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PROGRAMME SEMI-ANNUAL PROGRESS REPORT

Period: 1 January –30 June 2019

Project Name	UN Joint Programme on Local Governance and Decentralized Services Delivery in Somalia
Gateway ID	112301
Start date	1 st July 2018
Planned end date (as per last approval)	30 th June 2023
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Participating UN Entities	ILO, UNCDF, UNDP, UNHABITAT, UNICEF
NDP Pillar	Pillar 1: Inclusive Politics; Pillar 3: Effective, Efficient Institutions.
Priority	Priority 1: Increase the provision of equitable, accessible, and affordable social services by creating a regulatory environment that promotes decentralized delivery and prioritizes key investments that extend and increase access to services Priority 2: Support to establishment of local governance structures in newly recovered areas, linked to reconciliation Priority 3: Coordination of governance and delivery activities at the local level.
Milestone	
Location	Federal Government of Somalia - Mogadishu; Federal Member States (FMS) of South West (Baidoa, Hudur), Jubaland (Kismayo, Garbeharey), Galmudug (Adado), Hirshabelle (Jowhar, Beletweyne) and Puntland (Bandarbayla, Bossaso, Burtinle, Eyl, Galdogob, Galkayo, Gardo, Garowe and Jariban); Somaliland (Berbera, Borama, Burao, Gabilay, Hargeisa, Odweyne, Sheikh and Zaylac), Benadir Regional Administration and the Municipality of Mogadishu.
Gender Marker	2

Total Budget as per ProDoc	\$ 153,006,632
MPTF:	\$ 152,406,632
Non-MPTF sources:	PBF: \$ 600,000
	Trac:
	Other:

	PUNO	Report approved by:	Position/Title	Signature
1.	UN JPLG	Paul Simkin	Senior Programme Manager	



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Total MPTF Funds Received			Total non-MPTF Funds Received	
PUNO	Semi Annual 2019	Cumulative	Semi Annual 2019	Cumulative
	1 January – 30 June 2019	1 July 2018 – 30 June 2019	1 January – 30 June 2019	1 July 2018 – 30 June 2019
	8,349,871	22,333,111		26,034
JP Expenditure of MPTF Funds ¹			JP Expenditure of non-MPTF Funds	
PUNO	Semi Annual 2019	Cumulative	Semi Annual 2019	Cumulative
	1 January – 30 June 2019	From prog. start date	1 January – 30 June 2019	From prog. start date
	7,403,194	11,362,517		26,034

SEMI-ANNUAL HIGHLIGHTS (January – June 2019)

- The first LDF funded projects in Hudur (Southwest State) and 3 districts (Karaan, Hamarweyne, Daynile) of Mogadishu Municipality
- Coherent reviews of local governance laws in Somaliland and Puntland.
- Conference on women in local governance in Hargeisa.
- The first ever induction training was conducted for over 150 new Municipality of Mogadishu / Benadir Regional Administration (BRA)
- The urban / city visioning exercises ongoing in Hargeisa and Mogadishu that will culminate in production of master plans for the 2 cities
- First joint (central, regional, local governments and UN) inter-sectoral monitoring mission was conducted in Somaliland
- 1 of the successful bids received during the Puntland projects procurement process was from a female contractor in Gardo.

HIGHLIGHTS OF KEY ACHIEVEMENTS

- The programme supported the development of health and education sector strategies in Puntland which were aligned with the decentralization policy, as well as sector plans and strategies.
- Local government engagement in local service delivery increased their contribution from internal revenues, increased service coverage and improved consistency. For example, Somaliland increased their SDMs contribution to US\$ 508,749 in 2019, an increase of 500% compared to SDMs in 2014. The local governments in Puntland increased contributions SDMs by 1% (from 5% to 6%) and the 5% (from 10% to 15%) which is a total of 21 per cent contribution.

SITUATION UPDATE

- Puntland successfully concluded its elections on 8 January with a new President, Vice President and Cabinet members in place whereas the Director Generals remains unchanged. One of the major changes was that new

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



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President appointed a new Ministry of Water, Oil and Natural resources, which supersedes the State Agency of Water and Natural Resource (PSAWEN). JPLG worked with PSAWEN and the change affected the smooth implementation of water SDM projects. A new internal arrangement was agreed that allowed the continuation of JPLG activities to be under the leadership of the PSAWEN authorities without disruption as PSAWEN signed MoUs with Burtinle and Goldogob to implement water SDM projects.

