia, Mohamed Abdullahi Mohamed 'Farmajo' reiterated the FGS' commitment to accelerate the political decision-making necessary to settle all remaining questions, including formalizing the status of the FMS and National Security Council, resource and power sharing between the FGS and FMS, fiscal federalism, and the completion of the constitutional review process within given time-line.
- NRF missions went to state capitals (PL, SWS, JSS, HSS, and GSS) to consult further with state institutions and CSOs who take part in conflict management to get their contributions in NRF. More than 600 people were consulted during consultative meetings in FMS and BRA. After the completion of the consultative meeting, the NRF team went for a five-days working retreat to the University of Winchester, UK to draft the outline of the NRF and analyze the data. In November 2018, the outline was completed and presented to OPM and MoIFAR to review and share their inputs. Now, the team is writing the NRF Zero draft (Somali and English version) which will be available in the first quarter of 2019 and validation workshops will be held after the reports are published.



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

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

1) Support to the Boundaries of Federalism Commission

The Boundaries and Federalism Commission (BFC) was established in May 2015 and ratified by the Somalia Federal Parliament on 6th July 2015 with the core mandate to make recommendations on the demarcation of boundaries of federal member states to the Federal Parliament. In doing so, the BFC ensured the alignment of roles and responsibilities through outreach to stakeholders within government; fostered dialogue processes involving different communities and stakeholders; sought clarity on federalism models; and supported the evolution of a dispute resolution platform. The UNDP supported the BFC from inception; initially through the PIP project and later through the STEFS project.

The BFC consists of nine (9) commissioners. Through the PIP, project support was initially provided to the BFC to develop its internal organizational structure with a clear personnel establishment, operational procedures and a clear multi-annual strategy, as well as providing material support to allow an appropriate operational capacity. The support gradually moved towards capacity building of the individual staff members and provision of advisory services to tackle technical issues related to the work of the BFC.

Since the inception of the present StEFS project in April 2016, building upon the work during the PIP project, specific support has been provided to BFC is as follows:

- *Training and Recruitment:* The StEFS projects supported recruitment of a Planning and Coordination Advisor to replace the technical officer who was died on 25 June 2016 at Nasa Hablod Hotel attacks in Mogadishu. The Technical Officer in addition to other four support staffs who were hired to assist the BFC, developed Terms of Reference and detailed work plan for the commission. Prior to inception of the StEFS project, most of the staff at the various ministries had limited functional and technical capacities. The project during the years under review supported several training programmes on public engagement, communication strategy, federalism and boundaries demarcation issues which exposed participants to the principles and rational of public engagement, when and how to engage stakeholders.
- *Establishment of GIS capacity:* Closely linked to the above, most of the BFC staff members and commissioners responsible for boundary demarcation neither had an educational background in spatial planning or any practical experience with the application of Geographic Information System. To address this challenge, the StEFS project trained 8 (88.89%) of the members of BFC to acquire practical hands-on skills on Geographic Information System (GIS) and Global Positioning System (GPS). The training programme was delivered by the Regional Centre for Mapping of Resources for Development (RCMRD) Consultancy Services in Kenya from the 17th to 28th October 2016. This training programme enabled the members of BFC Somalia to utilize GIS technology to derive a geo-database, monitor, plan and map Somalia resources.

In 2017, trainings were held to introduce BFC staff and interns who would be serving at the GIS unit. These trainings enhanced the BFC's institutional capacities in the use of cutting-edge technology in boundary mapping. This expertise will further contribute to the boundary related dispute resolution among states, regions or districts.

In 2018, the BFC established GIS lab and Mapping Unit fully supported with personnel, procedures, hardware and required software. The Unit developed a Standard Operating Procedures (SoP) Manual and offered hands-



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on training on mapping data acquisition, digitization and plotting to outsiders. Different field missions benefited from the BFC-GIS lab including the in-house composed Belet-Hawo Maps (Using Soviet Somali Maps) for Federal Government Commission of Beletxawo Federal boundary problems with Kenya and presented it to a C cabinet meeting on Belet-xawo issue.

Obtaining appropriate GIS data and imagery is a key milestone for BFC functions towards universal elections agenda in 2020. Towards that goal, BFC embarked on fact-finding missions to FMSs, engaging with the stakeholders and community members through surveys and group discussions. The aim was to collect and reconfirm historical boundary data as existed before 1991, and to map all boundary disputes. The inclusivity and accountability of these fact-finding mission also assisted in building public confidence.

- *Support to the Outreach Activities:* The BFC, with the support of the project, organized a series of public consultative activities together the public's views relating to the strategic planning, boundary demarcation and federalization processes. These workshops were important milestones for the BFC as it helped the Commission to collect views from key stakeholders to define the preliminary boundaries for the federal units, administrative and election purposes. Similarly, the project supported BFC to initiate dialogues with Puntland, South West and Jubbland officials to enhance working relationships on issues concerning boundaries and federalism. From 16 to 28 June, BFC delegates held several meetings in Garowe with the Puntland President, Vice President, Ministers, Deputy Ministers, Deputy Speaker of Parliament, Members of Parliament (MPs) and other government officials (15M:2W). Consequently, the Puntland administration nominated a taskforce to collaborate with the BFC to deliver its mandate.
- *Technical support to BFC's Strategic plan and other Administrative Activities:* Prior to the inception of the StEFS project, the BFC had no strategic plan to guide the development tracks and federalism options for the Federal Government of Somalia. To address this challenge, an International Consultant on Technical Demarcation was hired for the BFC to assist the Commissioners to develop their five-year Strategic Plan (2016 – 2020). The Strategic Plan for 2016 to 2020 has been developed and a dissemination workshop was organized in Mogadishu on 1 September 2016 to engage the Federal Government of Somalia and key civil society stakeholders. The workshop allowed the participants (69M:16W) to provide comments and suggestions regarding the strategic plan and eight key result areas.

The BFC, with support from StEFS project, organized a series of consultative workshops, which resulted in the preparation of the BFC Strategic Plan 2016-2020. During the fourth quarter of 2017 the BFC officially presented (on October 14, 2017) its Strategic Plan (2016-2020), and Annual Report (2015-2016) to the 22nd Session of the 2nd Constitutional Federal Parliament Assembly of Somalia. StEFS provided technical support to BFC to review its strategic plan for 2016 – 2020. The objective of the review was to adjust BFC's Strategic plan with the endorsed FMS formalization and maturation plan, and to scale up the implementation of the BFC's key activities to contribute the constitutional review processes and one-person, one-vote" elections in 2020-2021. Furthermore, the BFC prepared its annual budget of the 2019 based on the revised BFC's strategic plan 2016-2020, and published boundary and federalism articles in the National Newspaper, dates 10th - 17th September 2018, as part of its outreach programme. The project also supported the BFC in drafting and printing their work plans, reports, monthly newsletter/magazine, and brochures to keep stakeholders and the FGS Parliament informed on their work progress and plans.

- *Capacity enhancement through South-South Collaboration:* The BFC team participated in the StEFS supported study tours and were exposed to the boundary mapping activities at the Ethiopian Mapping Agency (EMA) and the Ethiopia Central Statistics Agency. With the view of rehabilitating the country's historical data, BFC staff participated in the 2017 AfricaGIS conference organized by the Ethiopian Mapping Agency, United Nations Economic Commission for Africa and Environmental Information Systems- Africa (EIS-Africa). Some essential partnerships were established, and pledges received during the event include the UNECA, UN-GGIM and ESRI.



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- *Promoted Participatory Boundary Delimitation through Public Accountability Forum:* With UNDP/SteFS's support, the BFC held its first public accountability meeting in July 2017. This facilitated an opportunity to showcase the BFC's achievements, plans, and challenges in the line of their duties. It also helped to build mutual trust and partnerships among its stakeholders and contributed to the legitimacy of the Somali Federal Government. Several vital recommendations came out from this meeting which would enable BFC to evolve as an independent dispute resolution platform. These include:
 - to launch targeted outreach program to sensitize district administrations,
 - to continue dialogues and consultations with politicians at the district levels,
 - to enhance citizen engagement in policy making and implementation,
 - to initiate consultation with livestock herders and farmers,

- *Institutional capacities of the BFC are enhanced:* BFC intends to evolve as a national depository of information and facts that address the complex administrative boundaries of districts, regions and states in Somalia. The mandate of BFC demands that it maintains constant contact with the Federal Member States and Parliaments, to understand and respond to the needs and aspirations of the various Somali stakeholders on their aspirations for boundary delineation, Federalism and accurate mapping of all districts and regions. Nevertheless, fact-finding missions continued since the first quarter of 2017, to call for broader regional and national public stakeholders' engagement, and to facilitate productive discussions and contributions for boundaries delineation, and federalization processes in Somalia.

Some of BFC's key initiatives on boundary fact finding mission, during the reporting year 2017:

- BFC's fact-finding workshops to Southwest and Jubbaland states helped to reconfirm historical data on boundaries with the stakeholders and community members. Focal points/ states representatives for the BFC were nominated by Southwest and Jubbaland States, which were endorsed by their respective religious, traditional and political leaderships. The missions also resulted in setting up a committee comprising of the political leaders from both the Upper and Lower House of the Somali parliament, who would assist the BFC in resolving internal boundary disputes between the Southwest and Jubbaland State.
- The fact-finding missions to Garowe (Puntland) improved the working relationship between the BFC and Puntland State of Somalia. A 'volunteer task force' on boundary demarcation was formed in combination with the State government of Puntland and Garowe community leaders. They nominated a permanent representative to BFC, who will coordinate with BFC and Puntland authorities on the State boundary related issues.
- The Hirran region of Somalia witnessed repeated land related conflicts. The BFC instituted fact-finding missions aimed at engaging with all the stakeholders in Hirran region, and Hirshabelle in general. Through questionnaire surveys and group discussions, historical data on boundaries were collected, synthesized or reconfirmed. The inclusivity and accountability of these fact-finding mission also helps building public confidence on Boundary demarcation process.
- A fact-finding mission to South-West resulted in the setting up of a committee comprising of the political leaders from both the upper and lower house of the federal parliament. This committee was meant to assist the BFC to resolve the boundary dispute in Southwest State. A permanent representative from SWS to BFC was nominated and approved by the religious, traditional and political leadership of South-West State.
- A workshop on a boundary issue in Galkayo brought together 20 participants (18 male and 2 female) from key ministries, civil society, youth and women groups from Galkayo and was held in Mogadishu on 11 March 2017. At the end of the workshop, the State government of Galmudug and the Galkayo community leaders resolved to form a standing committee that would deal with the issues and disputes in Mudug region. The workshop further enabled the political leaders from both the upper and lower house of the federal parliament to take the lead in the peace building process. The workshop succeeded, temporarily, in restoring peace and stability in



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Galkayo and reduced the political tensions among clans in the Mudug region.

- *FMS formalization and maturation plan:* In 2018, StEFS project provided technical support to BFC to prepare FMS formalization and maturation plan based on the current interim status of FMS's and the existing constitutional framework to the inclusive cabinet sub-committee, and after long discussion BFC had with technical working group appointed PM, from MOIFAR, MOCA and OPM. In accordance with the FMS maturation plan, BFC developed FMS fragility assessment methodology and questionnaire, which is designed to help understand current state of FMS's. The outcome again presented to the inclusive sub-committee. In accordance with BFC's FMS formalization and maturation plan, all stakeholders should cooperate and adjust their plans and to gather necessary financial and policy support for BFC in boundary conflict resolution. BFC to conduct immediately FMS fragility assessment survey to highlight the current state of the FMSs towards constitutional benchmarks.
- *Technical Support to BFC to conduct Constitution Review Meetings with the Parliamentary Oversight Committee (OC) and ICRIC:* StEFS provided technical support to the BFC in 2018 to conduct two Constitution Review meetings with the Independent Constitution Review Committee (ICRIC) of the two houses of the parliament to discuss the first five chapters of the provisional constitution. During the meeting, the BFC shared its contribution regarding the articles relevant to BFC mandate with the Committee, that the BFC believed it will improve the cohesion and communication of the Somali People. The participants acknowledged the importance of the review in order to discuss each chapter with relevant institutions to gather resourceful ideas that will enable institutions to work together.
- *Capacity development training for on-job BFC staff:* StEFS provided technical support to BFC to provide on-job training for BFC staff in the areas of report writing, computer typing and GIS basics. The aim of the training was to capacitate BFC staff to deliver BFC mandate.
- *Implementing decentralization capacity building initiatives:* In 2018, the BFC initiated the process to establish a sub-office in Adado/Dhusamareb. This would enable the BFC to work more closely with the 'Joint Committee', dealing with the issues and disputes in Mudug region, and consolidate the historic Galkayo peace agreement. Further, BFC has deployed one Legal Advisor to draft legal acts/articles to define the criteria for demarking administrative boundaries among districts, regions and states in Somalia. Such initiatives help building public confidence on boundary demarcation process.
- *Establishing South-South collaboration in boundary delimitation:* To gain access to historic data on boundaries, BFC visited the map repository facilities of the United Nation Economic Commission for Africa (UNECA), Addis Ababa, Ethiopia. Discussion is ongoing to obtain a copy and training on different maps available at the UNECA map repository to complement BFC's data rehabilitation and collection efforts.
- In addition to the above, the StEFS project sponsored the hosting of a website [www.bfc.gov.so] for the Boundaries and Federalism Commission (BFC). This website is a key portal of information for partners and stakeholders about the Commission's mandate, ongoing activities and development of strategies and/or policies.

2) Support to Ministry of Interior and Federal Affairs (MOIFA)

- The project supported the establishment a "focal point position" on federalism at the Ministry of Interior and Federal Affairs to coordinate state building and federalism process. The project also sponsored the hosting of a website [www.moifa.gov.so] for the MOIFA which has allowed the ministry to share its activities with partners and stakeholders.