- A new district council and the mayor were successfully elected in Galkayo districts which ended months of the transition period which had been disruptive for JPLG interventions.
- The state Ministries of Interior (Mols) and respective Local Governments (LG) in the new Somalia Federal Member States (FMS) renewed priorities in improving basic services. LGs are pushing Federal Government institutions to decentralize functions across primary health care and education.
- The Government and people of Somalia and Somaliland are pushing the agenda of inclusivity and gender ahead of the expected district formation exercises and council elections respectively

NARRATIVE

OUTCOME 1: POLICIES

Local Government Laws

In Somaliland, significant support was provided to the Ministry of Interior to enhance and maintain effective dialogue between the government and Somaliland's parliamentary committee on Interior, Security and Defense to engage citizens through regular consultative meetings. On March 20-21, a consultative workshop was held with the participation of the Vice President's office, sector ministries, decentralization policy stakeholders such as ALGASL, women and youth groups. Discussions were also held with the parliamentary committee on Local Governance regarding revision of Law #23 on Regions and District Self-administration (also known as the Local Governance Law) with a focus on upgrading the Inter-Governmental Fiscal Transfer (IGFT) between the central and local governments. The Ministry of Finance (MoF) and the Accountant General Office (AGO) advised on how Mol and MoF shall work on a distribution formula of IGFT. The new revised law #23 has revisions in the articles #88 and #89, which indicate specifics of fiscal decentralization. The Parliament committee received the revised "Local Governance Law" and collected inputs from the relevant sectoral stakeholders, as it will affect several other laws. The workshop was part of a series of consultative meetings that were aimed at helping the parliamentary sub-committees to gather initial concerns and recommendations ahead of the expected parliamentary debate on the Law in July 2019. This process has been highly consultative and engaged all levels of government as well as civil society.

In Puntland, the Ministry of Interior organized a consultative workshop on legal/policy review process of the Local Government Law (No.7) to validate and adopt the amended version of the local government law. A total of the 81 (M:57; F: 24) participants attended the consultative workshop.

Modules and Manuals

The Programme supported the finalization of two more training modules (*M&E and Internal Audit*) as a part of the District Participatory Planning & Budget Guide (DPP&BG) / District Participatory Planning & Finance Guide (DPFG). A one-day training workshop was organised on May 4th to draft an initial module structure and content and identify gaps in technical information to be addressed through an M&E framework. The workshop provided a useful opportunity to consolidate M&E information from districts and to introduce new districts to M&E concepts, and the DPFG cycle. A total of the 24 participants (F:5, M:19) were in attendance including Mol consultants, LGI consultants, districts planning directors and M&E unit staff from the JPLG target districts and two other districts (Las Anod and Aynabo) in which the Mol has recently expanded its local governance strengthening activities as part of the government led strategy. The current DPFG cycle represents a revised and updated version of the previous district Public Expenditure Management



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(PEM) cycle, implemented in JPLG target districts from 2013-2017. One of the acknowledged areas for improvement of the previous PEM cycle was the need for sound district M&E systems to monitor and evaluate progress in the implementation of a districts Annual Work Plans and the districts 5-year District Development Framework (DDF).

The Somali language version of the **Local Government Employment Regulation Manual** for local government was validated and adopted by the Ministry of Interior in a workshop held in Kismayo, Jubbaland with 30 participants (M20, F10). Local Government Employment regulation is an important component of supporting frameworks for decentralization.

The Ministry of Interior, Jubbaland facilitated a workshop on 21st and 22nd April 2019 on the **Human Resource Management Tools / Manual** (based on the Puntland one) with 21 participants (M:12; F:9) and issued a decree mandating districts' government to adopt it.

Puntland Ministry of Women Development and Family Affairs (MOWDAFA) produced a draft of the **Minimum Standards/Guidelines for gender equality and gender responsive Local Government Offices**.

Participatory Planning Public Expenditure Management (PEM) modules / frameworks for Benadir Regional Administration / Mogadishu Municipality and Hirshabelle State were developed. These guides the processes of district planning and budgeting, budget execution, accounting and financial reporting, internal audit, monitoring and evaluation.

The **Office Management and Administration Tools and Training Manual** for BRA was developed which will guide communication, filing, documents management, financial budgeting and monitoring.

Development of a **Local Government Financial Management Manual** (linked to the LGFP below) is ongoing in BRA. Desk review and discussion with heads of departments such as director of revenue, expenditure and finance has been conducted. In Galmudug and Hirshabelle, the ToR was finalized and initial discussion with the government counterparts have taken place and the work will be concluded in quarter 3.