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- *Dialogue on Formation of Inter-Government Relations Forums:* As the state formation/building process advanced and new governance structures emerged within a nascent federal system in Somalia; there was a growing determination to adopt inter-government relations forums as an instrument to support the Somali federalization processes. Premised on the above, the project-initiated dialogues on formation of inter-governmental forum for the federal member states and other key entities involved in the federalism process to brainstorm on the way forward on the federalism process in the fourth quarter of 2016. The inter-government relations forums, if formed would serve as a platform for dialogue and negotiation between the Federal Government and Member States, creating an environment for conflict resolution between different levels of government. As such, in November 2016, the Ministry of Interior and Federal Affairs spearheaded a one-day pre-consultative coordination meeting with Federal Government and relevant federal member institutions for the establishment of inter-governmental arrangements. A follow-up 3-day dialogue on the formation of inter-governmental forums was organized in Mogadishu between 7th to 9th December 2016 gathering participants (62 men and 10 women) from the federal government states and core ministries. The participants agreed upon the objectives and duties of the yet-to-be-formed inter-governmental relations in Somalia, and unanimously agreed that the consultative meetings were necessary, well facilitated and an important preparation for the formation of the inter-governmental relations.
- *Training and Recruitment:* Capacity challenges are not only uncommon in most of the the various ministries but was also negatively impacting the activities of MOIFA prior to the inception of the StEFS project. To ameliorate this challenge, UNSOM and UNDP through the StEFS project provided capacity development support to MOIFA during the year under review. The project recruited technical experts and technical support staff (2 technical advisors, 3 administrative and finance staff, monitoring, evaluation and logistics advisors, 4 federalism desk officers and 10 interns) to facilitate the state formation process. Again, the staff of MOIFA were trained in areas such as communication, management and boundary demarcation to support the federalism process. These contributed to improved work output of the ministry as accounted above.
- Furthermore, the Ministry of Interior and Federal Affairs received basic office furniture and equipment and other office supplies to ensure the smooth functioning of the ministry's federalism unit. Financial and technical support was also provided to facilitate the implementation of outreach activities, information-sharing and coordination meetings, as well as the implementation of workshops for stakeholders on federalism, governance and the state formation and state building process.
- Between January and December 2017, the project supported the MOIFAR by strengthening institutional and individual capacities in steering the federalization dialogue process. The Reconciliation Directorate of MOIFAR¹⁷ was provided with office furniture and equipment, in order to enhance the reconciliation directorate's capacity to deliver government's reconciliation priorities. A vehicle (Hilux Double Cabin 6-seater Diesel LHD) was procured and handed over to MOIFAR, to assist mobility and operations by FGS/MOIFAR federal affairs and the federal directorate departments. In addition, the project is supporting (July 2017 – March 2018) one local advisor to work in the Reconciliation Directorate, who is responsible for the reconciliation docket in the Ministry. MOIFAR also received IT equipment such as Printers, computer consumables and stationery which were handed over on 18 September 2017. Summary of MOIFAR's key achievements for 2017 include:
 - *South-South Knowledge Exchange – Capacity Development Tool on 'Federalism':* In 2017, StEFS supported four South-South Knowledge Exchange Study visits to Ethiopia, Kenya and Uganda. These were aimed at exchanging and enhancing knowledge and understanding of the federal and state politicians, administrators, and officials

¹⁷ MOIFAR's mandate has been amended and combined with reconciliation role as a core function under its new portfolio, to respond and lead the reconciliations in the country to reconcile communities, and to promote trusts among the Somali people and build structures to prevent relapse of violent conflicts.



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from the lessons learnt on various thematic areas of federalism as mentioned below. These study visits also strengthen the bilateral relations between FGS and its counterparts, as successive MoUs were signed for continuing the cooperation.

- *Joint UNDP and World Bank Federalism Study:* UNDP/StEFS project and World Bank jointly supported MOIFAR to launch a baseline Study on State of Affairs on Federalism – Role and Responsibility Distribution between Federal Government, the Federal Member States and the Districts. The Survey would provide an overview of the de facto functional assignments at all three levels of government, thus providing coherent and consolidated basic data to serve as input for the upcoming dialogue process on Federalism. During the quarter, data collection was completed in HirShabelle, South West State, Puntland and FGS. Data collection in Jubbaland remains a challenge, due to political situation. The output of the study is to be shared with the governments and the institutions in Q1 2018.
- *Built Capacity to Implement the National Procurement System:* The StEFS project established participatory monitoring, reporting and decision-making mechanisms to periodically review the implementation of its planned activities, that were in line with the Somali National/State Development Plan (2017-19). These included capacity development trainings on monitoring and evaluation, field missions and Project evaluation by the third-party evaluators. For financial management and accountability, the project adopted the HACT framework to improve the capacity of the government and non-governmental Implementing Partners (IPs). This would eventually improve the individual rating of the IPs on the HACT and allow for the implementation of direct cash transfers through the new National Procurement System of the Federal Government of Somalia (FGS) to enhance national ownership and the increased use of national systems.
- From 4 -8 July, a Joint Planning Retreat for key role players working on the inclusive political roadmap took place in Mogadishu. The event was organized by the Federal Ministry of Constitutional Affairs (MoCA) and the Federal Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR), and was facilitated by the Federalization Negotiation Technical Committee (FNTC) with the support of the United Nations Development Programme (UNDP). Its purpose was to discuss the legislative and constitutional implications of the electoral model and resource-sharing agreements reached in Baidoa by the National Security Council. The retreat provided a platform for all key players, MOCA, MOIFAR, FNTC and NIEC to align their work to achieve the tasks identified. It built on the momentum and positive climate generated from the comprehensive work plan of the Inclusive Politics Cluster – the MOIFAR/NIEC strategy on the 2020 elections, the National Constitutional Convention (NCC) and followed by the Baydhaba agreement. The retreat was inaugurated by the Prime Minister, and there were key Ministries present. As a result of the Joint Retreat, a number of outputs were achieved: (i) a schedule of priority activities and deliverables identified for each stakeholder, (ii) an agreement of a common set of priorities that require attention of the FNTC during their upcoming negotiations on matters that require political settlement issues that are integral to the federalization process, (iii) a renewed commitment by all role players to build on the momentum generated by the Baydhaba agreements under the auspices of the National Security Council (iv) a comprehensive resource mobilization strategy for all role players, most specifically the FNTC.
- *Conference on Peace and Reconciliation in Somalia:* MoIFAR/FGS, UNSOM and the Government of Norway, co-hosted a conference that brought together more than 30 experts and researchers along with government officials, UN personnel, and the diplomatic community. The Conference's objective was to strengthen a shared understanding of conflict in Somalia and identify practical recommendations to reduce violence and promote peace and reconciliation. Building on analysis contained in the Portfolio of Expert Briefing Papers, recommendations were jointly developed by relevant Working Groups (WG) on six subjects: national



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reconciliation; local conflict resolution; Al-Shabaab; social inclusion; ending impunity and fostering accountability; business and development.

- *Progress on National Reconciliation Framework Development:* In June 2017, the Somali government organized a nation-wide meeting on reconciliation in Mogadishu. The meeting kicked off a nation-wide mapping of conflict causes and levels and outlined the priorities of reconciliation in the country. The conference, the mapping and its follow-up actions proved the commitment of the Somali government to advance peace and reconciliation beyond solely military and national security measures. National Reconciliation Framework Development brought over 200 hundred Somali delegates from all the regions and reconciliation subject matter experts to consultatively discussed Somali conflict and how to pinpoint the conflicts around the country. At the end of the five-day consultative reconciliation, the Conference recommended the development of a National Reconciliation Framework. The Ministry's leadership took the conference recommendations and brainstormed the way forward and how to develop the framework in a timely manner. Funding secured by UNDP and FCA as well as MOIFAR mobilized all the resources for the framework including expert recruitment, which resulted in the development of a framework zero draft in January 2018.

The NRF team put together a comprehensive roadmap to guide the stages of NRF development and all the tools necessary for data collection. In August, 2018 the NRF team with the Ministry held a training workshop for FMS representatives to ensure that they would be able to the event in their own FMSs. The next two days the team conducted the Federal Institutions and civil society groups consultative workshops. Over 100 participants from these two groups were consulted for the development of the Framework. With some uncertainty, due to the FGS and FMS political crises, the team managed to conduct the consultative workshops in all the five (5) State Capitals (Garowe, Baidoa, Kismayo, Jowhar, and Dhusamareb) successfully. Over 500 Somali citizens had the chance to share their ideas on reconciliation and contributed to the framework development in the all these five regions. The team made sure the inclusivity must be adhered to giving chance to the youth, women and marginalized groups. In late November 2018, all the consultations were completed, and the team went for a five (5) days working retreat to University of Winchester in UK to draft the outline and analyze the data. The outline was completed and presented to OPM and Ministry leadership to critique and share their input.

- *Training workshop on capital cities in federal system:* In September 2018, StEFS project organized a training workshop on capital cities in a federal system which was attended by the representatives from line ministries, Banadir Regional Administration, member of civil society organization as well as women youth groups and media. The training contents included such topics as: options for status of capital in federal system, status of Mogadishu in Federal Somalia, strengthening of democratic governance through sharing of information and knowledge. At the end of the training, the participants strongly recommended that such workshops be conducted in different parts of the country to educate people, to conduct studies among citizens to explore options, continue its pursuance in local council formation and civic engagement.
- *Power sharing & Mogadishu status:* The StEFS project provided technical support to multiple workshops/ meetings conducted by MoIFAR such as workshop on capital cities in federal system, and power sharing consultation meeting. The workshops were well attended, with representatives from line ministries, Banadir Regional Administration, members of civil society organization as well as women, youth groups and the media. Participants were discussed on the power sharing and Mogadishu status, whereby they exchanged experiences and learnt from each other.



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- *Establishing a political roadmap towards federal Somalia:* In January 2018, the Federal Government of Somalia (FGS) cabinet endorsed the development of a political roadmap, which would delineate the key milestones, to be implemented by MoIFAR by end of 2020. Further, StEFS supported the formation of the 'Federalization Negotiation Technical Working Group (FNTWG) in February 2018, and the first round of meetings was held in Nairobi from March 1-5 and in Mogadishu from March 29 to April 2, 2018. FNTWG consists of 10 members – five mandated representatives and a 5-member secretariat, with the possibility of incorporating technical expert/advisors, representing both the Federal and Member States. The aim of this Forum is to identify the bottlenecks, issues and approaches for effective negotiation on federal agenda for Somalia, and further implement a mutually agreed roadmap.
- *Institutionalization of federalism in Somalia:* One of the important processes in Somalia now is the institutionalization of federalism and federal state building processes. As per the Somali Provisional Constitution (August 2012) Article 49, the number, boundaries and maturation of the interim FMSs shall be determined by a law, enacted by the FMS parliaments, and approved by the House of the People of the Federal Parliament. With StEFS's support, MoIFAR to coordinate with various federal/state ministries, and constitutionally mandated bodies to develop policy (i.e. criteria and conditions) for the formalization of existing interim member states into full-fledged federal member states.
- *Baseline Study on Federalism:* The project in collaboration with the World Bank supported MoIFAR to launch a baseline Study on State of Affairs on Federalism – Role and Responsibility Distribution among Federal, State, and Local governance. The findings provide an overview of the de facto functional assignments at all three levels of government, which then feed to the upcoming dialogue process on Federalism. The delay has been done due to data collection in some of the states along with insufficient substantial data availability.
- *Promoting North-South collaboration on peace and reconciliation:* With StEFS support, five technical reconciliation specialists from MoIFAR attended a three-day (June 26-28, 2018) workshop on reconciliation practices in Hargeisa, Somaliland. The workshop was co-organized by the Global Challenge Research Fund, and the University of Winchester, United Kingdom. It provided the participants with the necessary knowledge to facilitate the Somali mediation and peacebuilding efforts, which would contribute the ongoing efforts of the MoIFAR to develop National Reconciliation Framework.

3) Support to the Office of the Prime Minister (OPM)

With the Office of the Prime Minister, the project signed a Letter of Agreement (LOA) in January 2016 to initiate political dialogue on federalization processes and to establish an inter-ministerial committee (in partnership with MOIFA). The project, in collaboration with the Swiss government, funded a federalism study tour to Switzerland for representatives from Puntland, Galmudug, South West and Jubbaland Interim States and five senior officials from the Federal Government of Somalia (Office of the Prime Minister, Ministry of Interior and Federal Affairs, Boundaries and Federation Commission). This study tour, which encompassed a mix of classroom sessions and visits to several institutions in Switzerland, deepened delegates' understanding of prevailing federal governance practices, structures and models. This contributed to constructive dialogue amongst participants on federalism and federal governance system in Somalia.

StEFS extended its partnership with the OPM in 2016, to facilitate political dialogue at Ministerial and Inter-governmental level as well as providing clarity on the roles of MOIFAR and OPM on federalism agenda. The LOA was not extended beyond March 2017, as the new government/cabinet was being formed. Upon the OPM's request, the LOA continued and was signed/extended in August 2017 up until February 2018. A Technical advisor (on federalism coordination), and liaison officer were recruited end of August 2017. During the year, the OPM together with MOIFAR initiated political dialogue on federalism and the following results were achieved:



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- *Capacity strengthening of the Office of Prime Minister (OPM) towards federalism coordination process:* StEFS's partnership with OPM helped to facilitate political dialogue at the Ministerial and Inter-governmental level alongside providing clarity on the roles of MoIFAR and OPM on federalism agenda. With StEFS's support, the OPM developed a strategic concept paper to establish Inter-Governmental Relations Forum, aiming to develop Federalization Legal Framework, i.e. the practical aspects of how federalism in Somalia is to be established and managed. During the reporting cycle, with StEFS's support, the OPM developed a Political Roadmap and got endorsement from the Cabinet and the National Security Council. It sets clear targets and milestones to be realised before the end of 2020. A Federalization Negotiation Technical Working Group (FNTWG) was formed for the purposes of reaching agreement on and implementing the federal agenda of Somalia. The eleven-member facilitation committee started negotiations on options of resource sharing and electoral models in the period between March-June 2018. A Series of consultations were held at ministerial level in the first half of 2018. This Political Roadmap sets out the critical steps necessary to implement the envisaged 2020 election, i.e. the division of roles, responsibilities and timelines of different constitutionally mandated institutions of the government. Further, a Logical Framework Matrix was developed by the Cabinet Subcommittee (chaired by the Prime Minister or his Deputy) for Inclusive Politics, to monitor and evaluate the progress of the political milestones of all the relevant institutions.
- *Strategy for addressing Inter-governmental relations:* The project supported the OPM to develop a Strategic concept paper to establish an Inter-Governmental Relations Forum during the third and fourth quarter of 2017. The strategy paper provided insight on practical aspects of how federalism in Somalia is to be established and managed. The point of departure is a roadmap to guide negotiations leading to an agreed allocation of powers, functions and resources, roles, responsibilities and resources. Once the different levels of government are established with clearly delineated powers, functions and resources, the strategy paper looks at the management of the federal dispensation from the perspective of the relationship between the different levels of government. Further to this, discussions will be organized by OPM and MOIFAR to review the strategic paper in Q1 of 2018.
- *Supported the development of Political Road for Somalia:* The project through the embedded National advisors in OPM supported the finalization of the Political Roadmap of Somalia. A series of consultations were held at ministerial level in Q3 and Q4 of 2017. The Political road map is expected to be approved in Q1 of 2018. This Political Road Map sets out the critical steps necessary to achieve the envisaged credible direct and universal elections in 2020 with clear divisions of roles, responsibilities and timelines of different constitutionally mandated institutions of the government. The Road Map contains a Logical Framework Matrix to monitor and evaluate the progress of the political benchmarks / milestones on a weekly basis for all the relevant institutions by the Cabinet Sub-committee for Inclusive Politics chaired by the Prime Minister or his Deputy.
- The OPM also initiated a mechanism to establish regular Inter-ministerial coordination at FGS level through bi-weekly meetings convened to discuss the federalism and state building agenda. This is being supported by Project technical advisors in the OPM.
- In January 2018, a new technical structure to represent the executive level of government at both the federal and state (the Federalization National Technical Working Group (FNTWG) was also established by the Prime Minister. The FNTWG was tasked to drive forward negotiations between the FGS and regional levels on the key contentious chapters of the Somali provisional constitution. Their support is crucial for political negotiations and discussions on the allocation of powers between FGS and FMS including the status of Mogadishu, citizenship and working process of federal institutions which are essential to finalize the federalization process. As a result of negotiations by the FNTWG, political agreements on electoral model and resource sharing between FGS and FMS are considered remarkable pieces of progress towards achieving the inclusive politics roadmap. These



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political agreements need to be harnessed and translated into the constitutional text and turned into a strong foundation for future legislative and legal framework.

- *Working Session for Federalization Negotiations Technical Committee (FNTC):* From 13-19 August 2018, The Ministry of Interior, Federal Affairs and Reconciliation along with Ministry of Constitutional Affairs organized a forward-looking working session for the FNTC team in Nairobi. Representatives from the UN, donor partners, and from international organizations, Conflict Dynamic International (CDI) and the Forum of Federations also attended. The objective of the retreat was to reach further agreements on specific areas of the constitutional review process, to identify legislations required, as well as to build consensus on the tasks needed to meet the December 2019 deadline set by the Federal Government. On the way forward, the participants stressed the importance of interpreting and translating these agreements into laws and constitutional text. They also agreed that, to legitimize the process as well as the outcomes, more engagement between FNTC and line ministers has to be facilitated and have follow up meetings held in Mogadishu before the agreement is presented to the NSC meeting.
- In the first week of October 2018, the Somali Prime Minister, Hassan Ali Khairi hosted a meeting in Mogadishu and updated International Partners on the Government business and once again reiterated the Government's commitment to holding one-person-one-vote elections in 2020. He also called on the international community to continue to support inclusive constitutional review, federalization and electoral process in the country.

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

Since its inception in 2016, StEFS project supported the construction and rehabilitation of the key state government infrastructures. This has been guided/followed by needs assessments of the prioritized government infrastructures and facilities. To ensure equitable distribution of resources, USD500,000 (approx.) per federal member state administration was budgeted to meet the costs of rehabilitation or construction of office and community spaces and providing basic equipment and supplies. This infrastructure support ensuring a conducive working environment for its civil servants, who are better equipped to provide public services to citizens, operating in a common location on a regular basis; strengthening the efficacy of the essential government structures by providing a guaranteed location to meet for government business in the State; and ensuring maximum security and protection for the state government and other civil servants;

The project provided the following support to the Federal Member States;

- *Support to the South West State*
The project constructed and handed over a multi-purpose office facility for the Ministry of Planning and International Cooperation (MOPIC) of South West State (ISWA), and other ministries that do not have office space in Baidoa. The official handover ceremony took place on 27 September in Baidoa and was attended by 25 delegates (20 male and 5 female), donor community, UNDP, UNSOM, CSOs, State MPs and other ministries from South West. The multi-purpose facility allows the emerging state government to improve work processes as staff shift from working from their homes to operating in a common location on a regular basis. The facility, which comprises a conference center and administrative offices, is currently being used as a major hub for activities related to the 2016/2017 electoral process for voting seats in the lower and upper houses of the country's federal parliament. UNDP also handed over IT equipment to the administration, including laptops, desktop computers, printers and accessories.
- *Support to the Jubbaland State of Somalia*



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The construction and rehabilitation of office spaces and conference halls were launched in Jubbaland for the Jubbaland Civil Service Commission, and the State House Cabinet conference hall in Kismayo was also finalized. The project provided office furniture, equipment, computers and printers for Jubbaland State Administration to have basic working tools and support. In addition to these construction and rehabilitation projects, StEFS also supported the rental of a vehicle for Jubbaland officials prior to the procurement and handing over of a vehicle to the administration in the fourth quarter of 2016.

- *Support to the Galmudug State of Somalia*

In Galmudug, the construction of an office building and a kitchen and conference facility for the Galmudug State House completed in 2017. The contract was awarded in September 2016 following a competitive tendering process and the construction begun in the fourth quarter of the year, 2016. Furthermore, the project procured office furniture, three computer printers and three LCD projectors to GIA. Moreover, the project also initiated rehabilitation/construction of perimeter wall for the Ministry of Interior and Federal Affairs (MOIFA) to provide a secure working environment. The project also provided office furniture and equipment to the Southwest, Jubbaland, Galmudug and Hirshabelle states administrations. The project equally supported security related works for the Ministry of Interior and Federal Affairs office in Mogadishu, Somalia.

At the end of the year 2018, the StEFS project accomplished the following construction and rehabilitation works. It also procured and handed over eight vehicles (two vehicles for each state) and office equipment (including furniture, computers, printers, and electricity generators) to ensure basic work environments. The following table highlights the construction and rehabilitation activities supported by StEFS:

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

Last updated on Dec 2018

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

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

The institutional capacity needs and gaps across Somali society and newly established state institutions are very high. This makes it a priority for the FGS, to develop effective State government organizational structures, and to provide capacity development support so that these institutions can realize their mandates. Towards that direction, StEFS represents the first long term project to strengthen capacities in 'core government functions' of the (interim) federal member state administrations. Examples of such core government functions include targeting the state ministries of planning (on government coordination and establishing development plans), finance (basic financial management and



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assisting line ministries with the same), labor (on civil service policies), and the office of the ISA leader (on intra-state administration communication). These foundational functions will be critical for the new state administrations to begin to take shape and subsequently to develop policies and legislation that govern these new states. The key results achieved are detailed below:

- *Public Financial Management:* The StEFS project supported several capacity building initiatives in the state administrations. Notably, the capacity building initiatives for civil servants of the Federal Member States in Jubaland, South West and Galmudug, enhanced the skills of civil servants in core functions. From the 24th to 26th July 2016, the project trained 45 (39M: 6W) civil servants from Jubaland State Administration on best practices in procurement and public financial management modules which enhanced fiscal discipline, and the efficient and effective allocation of public services in Jubaland during the reporting period.
- *Government Structure and Functional Alignment:* The project initiated and conducted ministerial organizational structure reviews and human resource planning for South West State, Jubaland and Galmudug with the support of an international expert on organizational development hired by the project. After two successive expert missions to Baidoa for data collection (from 15th – 22nd September 2016) and feedback / validation (from 3rd – 8th November 2016), an organisational structural review was completed by the International expert. The time horizon of three years connected to the SWS Strategic Plan was taken as a guiding principle for the development of organizational arrangements. These consultative meetings addressed the organizational arrangements for service delivery by mapping and clarifying the mandates of public institutions, designing and putting structures in place. Similarly, an organizational structure review and functional description intervention was completed for South West State in the third quarter of the year, 2016. A report on the 30% quota for women's political participation awareness forum was also completed for JSS.
- *Civil Service and Human Resource Management:* In addition to the above, the project supported South West, Jubaland and Galmudug States with human resource and technical assistance. The StEFS project recruited both international consultants and local experts to support the State Administration and strengthened institutional capacities since its initiation in April 2016. Specifically, the international consultant hired in the second quarter of the 2016 under review for the Jubaland Civil Service Commission drafted the "Manual for Recruitment, Promotion and Transfers of Jubaland Civil Servants" as well as Jubaland "Vision 2020" document which is consistent with the draft National Development Plan. Again, in collaboration with UNDP's Strengthening Institutional Performance (SIP) project, an International Consultant was hired and provided guidance on the regional engagement strategy framework for Aid coordination at national and state levels. The final document outlining the vision on regional aid coordination mechanism is currently at the final stage of production.
- *Institutional Capacity Assessment Baseline Surveys:* Institutional Capacity Assessment Baseline Surveys for Jubaland and Galmudug were completed and the reports are being finalized in 2016. The baseline survey generated understanding of current organizational human resources and structure, institutional strategies, institutional core competencies and the physical structures of institutions. The findings of this baseline survey served as key inputs for formulating institutional capacity development initiatives and identifies the capacities that need to be strengthened and optimized. Finally, the project-initiated workshop on Good Governance, Leadership and Management at Adado Galmudug from 2nd to 4th October 2016 by the Ministry of Constitution and Reconciliation for 100 participants (70 men and 30 women). The workshop improved participants understanding of good governance, leadership and management.
- *Ensured the delivery of FMS Strategic Plans and strengthened States' ownership of the NDP:* The Federal Government of Somalia considers its National Development Plan (NDP), as the key strategic umbrella document for Somalia's all development plans for the period 2017-2019. As of 2016, little evidence could be obtained to the actual existence of any line ministry specific strategic plans, nor of existing sector strategies within Somalia.



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In a Cabinet meeting on April 27, 2017, the PM reiterated the FGS's commitment to align all plans with the goals and outcomes envisaged in accordance with the NDP.

To address the above, StEFS provided technical support to deliver Strategic/Development Plans for all four emerging/interim Federal Member States (i.e. JSS, SWS, GSS, and HSS). In addition to the alignment with the NDP, the Strategic Plans include implementation strategies and M&E frameworks. A systematic and logical approach (detailed below) were followed in preparing these FMS Strategic/Development Plans.

The FMS Strategic/ Development Plans are fully coherent with the NDP. StEFS initiated a series of consultative workshops with the FMS stakeholders, which successfully led to the establishment of functional Steering Committees/Working Groups in each of the four states. Consequently, the NDP has been strengthened and gained the umbrella status it envisioned to obtain its formal adoption incorporating all strategic planning exercises within the Somali Government.

- *Established Organizational Structures for FMS Administrations in line with the NDP/SDP:* Following the progressive development in the State Strategic Development Plans, StEFS project initiated the organization structures review in all the federal member states. The aim of the review is to facilitate the development of internal organization structures¹⁸, so that state ministries deliver their mandates effectively, without which it is not clear how roles and responsibilities are distributed between the constituent parts of the government structure (horizontally and vertically), and the activities will not lead to desired results.

An optimal, comprehensive and endorsed organizational structure document plays an instrumental role in unlocking funds from the World Bank Capacity Injection programme, i.e. The Recurrent Costs and Reform Financing (RCRF) Project II, which enables the state to initiate recruitment of the civil servants based on the optimal Human resource plans. The South-West State (SWS) government has been the first to secure initial funds from the World Bank for building a salaried Cadre and Civil service for their ministries. The organization structure for all the ministries of GSS and SWS are being finalized, and as a next step, these will be linked with the RCRF II Project, to initiate recruitment of the civil servants based on the optimal Human resource plans. The project will strive in Q1&2 2018, to achieve full adoption, enactment and implementation of the organizational structures by ministerial by-laws and/or presidential decrees laying down the core mandates of the line ministries.

- *Provided Capacity Enhancement Support to the Interim State Civil Servants:* StEFS's capacity injection to 'core government functions' supported the enhancement of technical competencies of the civil servants in terms of basic/critical work processes. These include basic financial and administration management (including budgeting, knowledge management, development and implementation of administrative policies), human resources management, and intergovernmental planning – delivered via ministries of planning, finance, labour, and the office of the ISA leaders. These skills and competencies enable the key ISA ministries to establish necessary linkages with their federal and regional counterparts. This also becomes instrumental in laying the foundations for future support to be more effective when additional programs come online.

¹⁸ These include:

- Functional mandate for the ministries (functional descriptions down to ministerial departments including all subordinate units);
- Need-based organizational structure (generic post descriptions & hierarchy for all management positions);
- Job descriptions (i.e. role and responsibility distribution, separation of duties) for core management posts in ministries;
- Staffing and human resource budget for the states;
- Basic organizational and administrative operating process/manuals/regulations;
- Action plan for selected ministries as a pilot;
- specification of rules, procedures and policies (for 4 FMS Cabinets) to ensure horizontal coordinate among sub-units in the performance of their repetitive activities;



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- *Provided Human Resource Support to the Federal Member States:* One of the core challenges that the Interim State Administrations were facing is that, they did not have significant revenue to hire appropriate human resource capacity to enable them to perform their functions. While fundamentally the payroll should be covered by national funds, it is not realistic to wait for internal revenue to be sufficiently high to cater for the payment of salaries. Hence, there is a need to have interim support from the donors to pay the recurrent human resource cost for FMS administrations.

Based on an initial Capacity Assessment on Human and Institutional Development (HICD), StEFS is providing a support mechanism to each Interim State Administration with qualified Somali personnel, who have been working alongside government officials to develop systems and procedures for performing core government functions. These include basic financial and administration management (including budgeting, knowledge management, development and implementation of administrative policies), human resources management, and intergovernmental planning – delivered via ministries of planning, finance, labour, and the office of the ISA leader. In the project's current capacity, StEFS is providing salaries of the Technical advisors, Officers and Interns (see list in annex 3). The Human Resource Support to the ISAs contributes in various ways, for example:

- It provides a platform for 'knowledge transfer', as the advisors are providing daily mentoring and coaching to individual government officials;
- ✓ It offers a definite 'career path' for those advisors/officers/interns, as they become embedded at various levels in the federal and interim state administrations.

The success of the Federal Somalia is dependent on the success of its public servants. Therefore, it is a win-win situation for the newly joined interns, officials, civil servants and advisors in the Federal Republic of Somalia at its central and state levels, as many public servants have attested to.

A 2012 survey¹⁹ in Somalia reported that more than 60 percent of young people intended to leave the country in search of better work opportunities. Therefore, increasing career opportunities in the government enables these recruited advisors/officers/interns to actively contribute to the state-building process towards Federal Somalia.

- *Supported institutional mechanisms and coordination structures:* The implementation of Somali National/State Development Plans require inter-ministerial as well as intra-state communication, coordination, and cooperation, strengthening the linkages between state administrations downwards to regional and district levels, and upwards to the federal level. Further, within the institutional framework, it requires broad community²⁰ participation, private sector engagement, donor partnerships in planning, decision-making, and implementation processes. This helps ensuring the optimal level of resource usage, with minimum overlap in the activities and priorities.
- *Bridged the gap in Development Coordination:* StEFS project used the established aid architecture to improve coordination between development partners and their government counterparts, avoid fragmentation, and remain focused on key government priorities. StEFS facilitated the orientation on current UNCT and donor programmes and activities to the State Leaders and Administrations from HirShabelle, Somalia's newest Federal Member State. This helped to outline the HSS's strategic development priorities, which further resulted in expanding new and ongoing UNCT and donor programmes to Jowhar and Beletweyne.
- *Supported in the development of Administrative management regulation and Organizational Work plans:* Draft versions of administrative regulations, termed administrative instructions, were tailored to the local regulatory

¹⁹ Human Development Report Office estimate, cited in Chapter 2 (page 63), UNDP Human Development Report 2016

²⁰ NGOs, CSOs, private sector, rights groups (women, youth, people with disabilities, indigenous peoples, minorities, etc.)