Decentralization policies and expansion strategies

A review / assessment of the current IGFT in sampled districts of Somaliland and Puntland was conducted. The initial findings of the field exercises documented, that *"service delivery is coordinated by Social Affairs Departments (SAD) delivering only a few devolved functions related to operation and maintenance, security and taking care of non-technical staff. This could partially explain why the SAD in the LGs lack specialized staff. Actual service delivery is implemented by the sector ministries through the deconcentrated regional offices of the State Government. Service delivery is still a mix of decentralized and centralized services, centralized services being delivered through regional teams of central government sector ministries. This is attributed to limitations in capacity of the SADs at the districts' municipalities to plan, manage and oversee service delivery due to lack of sector experts in the SADs of the LGs. Sector ministries have continued to use this as a reason for not fully transferring devolved functions to the districts. The LGs on the other hand are contributing funds for sector service delivery. However, a large proportion of these contributions were directed to services not within their mandates e.g. supporting universities, regional hospitals, etc."*²

The programme supported the Puntland government to develop health and education sector decentralization strategies that are well aligned with the Puntland decentralization policy, as well as education and health sector plans and strategies. The formulation process of these two strategies was participatory, government-owned and led process. Both

² Details will be available upon request once the report is endorsed.



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Ministries (health and education) recruited senior local consultants who reviewed key policy documents and conducted consultation and verification workshops to consult with key actors and partners, such as the local government authorities. These strategies will help guide the implementation of the SDM projects and provide clarity on the roles and responsibilities between the local government and sector ministries which were major challenges identified over the last few years. These sector decentralization strategies will close the gap and help the local governments and sector ministries to jointly design, implement, and monitor the devolved functions, the SDM, in a systematic and coherent approach to deliver better results for the citizens. The two strategies were validated and shared with the partners for review and will be endorsed at the SDM and Technical Working Group (TWG) review planned for 25-26 July.

The Inter-Ministerial Committees for Local Governance (IMC-LG) of Somaliland and Puntland organised their quarterly meetings on implementation of the Decentralization Policy and Roadmap with sector ministries

In Somaliland, the IMC members meeting was held in May and reviewed the overall progress of the 2-year work plan and updates on government's contribution to the JPLG III budget towards the government's expansion strategy to the new districts. Agreement was reached to accelerate the government's expansion strategy processes to the districts of Sool and Sanaag.

In Puntland, the IMC-LG the quarterly decentralization dialogue forums on decentralization and service delivery were held where districts presented their role in the provision of public services and rolling out the implementation of the decentralization policy.

To strengthen the sustainability and ownership of local government capacity building, IMC-LG in Puntland organized a consultative meeting with the aim of brainstorming on local fundraising ideas and its importance. Participants agreed to share their local government's experience with local businesses as well as the media in their fundraising strategy.

The Ministry of Interior, Jubbaland organized Decentralization Dialogues in Kismayo, Afmadow and Doblé districts: On 11-12 June the Decentralization Dialogue for women in civil society was held in Kismayo to obtain an enhanced and shared understanding of decentralisation in the Somalia context. 145 (F:130, M:15) participants were exclusively from the women in CSOs. The forum discussed the significant role of women in the council formation, importance of gender inclusion and the way forward for the decentralization process including policies, legislation and the division of functions between districts, states and federal governments.

On 15 – 16 and 18 – 19 June the Decentralization Dialogues were held in Afmadow and Doble districts with 70 (F:30 M:40) and 44 (F:26 M:18) participants respectively drawn from key parts of the community and district administrations involved in decentralized services delivery. The dialogues focused on understanding the concept of decentralization in Somalia context, overview of the MoI Jubbaland progress achieved in terms of the legislation / policies to advance local government agenda and division of functions / roles between districts, state and federal governments in decentralized service delivery.

The Ministry of Interior, Southwest State also facilitated a Decentralization Dialogue Forum on 26 - 27 June to discuss decentralization and public service that local governments are mandated to deliver in an equitable manner at local levels as well the importance and concept of decentralized service delivery. 55 (F:15; M:40) participants from sector ministries, state, parliamentary internal sub-committees and the Hudur and, Bardaale local administrations took part.



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SWS Decentralization Dialogue Forum

National Level Coordination of LG initiatives

With the overall goal of enhancing coordination mechanisms between different federal levels, the Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR) in conjunction with relevant state ministries, the UN and other international agencies, organized national local government coordination meetings on 26 - 27 March to discuss the progress towards sustainable local governments that can deliver services and contribute to local peace.

State level coordination of LG initiatives

The Ministry of Interior of South West in conjunction with relevant state ministries, the UN and other international agencies, organized a local government coordination meeting on 16 April with 40 participants ((M:36; F:4) with the objective of fostering information sharing, establishing a coordination mechanism on key areas of local government activities including progress on District Council formation and preventing duplication of activities.