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framework mostly in the areas of procurement, internal budget execution and asset management. Draft versions of administrative instructions are completed and handed-over to all four-south central federal member states. Extensive sharing of knowledge and mentoring of head of administrations took place for Jubbaland and Galmudug institutions wherein representatives of pilot ministries were acquainted with administrative office procedures in SWS. By the end of the project fine-tuning activities was still ongoing mostly to address the inclusion of existing PFM process guidelines/ templates for JSS, SWS, GSS and HSS. Further outreach and coaching were planned in order to ensure full adoption and de facto implementation of administrative instructions.

- Drafting of organizational development strategic plans for pilot ministries in all concerned federal member states was linked with the ongoing efforts to establish state strategic plans for the JSS, GSS and HSS Governments. Work plans for the year 2018 were drafted for all pilot ministries. A comprehensive tool to measure and enhance institutional set-ups was developed and applied to selected pilot ministries in JSS, SWS and Galmudug state governments. It was widely introduced and endorsed during the JSS and GSS workshops in December. The final consolidation of current inputs and the fine-tuning of the overall institutional strategic plans securing ministerial consensus will extend into Q1 2018. At the same time, the overall buy-in and sense of ownership of government counterparts was significantly increased by adopting a collaborative approach. Likewise, an institutional development manual was incorporated into the development tool in order to strengthen the capacity for diagnosing and advancing institutional development.
- *SWS Presidential Election:* StEFS provided technical support to MoIFAR to ensure that SWS elections held on time. A team led by the State Minister visited Baidoa to provide technical support to the Presidential election process in SWS. The team helped with preparation of the outline of the electoral process, TOR of the Electoral Commission, training, preparation of documentations required during the election such as ballot papers, vote counting sheets, etc.
- *Administrative Regulatory Framework:* Technical assistance was provided to the ministries of the FMSs, to develop administrative regulations and operating process/manuals, in areas of procurement, accounting, basic budget preparation and asset management. These are in line with the PFM reform and fiscal federalism, led by other donors namely the World Bank and Somalia Stability Fund (SSF).
- *Conducting workshops/Meetings:* StEFS project provided technical support to several institutions of JSS such as ministry of women, ministry of youth, state ministry of presidency, and ministry of interior to conduct meetings and workshops in Kismayo. The purpose of the support was to enable state institutions to deliver their mandates. The supported meetings and workshops include “International youth day”, “women in politics” and “anti-terrorist, stabilization” meeting, and receiving UN joint mission.
- *Office documentation and asset registrations:* From July-Dec 2018, the project has provided technical support to the core institutions of the FMS (SWS, JSS, GSS, HSS), to make proper office filling system and asset registration that empower the FMSs’ capacity in handling documents and assets for easy access and verification which eventually brings accountability and transparency.
- *Statistics:* StEFS project provided technical support to HSS to map out all districts and villages under its administration; the aim of this activity was to document the baseline information per sector as it was stipulated in strategic development plan of HSS. StEFS support was instrumental as the data collection tools used in this mapping have been developed by StEFS international consultant Mr. Jens in July 2018. The findings of this data collection will be useful in the implementation of HSS strategic Development Plan.
- *Development partners’ Coordination Meeting:* StEFS supported several coordination meetings in 2018 organized by SWS MOPIED which was held in Baidoa. The aim of the meetings was to improve humanitarian coordination



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mechanisms at State level and share updates on humanitarian situation. During the meetings, SWS and partners discussed key issues of concerns and bringing the humanitarian situation at both the state and national level on the global agenda by enhancing interaction with various stakeholders in order to contribute to an informed and better nuanced analysis and reporting of humanitarian issues within the country. Various UN agencies, International and local NGOs attended the meeting.

Enhancing human resource capacities:

- *On-job training:* StEFS projects supported on-job training to GSS civil servants on planning, budgeting and reporting aspects, the training was aimed to capacitate the key staff for five (5) miniseries (Ministry of Planning, Ministry of Justice, Ministry of Education, Ministry of Internal Security and Ministry of Constitution and Reconciliation) who are responsible for planning, budgeting and reporting. The daily business processes of all those Ministries are now regulated in proper way by contributing better delivery services to the citizens.
- *Developing Human Resource Plan:* Based on the organizational structures, and capacity assessment on 'Human and Institutional Development (HICD), StEFS project provided technical assistance to develop optimal human resource Plan, i.e. role and responsibility distribution, and separation of duties for core management posts in ministries, and human resource budget for the states. This becomes instrumental in laying the foundations for future support to be more effective when additional programs come online.
- *Capacity development training:* to ensure overall buy-in and sense of ownership among government counterparts to implement the de facto the institutional capacity development mechanisms, StEFS project supported various capacity development trainings on organizational structure development, inter-ministerial planning and coordination. Besides this, the project continued to provide foundational/advanced training to equip civil servants and senior political leaders with the core functional skills to deliver vital public services. These include basic financial and administration management (including budgeting, knowledge management, development and implementation of administrative policies), human resources management, and communication skills.
- *Promoting Peer-to-Peer coordination and knowledge sharing:* As Somalia adopted the Federal system of Government, its member states are constitutionally bound to harmonize their activities together. Towards that direction, StEFS supported initiatives include:
 - *Peer-to-Peer exchange visit:* StEFS supported the Jubaland Civil Service Commission (JCSC) to embark on a 10-day learning exchange visit to Garowe, the capital of Puntland state. This study tour was the first of its kind between the Jubaland State of Somalia, and the Puntland State. Established in November 2012, the Puntland Civil Service Commission (PCSC) enacted Civil Service law, Civil Service Commission Law, and policy regulations on recruitments, salary and entitlements, promotions, demotions, transfer, code of conduct, and discipline actions. These are the areas that the JCSC authority could get direct benefit from this learning exchange visit. Additionally, PCSC would provide support and guidance to JCSC for its inclusion as a beneficiary state of the Capacity Injection Project (CIP), implemented by the World Bank.
 - *Peer-to-Peer horizontal coordination mechanisms:* StEFS supported a peer-to-peer coordination meeting in Mogadishu, on February 26, 2018, which was attended by the representatives from four FMSs: Galmudug, Hirshabelle, Jubbaland and South-West State. The meeting was the first of its kind among FMSs, to promote inter-regional cooperation efforts in areas of knowledge/experience sharing, accessing and supporting the capacity development needs of the civil servants. Apart from this, StEFS also provided



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trainings on ‘capacity development mechanisms and coordination, enabling the key ISA ministries to establish necessary linkages with their federal and regional counterparts.

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

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

The sustainability of emerging states administrations in Somalia depends on the involvement and support of the broader citizenry, through civic engagement with the emerging state structures. The outreach and engagement activities are as much as possible directly integrated with the areas described above. Outreach and engagement was an important aspect of the PIP project which concluded in March 2016 and the StEFS project, since its inception in April 2016. The project continued the civic engagement support by funding several forums for civic engagement and facilitated CSO involvement in governance processes to increase public awareness of federalism concepts and the role of state administrations. Outreach activities that facilitated dialogue and increase accountability of state administrations towards their citizens were also supported. The StEFS project explicitly strengthened the following civic engagement efforts since April 2016;

- *Setting the baseline on perceptions of federalism*

The project conducted a baseline perception survey on federalism to map citizens’ opinions on the state formation process. The Baseline Perception Survey on Federalism was conducted in consultation with federal and emerging state governments to help government structures better understand the methodologies used to measure public perceptions. The survey established baseline for measurement of the state formation and federalism process and compared this baseline with the overall outcome of the StEFS projects. The inception report on citizens’ perceptions on federalism in South West, Jubbaland and Galmudug State was finalized in the second quarter of 2016, whilst the baseline survey was completed in December, 2016. In early 2017, the StEFS project supported MOIFAR to share the baseline survey²¹ report on federalism in South West, Jubbaland and Galmudug State. An end line survey that has been planned for 2017, was however put on hold, to have a two-year gap period from its baseline, to see the changes in citizens’ perception on federalism. The results of the baseline survey demonstrated that, state administrations can make informed decisions about matters that impact their citizens with an evidence-based government performance. The end line survey findings, together with the base line, contribute in mapping out the roles and responsibilities at the Federal Government, the Federal Member States and the District levels, to establish a functional inter-governmental administrative

²¹ It is worth highlighting that, no baseline existed prior to inception of the StEFS project. Therefore, a baseline survey was being conducted across urban centres in Hirshabelle, South West State, Puntland and FGS. It comprised of 1,516 valid interviews, conducted during July-August 2016. Data collection in Jubbaland was challenging, due to the political situation. This survey was jointly supported by UNDP’s StEFS and Rule of Law (ROL) project, and the World Bank; and implemented by MoIFA, in consultation with federal and emerging state governments.



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relationship. Further, it is going to provide evidence that will later help assess the performance and outcomes of UNDP StEFS programme.

- *Civic Engagement in Planning*

The StEFS project supported civic participation and engagement initiatives through the engagement of CSOs in drafting strategic plans for South West, Jubbaland and Galmudug Administrations. Notably, the outreach trip to Hobyo by a Cabinet delegation (56M / 44W) from 9th to 12th of November 2016 facilitated civic dialogue processes rooted in best practices in peacebuilding and conflict sensitive approaches. Again, consultative meetings, such as the one held from 27th to 29th August in Baidoa, engaged both international and national CSOs, participants from key ministries, and UN agencies, namely UNICEF, UNOCHA, UNDP, DRC and NRC. Collectively they have greatly contributed to the discussions on security, infrastructure, economic and governance. Similarly, the project engaged Galmudug citizens and civil society organisation in state-building through the assistance of an International Consultant hired by the project to support the development of the Strategic Plan (2017–2019) for GIA and to align it with the Somalia National Development Plan (2017-2019 NDP).

- *Women's Civic and Political Engagement*

Somali women's substantive involvement in politics is predicated upon creating an environment where issues such as gender-based violence and women's economic security can be openly discussed and addressed. Social barriers, however, stand in the way of women's political participation in many parts of South and Central Somalia where this Project is implemented. Recognizing this, decisive efforts were embarked upon to empower and enable women to take up positions in all levels of government. Notably, the women's political participation discussion forums, such as one held from 15th to 20 of Oct 2016 in Adado district, engaged key religious leaders, elders, members of civic society, women groups and youths. By fostering knowledge and experience sharing, participating women became more aware of the importance of their active political engagement. Beyond awareness raising, capacity development is also needed to empower more women to become political leaders and change-makers. The sensitization workshop in Baidoa was an initial step in strengthening and broadening the engagement of Somali women in politics. Women's representation at national level increased to 25% (24% women MPs in the lower house, and 25% women Senators in the Upper House) from the previous 14%. Despite such progress, various bottlenecks still stand in the way of women's rights to participation and representation in certain Federal Member States, where the StEFS project is being implemented. These include: economic and social insecurity, gender-based violence, and environmental vulnerabilities.

- *Media and CSO Capacity Building*

Media and CSOs representatives from Kismayo, Jubbaland, were trained to support the peacebuilding and good governance efforts through constructive journalism. From the 15th to 17th June 2016, 40 journalists (34M/6W) participated in a workshop on media ethics and standards, good governance, public accountability and peace and conflict prevention held in Kismayo. The third-party monitoring report indicated that the three-day training workshop enhanced the knowledge and skills of journalists in Jubbaland to integrate peacebuilding and good governance messages into their reporting. StEFS project supported a two-day Training for Trainers (ToT) Workshop on Women's Enhanced Role in Mediation and Reconciliation. This was implemented by national partner, namely Somali Women's Leadership Initiative (SWLI), in Mogadishu, on December 3-4, 2017. Twenty Somali women received this training, represented CSOs, district and regional administrations, NGOs and youth organizations. These women are leading similar capacity building workshops in the Federal States (i.e. Jubbaland, South-West, HirShabelle and Galmudug) as well as Puntland and Banadir Region, scheduled for Q1 & Q2 2018. These capacity development workshops are empowering women and women's CSOs to become political leaders, and change-agents.



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- *Public Accountability Forum*

The project initiated the establishment of Public Accountability Forums with an objective to bring newly emerged states closer to their citizens and thereby enhance their legitimacy and the level of trust between them and the citizens. In this context, the first Public accountability forum was organized in Kismayo by the Jubaland State President's office and the Ministry of Planning and International Cooperation. The three-day Public Accountability forum was held from 24th to 27th October 2016, with participation from Jubaland ministers, parliamentarians, CSOs and the public. This forum enhanced citizen's engagement with the government and promoted an interaction between the state officials and the other stakeholders. The forums informed the public on the development track record of the government for the last three years and served as a feedback mechanism from the citizenry on progress made by the government over the last three years. Again, the project supported public accountability forum at the South West State on the 29th December 2016 which engaged 47 (28M; 19W) participants from key ministries, parliamentarians, CSOs and the public.

- *Mass Media Campaign on Federalism*

StEFS project collaborated with the Jubaland State authorities to launch mass radio programs – eight different campaign messages on federalism and good governance were broadcasted to 1,360,633²² population, three times a day on local radio channels such as Radio Kismayo, Radio Mandeeg and Radio Sooyal from mid-March. The initiative enabled federalism education to be delivered to the remotest part of Jubaland State, where it was very difficult to access in the past. Thereby the initiative created an enhanced sense of ownership and increased understanding of the state building process among the citizenry.

- *Inter-University Essay Competition on Federalism and Governance*

During the first quarter of 2017, the StEFS project conducted a national inter-university essay competition and seminar on federalism and governance. This intervention not only sensitized Somali youth on the concepts of federalism and its relevance in state-formation, but also provided them with an opportunity to discuss ways forward with FGS representatives. Some 300 university students took part in this event, representing 40 universities from three federal states (i.e. Jubaland, South West, and Galmudug), and Banadir region.

- *Launched Sensitization events: International Women's Day (IWD)*

The StEFS project supported the commemoration of the 2017 IWD in Galkayo on 8 March. A peace gathering was organized at the Awale Stadium, followed by a friendly football match between teams from South and North Galkayo. The event was attended by over 400 participants from both South and North Galkayo, the first of its kind in the past 8 years of continuous dispute between North and South Galkayo. During this event, with the support of the local community, local authorities and International Partners, the women of Galkayo pledged to take lead in peacebuilding process as wives, mothers, and sisters, and holding their men accountable and resort to peace and nonviolence.

- *International Labour Day*

Somalia celebrated International Labour Day focusing on youth employment and youth's participation in state-building process. With StEFS's support, the South-West State of Somalia staged its first ever May Day street march, followed by a town-hall gathering – bringing together senior Government officials from the Federal and State level as well as peace committees, CSOs (including women and youth groups), academicians, minority groups, traditional and religious leaders. In a call for action, youths were urged to join in the Government service

²² Source: Population Estimation Survey 2014, UNFPA Somalia.



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at the federal/state levels, and further, stressed the need to disseminate job information at the village levels to reduce the rate of illegal migration.

- *Boost Public Confidence through Public Accountability and Information Sharing debate*

MOIFAR, with the support of the project, collaborated with the National Drought Response Committee, and spearheaded a public accountability and information sharing debate on 26 April 2017 at Mogadishu. The objective of the forum (out of 110 participants, 47 were female) was to account to the Somali citizens, the progress made with respect to the drought response and operations thereby enhancing the legitimacy of the Committee and the level of trust between them and the citizens.

- *Established Country Humanitarian Coordination Forum (CHF)*

StEFS project supported the National Humanitarian Coordination Centre (NHCC) to organize the Country Humanitarian Forum (CHF) meeting, the first of its kind in Somalia. Under the leadership of MoHADM, it strengthened the partnerships and collaboration between government and humanitarian actors to mainstream humanitarian coordination efforts towards an all-inclusive response to humanitarian needs. The meeting concluded with the decision to organize one CHF meeting in every month to continue strategic discussion on concurrent and emerging humanitarian crisis. It also agreed to formulate a special working group to provide recommendation and guidance to the CHF.

- *Established Coordination on Drought Responsive*

During the project period, the drought situation in SWS has continued to deteriorate at an alarming rate, and has impacted food production, access to potable water, and financial resources in both rural and urban populations. Recognizing these affects, the SWS-MoPIC, with technical and financial support from the StEFS project, led the coordination of inter-agency meeting with humanitarian agencies operating in Bay and Bakol regions on drought response. The participants collectively agreed to form a drought response local coordination committee to ensure ongoing efficient and effective coordination among humanitarian agencies. This resulted in a voluntary mobilization of resources, which were delivered to the drought affected victims.

- *Regional Engagement Advocacy on the National Development Plan (NDP):*

The National Development Plan (NDP) for the Federal Republic of Somalia, which replaced the New Deal Compact can impact the state formation and peacebuilding initiatives only when stakeholders are engaged throughout the design and implementation stage. To ensure collaborative stakeholder engagement with the regional partners, a two-day regional engagement forum was jointly supported by StEFS project and the UNDP Strengthening Institutional Performance (SIP) project. The Aid Coordination Unit (ACU) of the FGS facilitated the workshop from 31 January to 1 February 2017 at Adado. The forum brought together 50 participants (40M:10W) comprising senior representatives from the aid coordination unit, state ministries, community leaders and civil servants from Galmudug State. This provided an opportunity for the stakeholders to discuss the role of their respective organizations, as well as the role of state and federal level institutions in the aid management structure as incorporated in the NDP, and to make recommendations to guide the implementation of the NDP.

- *Mediated political deadlock*

The HirShabelle Government had resolved its differences with the FGS concerning the National Development Plan. A Memorandum of Understanding (MoU) was signed with the FGS to that effect, and a joint technical committee would be formed to ensure a coordinated approach to the FGS and HirShabelle strategic development planning process, which is being supported by the project.

- *Established Accountable and Inclusive Institutional Framework*



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StEFS provided technical consultancy and logistical support to ensure public accountability reporting and forum formation. Comprehensive templates for reporting were updated and inputs edited and shaped covering more than 50 ministries in JSS, SWS and GSS governments. This required constant interaction with the UNDP local teams and direct outreach to counterpart ministries from Germany during workshops in October, November and December. Single reporting templates were enhanced into sector summaries aligned with the orientation and parameters given through the state strategic plans e.g. in the case of Jubbaland. Ultimately, two public accountability forums were held in Baidoa (1 day) and Kismayo (3 days). The SWS Government decided to limit the forum to five major service delivery ministries whereas the JSS Government included all ministries and the civil service commission in the presentation to the public. Reportedly, both forums received very positive feedback with plans to repeat such forums in 2018. The inputs for the public accountability reports were also considered useful for advancing the GSS state strategic plan as they expressed planned activities for 2018. Ultimately, these initiatives contributed towards inclusive decision making, downward accountability and kick-starting operational planning processes in all FMSs.

Strengthening civic participation and engagement in South-West

- *The role of CSOs in peaceful election*

To avoid pre-election and post-election conflicts in SWS, StEFS project supported five days' workshop titled "The Role of Civil Society in Peaceful Election" organized by MoIFAR and SWS. The aim was to promote peace throughout the election time. Approximately, 1000 participants representing different community structures from ten villages of Baidoa town attended the workshop. During the five days' workshop, the participants stressed the importance to protect their common interest, which is peaceful coexistence of Baidoa residents while everyone has the right to support his/her candidate in a peaceful way. And they noted that CSOs is mandated to mobilize people against any malpractices and destructive ideas that could lead into unwelcoming situations. Participants concluded that without peace means no education, no health and no development. Representatives from each village noted to convey peace promotion messages down to the community.

- *Capacity building of women led CSOs in Mediation and Reconciliation*

With approximately 49.3% of current Somali population being female, their civic awareness, and political participation are instrumental in achieving inclusive, and good governance. However, there are various bottlenecks that are standing in the way of women's rights in certain quarters of the Federal Member States, where the StEFS project is being implemented. These include; economic and social insecurity, gender-based violence, and environmental vulnerabilities. Therefore, starting from December'17, and throughout the 2018 reporting period, StEFS supported Civil Society organization, namely 'Somali Women's Leadership Initiative (SWLI)', to organize training workshops on 'Women's Enhanced Role in Mediation and Reconciliation'. Twenty Somali women received this TOT training, representing CSOs, district and regional administrations, NGOs and youth organizations. During the 2018 reporting period, these women led similar capacity building workshops in Mogadishu, Adado, Baidoa (South-West). These capacity development workshops are empowering women and women-led CSOs to become political leaders, and change-agents.

- *Media outreach on Federalism*

The project disseminated federalism messages to the remotest part of South-West and Galmudug states of Somalia, where physical accessibility is still very difficult. The FM radio channels include Radio Baidoa, Radio Warsan and Radio Afgoye in South-West; and Radio Adado (and Universal TV channel) in Galmudug State of Somalia. Campaign messages on federalism were developed by involving citizens, CSOs and state



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administrations, and broadcasted through mass media channels, three times a day, during the first half of 2018. These initiatives created an enhanced sense of ownership and increased understanding of the state building process among the citizenry.

- *Sports for peace and reconciliation*

Galmudug State of Somalia, with StEFS's support, organized a month-long football event at Abudwak district on February 2018. This sporting event aimed at uniting the young people beyond clan lines by promoting social interaction through sports. As young people make up over 75 percent of Somalia's total population, sporting events could be a useful entry point to mobilize, empower and engage young people for social change. The sporting event also provided an opportunity to bring marginalized youth groups to the forefront.

- *Promoting media for peace and reconciliation*

Media (both mainstream and alternative) reaches a broader audience, shapes public opinion, and it has great influence on Somali society which is already in conflict along clan lines. Media also plays a powerful role in escalating conflicts, or to defuse heightened tensions. The journalists, who work in the media industry often risk their lives by taking a side of any party engaged in a conflict. Therefore, StEFS supported a two-day consultative workshop on March 7-8, 2018 which brought together 36 young media professionals including 6 women from Kismayo region. The workshop enabled the participants to be aware of their rights and responsibilities in promoting peace and stability, and further encouraged them to give wide media coverage on various development and humanitarian issues of Somalia.

- *Promoting Civic Engagements in Government Processes*

CSOs are vital pillars of democracy and good governance for pre- and post-conflict societies. They are conceived as a critical sector in peacebuilding and contributes in a number of other areas including facets of economic and psycho-social recovery, justice and the rule of law, security and public order. Considering their importance, StEFS project supported a CSO umbrella network in SWS, namely the Somali Southwest Non-State Actors (SOSWENSA), to organize a one-day workshop in Baidoa. Such workshops develop the capacities of the women and youth-led CSOs to become change-agents.

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

Challenges (incl: Delays or Deviations): Despite the significant achievements during the project period, in the state-building process, some challenges continued to affect project delivery. These challenges range from security constraints to politico-clannism conflict. These include:

- On the security front, Somalia's Government entities, development partners, and their establishments were in perpetual threat of terrorist attacks. Therefore, security measures and implied costs contributed to significant slowdowns in the pace of implementation.



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- Inter-clan conflicts and political disagreements: political leadership and stability at the federal and state levels often fails due to clan-based partisan politics, resulting in an ongoing challenge to the timely achievements of the project's deliverables.
- Delay in the constitutional review process affected the implementation of projects and activities related to state formation and building processes.
- There were competing opinions between FGS (i.e. center) and FMSs (i.e. periphery) over the federal constitution, regional and national economic development and defense strategy, which delayed the national consensus on the federalism model.
- Political instability: both at federal and state levels, there is constant change in political leadership, which affects any agreement/negotiations held with previous political leadership.

Lessons Learnt

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

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



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Addressing both the supply and demand-side of government has proven a key ingredient to stability and the improvement of state-society relations.

Peacebuilding impact

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

This led to the design of community of practice group and provided a catalyst effect towards implementation of reconciliation efforts in Somalia- by bringing various actors together. The Community of Practice design meeting was held in Nairobi with the Rift Valley Institute (RVI). There was an undertaking that this would be taken further outside the scope of the STEFS project. The project supported MoIFAR to coordinate with different actors on the reconciliation and peace building efforts.

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

Catalytic effects

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

Gender:

Gender considerations remained essential at all levels of intervention of the StEFS project. However, despite the moderate progress achieved at the institutional levels, women remain under-represented at both federal and state levels. In this regard, UNDP through StEFS project worked closely with the UNSOM gender unit on women empowerment issues. The project actively promoted the role of women as peacemakers and as government leaders. The project promoted gender equity and participation in its capacity development and outreach related interventions. Out of 7015 participants who benefited from training activities supported by the project during the period under review, 3405 beneficiaries were women. That is a significant milestone in the promotion of gender empowerment and women's participation in governance processes in Somalia. StEFS also supported women-led rights-based organizations to enhance women's civic



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participation and engagement (see output 5). Women's representation at national level increased to 25% (24% women MPs in the lower house, and 25% women Senators in the upper House) up from the previous 14%.

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

Proportion of gender specific outputs in Joint Programme ²³	Total no. of Joint Programme Outputs	Total no. of gender specific Outputs
	5	0 There is no specific output on gender, while four outputs contribute in-directly to gender responsive measures
Proportion of Joint Programme staff with responsibility for gender issues ²⁴	Total no. of Staff	Total no. of staff with responsibility for gender issues
	10	3
Human Rights		
At all levels of the StEFS project intervention, the activities contributed indirectly to human rights protection. For instance, the project collaborated with the FGS and FMSs to engage in political dialogues with boycotted/minority clans, and thus making Somalia’s political process more inclusive. Several reconciliation conferences were organized to advocate for inclusive governance and involvement of minorities, including discriminated groups, in the state formation and peacebuilding process (<i>See narrative under Output 1 and Annex 1</i>). The Project also supported women rights groups to advocate for their rights in politics during the reporting period.		
Has the Joint Programme included a protection risk assessment in its context analysis, including on gender issues, and taken measures to mitigate these risks to ensure they are not exacerbated, or new risks created?	Result (Yes/No)	
	Yes	
No. of Joint Programme outputs specifically designed to address specific protection concerns.	Result (No.)	
	0 The outputs per the project documents are not specifically designed to address specific protection concerns. However, all outputs (5) contribute tangentially to protection concerns.	
No. of Joint Programme outputs designed to build capacity of duty bearers to fulfil their human rights obligations towards rights holders.	Result (No.)	
	5	
Other		
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)	
	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)	
	Yes	

²³ Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women's Empowerment.

²⁴ Staff members are those contracted to undertaken work for the Joint Programme including full time staff, consultants, advisors, interns, etc. Staff members with responsibility for gender issues are those who have gender related activities included in their Terms of Reference.



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Describe nature of cost sharing: N/A

Communications & Visibility: During the reporting period, various communication channels used to promote project visibility. Some of the specific communication channels and visibility tools utilized by the project include:

- *Brochures/Newsletters:* Project newsletters were regularly produced and disseminated to the donor, partners, stakeholders during the reporting period.
- *Pictures:* StEFS collects pictorial memories/evidence of almost all activities. See Annex 6.
- *Videos:* Videos on the South-South Knowledge Exchange visits to Ethiopia and Uganda.
- *Banners:* Event (e.g. workshops and trainings) banners include donor logos were used in all the workshops undertaken during the reporting period (see Annex 6 for pictorial evidence).
- *Media Presence:* StEFS project supported the public outreach campaign on federalism through radio talk shows. Radio Baidoa, Radio Warsan and Radio Afgoye hosted the talk show. Radio Galmudug & Radio Ixsan hosted their talk show in Adaado during 2018. These campaigns are aimed to engage local citizens in deepening their understanding and knowledge on Federal Somalia.

Looking Ahead: The StEFS project's life span was extended on a four-month cost extension to 31 July 2018. To consolidate the achievements that were already accomplished, the StEFS project will be succeeded by a new project: **'Reconciliation, Federalism and Effective Institutions in Somalia (REFES)'**. REFES project is built on the achievements of two of the preceding projects, i.e. SIP and StEFS. The merger of SIP and StEFS was planned based on an end-line evaluation, led by independent evaluators during Oct-Dec 2017, and endorsed by the Somali Govt. and counterparts. REFES (2018-2021) is the second-generation of the capacity development projects, jointly led by the federal and member states of Somalia and UNDP, with the technical assistance from UNSOM.

This three-year development project envisions to establish a peaceful and stable Somalia by building effective public institutions at the Federal and State levels.



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ANNEX 1. RISK MANAGEMENT

Over the reporting period, various mitigation measures were employed at the level of interventions (inputs and activities), outputs and outcome to manage risks in the best interest of the StEFS project objectives due to the fragile context of the project environment. The Risk Log table below provides an overview of the major risks assessed, the likelihood and impact of each, and mitigation measures that were applied during the project period (2016-2018).

Type of Risk ²⁵	Description of Risk	Mitigating Measures
Political risk – state level	StEFS Project Document: Emerging federal state leadership, including recent ministerial appointments, is still extremely new. Hence, it is not surprising that there have been no significant overhauls of leadership. Still, this cannot be discounted, based on federal level precedence and potentially volatile power dynamics in the regions. <i>[Likelihood: Medium; Impact: High]</i>	StEFS Project Document: While StEFS worked closely with executive level leadership of recently formed ministries, it also cooperated with senior and mid-level ministry personnel at the state administration level, so that should there be a state Cabinet reshuffle, the StEFS project would have engaged in capacity support with staff who would remain in their posts. As an example, at the federal level, StEFS engaged primarily with the leaderships of the federal states and other Federal Governance institutions such as the Director General for Federalism within MOIFAR, who has retained his post along with his team.
	Update: Continued negotiation between ASWJ and GSS on power sharing and integration process remained a challenge, if not addressed affectively then the political agreement signed between them may be not implemented. Further, ongoing disputes in other established federal states could challenge their legitimacy, as well.	Additional Measures: Working in conjunction with other international actors, inclusive processes were used to facilitate dialogue between disputing groups in the federal states. UNSOM/Project teams monitor political developments and adjust the implementation schedule accordingly.
Political risk – federal level	StEFS Project Document: It is possible that the work of the BFC will take time due to political competition. Further, based on recent history, any further Cabinet reshuffle will likely paralyze progress towards Vision 2016 deliverables. <i>[Likelihood: Medium; Impact: High]</i>	StEFS Project Document: As noted above, StEFS ensured that it worked with the Director General (DG) and Department Head level staff from MOIFAR, staff who typically retain their posts during and after major changes in Federal Government leadership. StEFS worked with the DG of Federalism and his team to work with the BFC, including identifying what further support may be required for the BFC to function effectively.
Physical insecurity	StEFS Project Document: Serious deterioration of the security situation, either within Mogadishu where the senior Project Management Team will be based, or in emerging federal state capitals, where StEFS will employ field staff. <i>[Likelihood: Medium; Impact: High]</i>	StEFS Project Document: The UN has proven that it can and will continue to work from Mogadishu despite ongoing security challenges. The StEFS Project Manager and the Project Management Team were based in Mogadishu, so continuity of programming was guaranteed even in the case of regional insecurity or isolated

²⁵ Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.



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



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



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ANNEX 2: MONITORING AND OVERSIGHT ACTIVITIES (2016-2018)

Activity	Date	Description & Comments	Key Findings / Recommendations
Engineer site visit (ISWA-MoPIC/Baidoa)	1-8 May 2016	Supervision and quality control inspection of the ongoing construction of the ISWA MoPIC office in Baidoa in order to release payments.	<ul style="list-style-type: none"> The work is being done in accordance with what was stipulated in the BOQ. 44% of total works has been completed. Some changes and additional work were recommended, including: (1) construction of an elevated water tank; (2) turning one of the septic tanks into an underground water tank; and (3) construction of three rooms inside the conference hall. The vendor has accepted these modifications to the original plan. The engineer issued the certificate needed for the vendor to receive the first payment installment but urged the vendor to expedite the construction works to meet the established deadline.
Third-party activity monitoring (FGS-MoIFA/Jowhar)	9-10 May 2016	TPM of an outreach workshop in Jowhar to increase harmonization and awareness raising of federalization among clan representatives, CSOs and media. Included verification of participant attendance and composition and assessment of achievement of objectives defined in the concept note, as well as interviews with a sample of participants together their opinions about the quality and usefulness of the workshop.	<ul style="list-style-type: none"> Respondents noted that the workshop allowed them space to express their opinions, and to develop an understanding of federalism, state formation/building, and the importance of politics and social mobilization. Respondents also noted that workshop facilitation could be improved. A political clan and sub-clan conflict occurred during the workshop. A key recommendation from participants is to increase representativeness of women.
Third-party activity monitoring (BFC/Mogadishu)	17 May 2016	Third-party monitoring (TPM) of the BFC consultative workshop in Mogadishu. Included participant attendance verification and an assessment of the quality of workshop delivery.	<ul style="list-style-type: none"> One-day workshop on consultations is not enough to capture all ideas, opinions and recommendations of the stakeholders in Banadir region. Issue of boundaries needs more exercise and further consultative processes with all stakeholders. BFC should commence immediately to collate all Somali maps, working with former military cartographers and engaging donor communities.
Third-party activity monitoring (ISWA/Baidoa)	31 May – 5 June 2016	TPM of the Merka reconciliation conference, including participant attendance verification, as well as assessment of the inclusiveness of the process.	<ul style="list-style-type: none"> “The mission gave fair consideration to both sides of the conflict and handled the discussions with a lot of professionalism giving the affected community members the opportunity to express themselves freely.” “The results of the meetings show that with more effort put in consultations and discussions, peace can easily be achieved.”



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			<ul style="list-style-type: none"> To strengthen the capacity of the 'Ramadan Ceasefire Committee,' the government must "win back the trust of the people of Merka district through confidence building activities."
Direct Implementation Modality (DIM) audit (UNDP projects)	May – June 2016	DIM project audits are conducted to provide assurance that resources are being used effectively and efficiently for the purposes intended and in accordance with UNDP policies and procedures.	<ul style="list-style-type: none"> The audit recently concluded. The findings report, including the opinion of the auditors on the financial statements of the project, is not yet available.
Third-party monitoring (Mogadishu/BFC)	18-19 July 2016	TPM of BFC LoA	<ul style="list-style-type: none"> UNDP to support hiring of a Technical Advisor to replace the late Mr. Ibrahim Elmi to ensure activities are implemented within the prescribed time. Note: A newly recruited Technical Advisor commenced work with the BFC on 3 August. UNDP to fast track on the procurement process of the GIS laboratory, equipment and printing machines to facilitate BFC work. The pace of implementing some of the project activities is slow given the timeline for the project.
Third-party monitoring (Mogadishu/MoIFA)	17 July 2016	TPM of MoIFA LoA	<ul style="list-style-type: none"> Most activities had not been implemented by the time the partner was being assessed. MoIFA should speed up implementation to ensure project activities are carried out as scheduled in the quarterly plans.
Third-party monitoring (Mogadishu/MoIFA)	28-30 July 2016	Citizen bill workshop – TPM	<ul style="list-style-type: none"> Appraisal the outcome of this workshop and share with the cabinet and the federal parliament. Increase awareness, workshops, roundtables and education on relationship between the draft citizenship law and the federal system for attending community in different states in Somalia. To finalize the national draft constitution before elections and vote by federal parliament members to assert the final version of the citizenship law.
Third-party monitoring (Kismayo/JSS)	6-8 August 2016	Jubbaland citizen participation of state planning forum	<ul style="list-style-type: none"> To have more consultative workshops/forums to enable accountability and state planning participation for all community sectors. Engage stakeholders on both federal and state level in the development of plans for Jubbaland state. Security, production and infrastructure plans should be the first priority for Jubbaland State
Project monitoring	14-18 August 2016	Project monitoring and planning visit to Kismayo/Jubbaland; meetings with the Ministry of Interior and Reconciliation,	<ul style="list-style-type: none"> Conflict analysis meetings/workshops be supported through the project so that the ministry better understand what actual conflicts exist in the territory before engaging in reconciliation efforts.



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		Independent Civil Service Commission (CSC)	<ul style="list-style-type: none"> Key priority needs of the CSC include: operational support (office stationery, internet, electricity bill); capacity building support for the Commission; renovation of the Commission's office; and a study trip to Kenya to learn from Kenya's CSC.
Third-party monitoring (Mogadishu/BFC)	15 August 2016	Consultative workshop on boundaries/federalism with religious elders/intellectuals	<ul style="list-style-type: none"> The boundaries of regional states that the country will have should be implemented with Mutual Understanding and recognition of nationalism while avoiding developments that could cause segmentation or could be a threat for the co-existence of the people and governmental vision. The boundaries of regional states should be mirroring the nationalist sentiments and the future ambitions of the Somali citizens. When determining the boundaries of regional states and already existing districts in the country, modern techniques should be employed. The boundaries of regional states should not bring about undesirable outcome that could challenge the ways of living or limit free movement of the people of Somalia. To actively engage regions where boundary disputes exist and to search for solutions that does not damaging to the national unity.
Third-party monitoring (Adaado/GIA)	20-25 August 2016	Galmudug youth conference	<ul style="list-style-type: none"> To increase the number of workshops which creates more positive awareness on federalism and state building for the youth and women in Galmudug State for their inclusive participations. The participants also recommended the use of social media such as Facebook and Twitter in order to enhance the connection and the networking of Somali youth so that they are in a position to discuss about the future of their country as far as political affairs is concerned.
Third-party activity monitoring (FGS-MoIFA/ Mogadishu.)	21st September 2016	<p>Debates/Outreach/Media/Events</p> <p>MoIFA organized a consultative workshop on the 21st September 2016 at City Palace Hotel-Mogadishu. It was the 2nd debate following the one that was held in July 2016.</p> <p>The discussion was on the formation of the Inter-Ministerial Consultative forum for effective communication at all levels between the Federal Government and member states</p>	<ul style="list-style-type: none"> MoIFA proposed establishment of an interim Inter-Ministerial Consultative Forum (IMCF) constituting representatives from the member states, to initiate national dialogue on key aspects of federalism, including transparent, effective and equitable management of natural resources and revenues. TV and Media productions can be accessed: https://www.youtube.com/watch?v=4FBdrgsHjMc https://www.youtube.com/watch?v=gZ-YN-lYmL4&feature=youtu.be
Third-party activity monitoring (FGS-MoIFA)	September, 2016	Conferences and Workshops for Information-sharing and coordination meetings.	<ul style="list-style-type: none"> Delay in the implementation of some of the key components like the drafting of charters, constitutions and policy documents on federal/state by MoIFA is slowing the project



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			<ul style="list-style-type: none"> MolFA should involve more women in the consultative process to ensure that the documents developed are gender responsive
Third-party activity monitoring (BFC)	Oct 2016	Briefings, workshops, retreats and training for BFC (including in the area of gender equality and sensitization process)	<ul style="list-style-type: none"> Most of the respondents were sensitive to the perception that federalism and boundary issues might lead to identification of “winners” and “losers.” It was recommended that IBFC to carry out its outreach programmes in all the Somali regions by widely consulting with public, civil society groups, religious elders, intellectuals as well as youth and women groups. IBFC held a consultative workshop with Stakeholders on the BFC Strategic Plan for the period from 2016 to 2020.
Project Board Meeting	1 August 2016	The final PIP expenditure figures were dilated upon, in addition to other items such as Q2-2016 UN MPTF Quarterly Report, Newsletter, and the inception report on the Baseline Perception Survey on Federalism.	Deviations from the PIP budget were noted. “No objection” was made by the Project Board members to the revised/increased expenditure of the PIP. The cost amendment of the PIP was endorsed with the revised PIP budget of USD 4,751,355 (until 31st of March 2016).
Project Board Meeting	19 June, 2017	Joint Project Board Meeting for Support to Emerging Federal States Project	The meeting serves as accountability mechanism whereby the project team presented progress made in achievement of each indicators. The financials as well as deviations were discussed. Again, the partners were briefed on the National Reconciliation Conference which attracted high-level representation from all the emerging states and generated a renewed momentum for the achievement of state formation and reconciliation efforts.
Programme oversight field monitoring visit	4-6 June, 2017	StEFS Project Team embarked on a mission to Baidoa to monitor some events and activities in the area.	LOAs were verified and human resource support to Southwest MOPIC and State Ministry of Presidency were all at post and confirmed. Records and basic asset registry exist but needed to be improve as well as introduction of logbook to track the movement of vehicles.
Programme oversight field monitoring visit	9-13 Jul 2017	StEFS Project Team embarked on a mission to Kismayo to monitor some events and activities in the area	The mission served as a monitoring and oversight mechanism for the programme to verify ongoing and completed activities in Kismayo and as well as have bilateral meetings with the project counterparts and unilateral discussions on the project progress, challenges, lessons learned and way forward
Programme oversight field monitoring visit	23 April 2017	UNDP Engineering Unit and StEFS Project Team embarked on a mission to Baidoa to monitor some events and activities in the area	The Mission objective was to review and assess the conditions of MOPIC office building and HirShabelle Parliament and to identify opportunities for improvement and areas of renovation needs for the two offices building. The mission gathered all necessary information about the office buildings MOPIC office and parliament buildings in Jowhar, and to identify market rates of construction materials for the calculation of required budgets of these two projects.



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Country Office and Programme oversight field monitoring visit	24 July 2017	Deputy Country Director and StEFS Project Team embarked on a mission to Adaado to monitor some events and activities in the area	UNDP Deputy Country Director for Programmes, disaster management team and StEFS project team had meetings Galmudug State officials to review the state capacity building and projects UNDP is implementing in partnership with the Federal Government of Somalia in the region. The delegation met with the Vice President of Galmudug State Mr. Mohamed Hashi Arabey and several a high-level government official, including the Galmadug Deputy Minister of Planning and International Cooperation, and officials from the Humanitarian Aid, Disability and Drought Response Committee. UNDP supports the Federal Government to increase its resilience to disaster and drought via several ongoing capacity building projects in Federal Member States. Support to Emerging States Project (StEFS) provided infrastructure and institutional support to new Federal states, such as Galmadug, which lack necessities such as offices, meeting halls and technical equipment to carry out state functions.
Programme oversight field monitoring visit	24 September 2017	UNDP Engineering Unit and StEFS Project Team embarked on a mission to Baidoa to monitor some events and activities in the area	<p>The following findings were gathered from the field visit:</p> <ul style="list-style-type: none"> • Collection of necessary measurement for the re-designing of the revised layout of the 20 offices, two conference rooms and 12 toilets at front side of existing former offices of MoPIC. • Preparation of the revised design with all changes, including shifting of the existing fence wall of residence area of the South West State House. • Calculation of revised BOQ with all details. • Preparation of contract amendment with all additional activities. • Agreeing with the contractor the alignment and measurement of the new fence wall and starting of the excavation of foundation trenches. • Monitoring and oversight of the construction of the foundation of the new fence wall. • It is observed that the starting of new fence wall was done with the accordance of the specification stipulated in the given BOQ.
Programme oversight field monitoring visit	14-18 Sept 2017	StEFS Project Team embarked on a mission to Kismayo to monitor some events and activities in the area.	The mission served as a monitoring and oversight mechanism for the programme to verify ongoing and completed activities in Kismayo and as well as have bilateral meetings with the project counterparts and unilateral discussions on the project progress, challenges, lessons learned and way forward
Programme oversight field monitoring visit	28-30 Dec 2017	StEFS Project Team embarked on a mission to Adaado to monitor some events and activities in the area.	LOAs were verified and human resource support to Galmudug were all at post and confirmed. Records and basic asset registry exist but needed to be improve as well as introduction of logbook to track the movement of vehicles.
PWG meeting	March 27, 2018	Presenting New Project Document to PWG 4: Effective Institutions	REFES - Reconciliation, Federalism and Effective Institutions in Somalia (2018-2021): Consolidating and Enhancing State Building



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Project Monitoring visit by the Project Manager	12- 14Feb. 2018	Interaction with partners, project team, review of project implementation and review of construction of office building	Partners were satisfied with the project support in the area of training, outreach and office space and equipment support. The partners raised question about the next phase of the STEFS and its starting period.
Technical assistance, Kismayo	02 – 13 May 2018	Organization development expert visit on support of finalization of OD structure and review of the implementation plan	The expert held interaction with the partners and supported national consultant to develop DG forums network and cabinet coordination mechanism.
Project construction site visit, Kismayo	7 th – 8 June 2018	Verification of the office space building- Vice president office and conference hall for president office	The construction g+1 ten office spaces one meeting room and six toilets for vice president in Jubbaland, Somalia Kismayo has been completed as per the standard, also the quality of work and workmanship is acceptable standard. The construction of main conference hall in Kismayo has been completed as per the standard, also the quality of work and workmanship is of acceptable standard.
RC and Effective institution portfolio manager site visit, Baidoa	8 July 2018	Verification of office space building and furniture for SWS president	Partners satisfied with the new building that contains 20 rooms, 2 conference room and 12 bathrooms.
CD and project manager site visit, Baidoa	15 August 2018	Verification of office buildings and furniture	Visited UNDP investment including buildings supported by StEFS, partners appreciated UNDP support.
CD and project manager site visit, Kismayo	19 August 2018	Verification of office buildings and furniture	Met with partners who benefited from UNDP investment including MOPIED, office of the president, CSOs. And all of them appreciated UNDP support.
Project operation associate site visit, Baidoa	22-25 Nov 2018	Verification of equipment and furniture	Checked asset registration forms, and verified computers, printers, chairs, desks
CD and project management team site visit, Jowhar	13October 2018	Verification of office space building for ministries	The mission visited UNDP investment including buildings supported by StEFS, and partners appreciated UNDP support.



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ANNEX 5: TRAINING DATA (DURING 2016-2018)

	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
1.		Traditional elders & delegates from Hiran & Middle Shabelle	9 May 2016	99	1	Outreach related to harmonization and awareness raising of federalization among stakeholders and clan and sub-clans	Jowhar	FGS/MoIFA
2.		CSO & media	10 May	46	36			
3.	Embedded technical advisors/ officers and interns at ISWA, JSS, GIA, BFC and MoIFA		23-24 May 2016	14	4	State formation retreat/planning workshop (incl. training session on monitoring & reporting)	Mogadishu	UNDP/ UNSOM
4.	JSS CSC senior staff		May-June 2016	6	3	On-the-job and 3-day training session on procedures and administrative practices	Kismayo	UNDP (international consultant)
5.	Ministerial officials from Puntland, GIA, ISWA & JSS; senior officials from MoIFA, OPM & BFC; and UNDP project team staff (3M:1W)		30 May – 3 June 2016	14	3	Federalism study tour program	Switzerland	Govt. of Switzerland (Dept of Foreign Affairs) & UNDP
6.		Current & emerging community leaders for 5 villages of Kismayo	3-5 June 2016	29	36	Peacebuilding & conflict management workshop	Kismayo	JSS MoPIR
7.		Media personalities	15-17 June 2016	34	6	Training workshop on governance, peacebuilding and state-building	Kismayo	JSS Office of the President & MoPIR
8.	ISWA Ministry of Women	Universities, CSOs	29-30 June	0	31	Political participation sensitization workshop for women	Baidoa	BWDO/ UNDP
9.	ISWA civil servants		18-20 July 2016	24	6	Communication & public outreach workshop	Baidoa	ISWA MoPIC
10.	JSS civil servants working in procurement departments		24-26 July 2016	39	6	Procurement training of JSS civil servants	Kismayo	JSS Ministry of Planning
11.	JSS Key Ministries' staff		1-3 Sept 2016	42	8	Public financial management training for JSS staff	Kismayo	JSS Ministry of Planning
12.	Women of ISWA Ministry of Women's Affairs	CSO representatives	14-16 August 2016	0	26	Workshop on the role of women in conflict resolution	Baidoa	ISWA MoPIC & Ministry of Women's Affairs



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13.	BFC members		31 August to 3 Sept. 2016	66	13	BFC strategic planning/public engagement and communication strategy workshop	Mogadishu	BFC/UNDP
14.		Ramadan Ceasefire Committee members	8-11 September 2016	35	8	Training workshop for Merka ceasefire monitors & supports	Merka	ISWA Ministry of Reconciliation & Constitutional Affairs
15.	Ministerial officials from GIA, youth, intellectuals and women from the Adado communities		2 nd to 4 th October 2016	70	30	Workshop on Good Governance, Leadership and Management	Adaado	GIA
16.	Ministry of Women, Parliamentarians, traditional elders, women, Diaspora, CSO		15-21 Oct-2016	19	21	Women on Political Participation Discussion Forum	Adaado	GIA
17.	GSS Ministries, parliaments, Hobyo district commissioners	CSOs and Private Sector, Women groups and Youth	Nov 9 -12, 2016	56	44	Federalism and state building outreach	Hobyo	GIA
18.		BFC	Oct 17 – 28, 2016	7	1	GIS/GPS Training	Nairobi	BFC
19.	MOPIC, and Ministry of Finance	CSOs, MP	12-13 Dec, 2016	24	6	Civil society Engagement in State Formation	Youth Center, Baidoa	MOPIC, SOSWENSA
20.	MOPIC, Youth & Sports, Health, Finance, DDR		10-12 Dec, 2016	23	7	Conflict Management Training	Youth Center, Baidoa	MOPIC Team & Abdirahim Nor, SIPEJ
21.	Ministry of Gender, Three women ambassadors, Vice president JSS		25 – 27 Oct, 2016	10	190	Women's Political Participation support forum	Tawakal Hotel, Kismayo	Ministry of Gender and human rights JSS
22.	JSS diaspora	CSO/ Government Officials	13-14 December 2016	455		Role of diaspora for State building	Mecca Hotel	MOPIC and UNDP
23.	Office of President		17-19 December 2017	150	65	JSS Public Accountability forum	Kismayo	JSS
24.	GSS and UNDP		18 Dec 2017	27	4	Validation workshop for the strategic planning for GSS Ministers	MOG	UNDP
25.	UNSOM and OCHA, Federal & state government officials, CSOs and the public		16 Dec 2017	146	46	Public Accountability Forum	Baidoa	SWS
26.	Galmudug state house		14-16 Dec 2017	38	62	Community outreach	Balanbale	GSS



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27.	IOM, UNICEF, WFP, OCHA	Local & International NGOs	12 Dec 2017	75	2	NGO Coordination Meeting	Baidoa	SWS
28.	Galmudug State house		2-11 Nov 2017	15	115	Galkayo Peace initiative Conference	Galkayo	GSS
29.		Women Group	7-8 Nov 2017		100	Women Participation in politics	Baidoa	IFTIN
30.	MOIFAR, Southwest, Jubbaland, HirShabelle, Galmudug, BFC, OPM		October 2017	25	5	Core Function Skills Capacity Building Training	Uganda - Kampala	MOIFAR/UNDP/Uganda Management Institute (UMI)
31.	Office of president		30-31 October 2017	60	30	Promotion of Federalism forum for Dolow and Gedweyne Communities.	Dolow	JSS
32.	Office of president		30 October 2017	8	2	Hand over completed Construction of Belet Hawo Customs offices ceremony	Belet hawo, Gedo region	JSS
33.	Office of President		26-27 October 2017	60	40	Role of Dolow, Gedo Region youth on peace and state building workshop/Forum:	Dolow , Gedo region	JSS
34.	SWS civil servants, CSOs		26 Oct 2017	14	6	Federalism Debate	Baidoa	SSG
35.	HirShabelle State of Somalia		23 October 2017	76	17	Inauguration Ceremony HirShabelle President	Jowhar	HirShabelle
36.	JSS MOPIC		10-12 October 2017	34	2	Admin regulations workshop for JSS DGs and directors of department	Kismayu	Ministry of Women, Family affairs and Human rights
37.	Ministry of Women, Family affairs and Human rights		17-18 Sept. 2017	0	110	Role gender in peace building and promotion of Human rights training	Kismayo	Ministry of Women, Family affairs and Human rights
38.	Boundaries and Federalism Commission		9 Sept. 2017	22	5	Boundaries Delimitation and Demarcation stages	Mogadishu	BFC Advisor
39.	Boundaries and Federalism Commission		16 Sept. 2017	17	3	Elements of Federal State	Mogadishu	BFC -Hamza
40.	Boundaries and Federalism Commission		17 Sept. 2017	17	3	Introduction to Federal State Models	Mogadishu	BFC Hamza
41.	Boundaries and Federalism Commission		21 Sept. 2017	175	25	Consultative Workshop	Beletweyne	BFC Team



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42.	Galmudug State house/ Puntland State of Somalia		2–11 Sept. 2017	15	115	Galkaio Peace Initiative Conference	Galkaio	UNDP, UNSOM and HD
43.	MOPIC, MLA, MOF, MOH, MOPMR, MOI, MOWE, MOYS, MOE, MOPW, MOT, CSC	CSOs	23–24 Sept. 2017	71	19	Communication & Facilitation skills Workshop	Baidoa	MOPIC
44.	MOPIC, MLA, MOF, MOH, MOPMR, MOI, MOWE, MOYS, MOE, MOPW, MOT, CSC	CSOs	27–28 Sept. 2017	39	11	Planning & Budgeting Workshop	Baidoa	MOPIC
45.	MOPIC, MLA, MOF, MOH, MOPMR, MOI, MOWE, MOYS, FAO, UNICEF, UNHCR, UNDP, WFP, WHO, UN HABITAT, IOM, UNSOM,	Local & International NGOs	20 Sept. 2017	67	6	September NGO coordination Meetings	Baidoa	MOPIC
46.	District Administration, Commission of Refugees	IDPs, Returnees, Host community	12 August 2017	81	19	Workshop on enhancing Peace coexistence among returnees, IDPs and host community.	Baidoa	Baidoa District Administration
47.	Ministry of Planning JSS		26–28 August 2017	49	11	JSS Civil Servants M&E training	Kismayo	MOPIC
48.	Federal Government, Federal Member States and Office of the President Officers	BFC and BRA	7–12 Aug 2017	19	3	Inter-governmental Relation in Federal System Experience sharing to Ethiopia	Ethiopia	Ethiopian Government
49.	Ministry of Interior, Federalism and Reconciliation Staff		28–30 August 2017	21	9	National Procurement System and HACT Training	Mogadishu	Ministry of Finance
50.	Ministry of Interior JSS		2–6 July 2017	150	0	Conflict prevention/Mitigation training workshop for Gedo Community leader	Belethawo Gedo region of JSS	JSS
51.	ministry of planning JSS		26–30 July 2017	30	10	Strategic Plan and Organizational Structure Development workshop	Kismayo	International Consultant (Jens Rubner)
52.		CSOs	23–24 July 2017	121	79	Workshop on drought stocktaking, mitigation and planning.	Baidoa	Ministry of Reconciliation
53.	MOPIC, MOF, MOH, MOI, MORDA, MOW, CSC	CSOs	8–9 July 2017	26	7	Monitoring & Evaluation Workshop.	Baidoa	MOPIC
54.	MOPIC, IOM, UNICEF, WFP	Local & International NGOs	20 July 2017	39	5	NGO coordination Meetings	Baidoa	MOPIC



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55.	Galmudug State house		4–8 September, 2017	15	115	Galkaio Peace Initiative Conference	Galkaio	UNDP, UNSOM and HD
56.	JSS Office of President		27–29 June 2017	140	60	Somali federalism opportunities and Challenges	Beledhawo	JSS
57.	Ministries of Interior and Ministries of Reconciliation, Offices of the president of the States, Elders/peace Committees, Ulama, judges, and police, Civil Society Organizations (Women 2 and Youth 2)		13–17 June 2017	210	46	National Reconciliation Consultative Conference	Mogadishu	MOIFAR
58.	Puntland Cabinet Ministers	Parliament and Office of head of state	2–3 June 2017	71	29	Garowe Puntland Fact finding on national districts statistics	Garowe	BFC
59.	Galmudug cabinet Ministers	Parliament members	7–8 June 2017	60	40	Galmudug National Boundaries and Federalism Consultative workshop	Adado	BFC
60.	cabinet Ministers	MPs	20–21 May 2017	44	8	Facts finding Mission on Regional and District Boundaries Issues	Baidoa	BFC
61.	MOI		30 Apr–26 May 2017	80	70	Ministry of interior Kismayo returnees /IDPs and host community's reconciliation forum	Kismayo	JSS
62.	Federal Government, Federal Member States and Office of the President Officers	BFC and BRA	14–20 May 2017	20	0	Federalism Experience sharing to Kenya	Kenya	Kenya Government
63.	FGS, Galmudug institutions, Galmudug community leaders, civil societies and women groups.		3 May 2017	118	38	Galmudug 2 nd round electoral state building process	Adado	GSS
64.	Boundaries and Federalism Commission (BFC), HirShabelle state officials, Academics, Civil Society, Government agencies, women groups and religion leaders		3–4 May 2017	80	70	National Boundaries and Federalism Consultative workshop	Jowhar	BFC
65.	Boundaries and Federalism Commission (BFC), Jubbaland Parliament, Ministers, Office of the President, Women groups, Business, Religious and Traditional leaders and Youth groups		8–12 May 2017	45	105	National Boundaries and Federalism Consultative workshop	Kismayo	BFC
66.	Ministry of Interior, Federal Affairs and Reconciliation, Ministries of Planning and International Cooperation, Ministries of Interior, Ministry of Mineral Resources and Water and State Ministries of Presidencies. BFC, Offices of the Presidents of the FMSs, Banadir Administration, OPM		15–19 May 2017	26	0	Inter-Governmental Relations Study tour to Kenya	Nairobi	Ministry of Planning and Devolution of Kenya



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67.	MOPIC	24-26 May 2017	36	16	JSS Human Resource Managements training	Kismayo	JSS
68.	HirShabelle State of Somalia cabinet ministries	2-4 May 2017	30	2	Strategic Plan and Organizational Structure Development workshop	Mogadishu	HSS
69.	MOPIC, SWS strategic plan steering committee	2-4 May 2017	113	7	Consultative meeting on SWS strategic plan Implementation Workshop	Baidoa	SWS
70.	MOPIC, SWS, International, National and UN agencies	1 May 2017	89	61	International Labour Day	Baidoa	SWS
71.	MOPIC, SWS strategic plan steering committee	22 April 2017	19	6	Phase 2 – SWS strategic plan implementation framework	Baidoa	SWS
72.	MOPIC, SWS, International, National and UN agencies	27 April 2017	33	1	Coordination Meeting	Baidoa	SWS
73.	Galmudug State of Somalia cabinet ministries	23-24 April 2017	30	2	Organizational Structure Review Workshop	Mogadishu	GSS
74.	Ministry of Interior, Federal Affairs & Reconciliation, National droughts response committee, Representatives from state level droughts response committees, Federal parliament, Civil Society, University students & Women & Youth groups	26 April 2017	63	47	Public Accountability and Information Sharing debate	Mogadishu	MOIFAR
75.	SWS Drought Response Committee, and other UN agencies	27 April, 2017	33	1	Inter-agency coordination meeting on drought response Southwest State	Baidoa	SWS
76.	MOPIC, JSS	15-30 April 2017	-	-	Gedo Federalism campaign through Local FM	Dollow	JSS
77.	MOPIC, SWS, International, National and UN agencies	6 March 2017	35	1	Coordination Meeting	Baidoa	SWS
78.	MOIFA, FGS, MPs	13 March 2017	68	32	Final round of Inter-University Assay Competition	Mogadishu	MOIFA
79.	Boundaries and Federalism Commission (BFC) & federal MPs	12 March 2017	18	2	Consultative meeting on Galkayo boundary issue	Mogadishu	BFC
80.	Boundaries and Federalism Commission, FMSs & other Somali intellectuals	27 March 2017	56	2	National Boundaries Issues mapping Consultative workshop	Mogadishu	BFC



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81.	Office of the Vice President, Ministers, religious elders, community leaders, civil societies and women groups	8–10 Feb 2017	86	14	Reconciliation Conference in Gadoon District	Gadoon	GSS
82.	Ministry of planning JSS	26–28 February 2017	31	19	JSS Civil Service Conflict Managements training	Kismayo	JSS
83.	Ministry of Education /Office of president	15–16 February 2017	41	10	Essay Competition for JSS University	Kismayo	JSS
84.	Office of President JSS	8–11 February 2017	40	10	JSS Civil Service Office management training	Kismayo	JSS
85.	MOPIC, SWS, International, National and UN agencies	9 Feb 2017	35	0	Coordination Meeting	Baidoa	SWS
86.	MOPIC, SWS, Universities in Baidoa	20-21 Feb 2017	36	16	Essay Competition for SWS Universities	Baidoa	SWS
87.	MOIFA, FGS, Universities from Mogadishu, Kismayo, Baidoa and Galkayo	27 February 2017	48	20	Phase 1 Inter-University Essay Competition	Mogadishu	MOIFA
88.	GSS, MOPIC	31 Jan – 1 Feb 2017	40	10	Regional engagement with Galmudug	Adaado	GSS
89.	BFC staff	Feb 6-7	6		GIS Basic training	MIA	BFC/UNDP
90.	MOPIED, MOJ, MOF, MOE, MOWMR, MOH, MOLE, CSC, MORDA,	Feb 10-15	20	0	Institution strengthening workshop	Kismayo	JSS/UNDP
91.	MOPIED, MOJ, MOF, MOE, MOWMR, MOH, MOLE, CSC, MORDA,	Feb 12-16	20	0	Consultation: organizational Structure development	Baidoa	SWS/UNDP
92.	JSS CSC	Feb 17-26	1	4	Civil Service Commission (CSC) Study tour to Puntland	Garowe	BFC/UNDP
93.	JSS office of Presidency	Feb 18-20	2	18	Consultations to finalize Institutional Development TORs, HR etc.	Kismayo	JSS/UNDP
94.	SWS president, ministries of planning, humanitarian, finance, un agencies. local and international NGOs	Feb 20	125	9	Consultative meeting: Development Partners' Coordination	Baidoa	SWS/UNDP
95.	Ministry of Youth and sports Youth from Abudwak district	Feb 20 – Apr 5	120	0	Football tournament for youth integration on state building and federalization process	Abudwak	GSS/UNDP
96.	BFC staff	Feb 28	11	9	Ways to create a good working Environment	BFC Main Hall	BFC



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97.	Members from South West Somalia None state actors (SOSWENSA)	Members from South West Somalia None state actors (SOSWENSA)	Feb 28	28	21	Social mobilization workshop: CSOs in peace building & good governance	Baidoa	SWS/UNDP
98.	Newly appointed Ministers, district and regional representatives	Youth groups,	Mar 2- 4	35	13	Capacity Development Mechanisms and Coordination	Balcad	HSS/UNDP
99.	JSS ministry of Information, tech. telc. ICT, youth groups		Mar 7-8	6	30	Workshop: role of media in peace and state-building	Kismayo	JSS/UNDP
100.	Newly appointed Ministers, district and regional representatives, youth groups	Youth groups,	Mar 12-14	85	15	Three days Capacity Development on Coordination Mechanisms	Jowhar	HSS/UNDP
101.	GSS, traditional elders, religious leaders, women, youth led CSOs		Mar 14-17	49	21	Reconciliation conference	Adado	GSS/UNDP
102.	Ministry of Reconciliation , traditional elders, religious leaders, women, youth led CSOs		Mar 14-17	49	21	Reconciliation conference	Abudwak	GSS/UNDP
103.	Southwest state assemblies, Baidoa district administration, traditional elders, women and youth led CSOs, media, intellectuals,		Mar 15	70	36	Radio talk show (Radio Baidoa, Radio Warsan & Radio Afgoye) on federalism	Baidoa, Afgoye	SWS/UNDP
104.	BFC staff		Mar 21	12	10	Report writing Skills workshop	BFC Main Hall	BFC
105.	Berdale district local council, women group, youth, elders	women group, youth, elders	Mar 24-25	72	28	Social mobilization workshop: Establishing linkage forum between Academia and SWS Administration	Baidoa	SWS/UNDP
106.	MOPIC and Office president, SWS		Mar 25	4	0	Two vehicles handover event	Mogadishu	UNDP
107.	Ministries, DG, Civil servant, State house staffs, Local staff of each ministry, youth groups, CSOs	Youth groups, CSOs	Apr 11-19	45	35	Organizational Development Structure and Strategic plan	Jowhar	HSS/UNDP
108.	All Galmudug ministries		Apr 14-15	44	6	Endorsement of GSS strategic plan 2017-2019	Dusamareb	Abdelkarim
109.	All Galmudug Ministries		Apr 16-17	44	6	Workshop on organizational development	Dusamareb	Abdelkarim
110.	Traditional leaders, religious leaders, women, youth led CSOs		Apr 23-24	70	30	Workshop and radio talk-show on federalism and Good governance	Adado	MoCR



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111.	Local staff (each ministry staff and Temp DGs (temporary Direct Generals and District and regional staff, women groups	Women groups	Apr 24	42	36	Communication Skills	Jowhar	HSS/UNDP
112.	Ministries of planning, humanitarian, finance, un agencies, local and international NGOs	local and international NGOs	Apr 24	99	5	Consultative meeting: Development Partners' Coordination	Baidoa	SWS/UNDP
113.	BFC staff		Apr 28	13	11	Training on Federal System of Africa	BFC Main Hall	BFC
114.	MOPIED, MOJ, MOF, MOE, MOWMR, MOH, MOLE, MOHDM, MORDA, MOWHR, MOPW, MOC, MOYS, MOC, MOI, MOL, MOP		May 7	47	2	Consultation: organizational Structure development	Baidoa	SWS/UNDP
115.	HSS government (Minister of Security, Minister of Interior), Youth groups, elders		Jun 29	80	-	Beyale Reconciliation between Hawadle and Habargedir	Jowhar	HSS government
116.	Ministries of planning, humanitarian, UN agencies, local and international NGOs		July 8			Consultative meeting: Development Partners' Coordination	Baidoa	MOPIED
117.	Ministry of planning, Ministry of Justice, Ministry of education, Ministry of internal security and Ministry of Constitution and reconciliation)		Sept 15	4	1	On-job training given to GSS civil servants on planning, budgeting and reporting aspects	Dusamareb	UNDP
118.	HSS , CSOs	CSOs	Dec 2018	100		Reconciliation conference between Hawadle and Surre clans fighting in Hiraan region	Beletweyne	HSS
119.	MOIFAR, SWS, HSS, JSS, GSS, PL and BRA, CSOs	CSOs	Oct – Dec 2018	441	189	Consultative meeting on National Reconciliation Framework	Mogadishu, Garowe, Baidoa, Kismayo, Jowhar and Dusamareb	MOIFAR
120.	SWS officials, Baidoa Mayor, women, youth, government, elders, business, elite, religious leaders		Dec 5 - 10	459	541	The role of CSOs in peaceful election	Baidoa	MOIFAR/BWDO
121.	JSS officials	CSOs	Dec 22	124	26	Launching Event for Jubaland Strategic Development Plan	Kismayo	JSS
			Total	7015	3405			



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ANNEX 6: PICTURES OF PROJECT ACTIVITIES (2016-2018)



BFC consultative workshop with Banadir regional authorities (Mogadishu/May 2016)



FGS/MoFA-led workshop on harmonization/federalism awareness-raising amongst clans & media/CSOs (Jowhar/May 2016)



Role of media in governance & state-building workshop (Kismayo/June)



Political participation sensitization workshop for women (Baidoa /June 2016)



Lower Shabelle reconciliation conference (Merka/May-June 2016)



Federalism study tour (Switzerland/May-June)



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GIA strategic planning ceremony (Adaado / May 2016)



Peacebuilding and conflict management workshop (Kismayo/June 2016)



ISWA strategic planning consultative meeting with CSOs (Baidoa/April 2016)



StEFS strategic planning workshop (Mogadishu/May 2016)



Introductory workshop on strategic planning for BFC (Mogadishu/May)



ISWA sectoral meetings for strategic planning (Baidoa/May 2016)



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BFC consultative workshop on boundaries and federalism with religious elders/intellectuals (15 August 2016, Mogadishu)



Public outreach on federalism for selected Galmudug districts (9 August 2016, Abudwak)



Workshop on the role of ISWA women in conflict resolution (14-16 August 2016, Baidoa)



Training on public procurement for Jubbland civil servants (24-26 July 2016, Kismayo)



ISWA communication & public outreach workshop (18-20 July 2016, Baidoa)



MolFA-led consultative meeting on citizenship bill (28-30 July 2016, Mogadishu)



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GSS-Reconciliation Conference
(Gedo, February 2017)



JSS-Conflict Managements training
(Kismayo, February 2017)



BFC- Galkayo Members of Parliament and
Senators Meeting at Jazeera (Galkayo,
March 2017)



Regional engagement with Galmudug
(Adaado, January-February 2017)



BFC-National Boundaries Issues Mapping
Consultative Workshop
(Mogadishu, March 2017)



Handing-Over of Toyota Hilux vehicle to
SWS-MOPIC
(Mogadishu, February)



Admin and Office Management Training
(Kismayo, March 2017)



JSS-Essay Competition on federalism and
government (Mogadishu, February 2017)



GSS, Organizational structure Review
Workshop (Mogadishu, April 2017)



Galmudug Presidential Inauguration
Ceremony (Adado, May 2017)



HirShabelle Strategic Planning and
Organization Development Workshop
(Mogadishu, May 2017)



Completion of Civil Service Commission in
Jubbaland, (Kismayo, March 2017)



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Somali delegations at the Study Tour to Kenya (Kenya, May 2017)



Somali federalism Opportunities and Challenges forum for Gedo Community Leaders (Beledhawo, June 2017)



Galmudug National Boundaries and Federalism Consultative workshop (Galmudug, June 2017)



National Consultation Conference: Conflict and Peace Mapping in Somalia (Mogadishu, June 2017)



HirShabelle National Boundaries and Federalism Consultative Workshop (Jowhar, May 2017)



Kismayo Boundaries and Federalism Consultative Workshop (Kismayo, May 2017)



Garowe Puntland Fact finding on national districts statistics (Garowe, June 2017)



Somali delegates at the Study Tour to Ethiopia on federalism



JSS Human Resource Management Training (Kismayo, May 2017)



Host Community, IDPs and Returnees Dialogue (Kismayo, April-May 2017)



The Vice Presidents of Puntland and Galmudug at the reconciliation conference on Galkaio conflicts



Civil society delegates representing women's groups following proceedings at the Galkaio peace conference



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March 2018: President of GSS (left) and the chief of GSS Cabinet (right) signing the merger of GSS and Ahlu Sunna Wal-Jama'a (ASWJ) Parliament



January 2018: Traditional elders, religious leaders, citizens and CSOs at the StEFS supported Balcad Reconciliation Conference in Hirshabelle



March 2018: Journalists from Jubaland in a StEFS supported workshop on 'Media for Peace and State Building' in Kismayo



March 2018: Vice President of Galmudug, H.E. Mr. Hashi signing the handover documents of the two vehicles at MIA, Mogadishu



February 2018: Vehicle handover ceremony, Atul Shekher StEFS (left) and Vice President of HSS Mr. Ali Guudlawe (right)



March 2018: Somali citizens, traditional elders and religious leaders from Gedo region gathered for a dialogue on federalism and government process



March 2018: StEF supported training workshop on 'Women's Enhanced Role in Mediation and Reconciliation' in Banadir region organized by the women-led CSOs, namely 'Somali Women's Leadership Initiatives'



February 2018: CSOs from Baidoa attended a Peace building and Good Governance Workshop supported by StEFS



February 2018: StEFS field mission to HSS, GSS, and SWS, to conduct peer-to-peer meeting on Organizational Structure Development



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LIST OF ACRONYMS USED

BFC	Boundaries and Federation Commission
BRA	Banadir Regional Administration
CDI	Conflict Dynamics International, Inc.
CHD	Centre for Human Rights and Development
CSC	Civil Service Commission
CSOs	Civil Society Organizations
FGS	Federal Government of Somalia
FNTWG	Federalization Negotiation Technical Working Group
FMS	Federal Member States
GIS	Geographical Information System
GSS	Gulmudug State of Somalia
HSS	Hirshabelle State of Somalia
IGAD	Intergovernmental Authority on Development
JCSC	Jubaland Civil Service Commission (JCSC)
JSS	Jubaland State of Somalia
MIA	Mogadishu International Airport
MOCA	Ministry of Constitution Affairs
MOE	Ministry of Environment
MOH	Ministry of Health
MOJ	Ministry of Justice
MOF	Ministry of Finance
MPTF	Multi-Partners Trust Fund
MoPIC	Ministry of Planning and International Cooperation
MoPIED	Ministry of Planning, Investment and Economic Development
MoIFAR	Ministry of Interior and Federal Affairs and Reconciliation
MOWMR	Ministry of Water and Mineral Resources
NDP	National Development Plan
NRF	National Reconciliation Framework
OPM	Office of the Prime Minister
PWG	Pillar Working Group
PCSC	Puntland Civil Service Commission



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SDPs	Strategic Development Plans
StEFS	Support to Emerging Federal States (StEFS)
SWS	South-West State of Somalia
SOSWENSA	Southwest Non-state Actors
UN	United Nations
UNCC	United Nations Common Compound
UNDP	United Nations Development Programme
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
UNSOM	United Nations Assistance Mission in Somalia
MoRDA	Ministry of Resettlement and Diaspora Affairs
REFES	Reconciliation, Federalism and Effective Institutions in Somalia