In Somaliland and Puntland, the programme supported regular inter-governmental dialogue, including Technical Working Group (TWG) meetings, sector coordination meetings and joint monitoring visits which contributed to building trust and strengthened collaboration among the different tiers of the government. In addition, for the first time, Puntland established “district-level multi-sector coordination meetings” in four districts, Galkayo, Gardo, Bosaso and Garowe. The meetings chaired by Mayors were represented by 200 participants from government agencies, local authorities, CSO and INGO members.

Peer-to-peer Learning

Bringing together different parts of government to learn from each other and facilitate dialogue around common goals and processes has contributed to the progress of local governments. Connections facilitated through formal activities have strengthened informal exchanges and the pursuit of peer learning.

In May 2019, Puntland Ministry of Interior invited representatives from, South West, to visit the JPLG supported districts of Garowe, Eyl and Gardo. The SWS officials, including the Director General and two council members from Hudur District met with the districts executive committees and directors of departments who briefed them on their departments routine work and key achievements. They also met with the Director General of the Ministry of Interior and his team³

³ The peer to peer report is available on request



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Contractor Registration Act

As part of its regulatory role, the Ministry of Public Works, Housing and Transport (MoPWHT) developed the contractor registration act, to ensure compliance regarding registration, required standards and regulations for contractors. A workshop of key stakeholders was conducted on 16 - 17 February to review the act's articles as well as better understand its implementation. On 11th March a validation workshop was conducted to validate the revised act. The act details the establishment and responsibilities of the committee to oversee the registration and conditions for it as well as termination. The act has been translated to Somali and is awaiting endorsement by cabinet.

Urban Land Management Law

In Puntland, the program's close collaboration with the government counterparts and the series of consultative sessions convened for diversified and broad-based participants have resulted in finalization of the draft Urban Land Management Law. The draft law has been thoroughly discussed and adopted in the inter-ministerial committee on local governments. The Law is awaiting submission to the council of ministers.

In Somaliland significant efforts have been dedicated by different actors over the past years to address challenges of land governance, including urban land use planning and administration of tenure right. The drafting of a Land Policy document and the program's support in amendment of Law #17 are all efforts to improve land governance in Somaliland. In 2018, the establishment of the Land portfolio within a new Ministry, together with Public Works and Housing, partially resolved the institutional unclarity over land administration and now offers an opportunity to address and nurture innovative solutions for land governance in conjunction with the challenges of urbanization. The drafted land policy needs firstly to be completed to achieve fully-fledged national policy objectives, and subsequently, its objectives must be framed by a land law; a comprehensive single law or a complementary set of laws. Therefore, the programme and the Ministry of Public Works, Land and Housing agreed on supporting a consultation process, steered and owned by the Ministry for the finalization of the Land Law, including an urbanization part, and to compile a roadmap for the development of a comprehensive legislative tool for land governance.

Local Government Finance Policy

The need for relevant policies and procedures to guide financial management at sub-national structures clearly and strongly came out from the BRA strategic assessment and similar assessments done in some of the federal member states. Responding to this observed deficiency, the program is in the process of developing a local government finance policy for BRA, SWS, Jubaland, Hirshabele and Galmudug. The policies will be developed in a participatory manner considering and harmonizing the existing laws, bringing in best practices and ensuring alignment with federal government financial management requirements. The policy will provide harmonized guiding framework on financial management at sub-national structures and will enhance management of public funds. The policy will be coupled with a local government financial management manual that provides step by step procedures on key aspects of financial management.

OUTCOME 2: CAPACITY

District capacity assessments to new districts

The Ministry of the Interior in Somaliland in collaboration with the Local Government Institute (LGI), conducted comprehensive capacity assessments for Lasaanod, Ainabo and Erigavo districts using the capacity assessment tools introduced by JPLG. The objective of the assessment was to measure the existing capacity of these three new districts including available resources, both human and financial, identify the capacity gaps and establish baseline data to assess



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future progress to strengthen the district's capacity to provide better services.

District annual work plans and budgets

The Somaliland Ministry of the Interior, in collaboration with LGI, technically assisted in the preparation of annual work plans and budgets for 8 JPLG districts to ensure consistency with district development frameworks, as well as inclusion and participatory planning processes established by the ministry. In this regard, the MOI organized participatory workshops in all eight districts to provide communities with an opportunity to comment on district priorities and budgets for 2019 and refine them based on community feedback. The workshops invited and welcomed a wide range of community actors involved in community consultations to ensure that their needs are reflected in the district's annual work plan and budget. During the one-day district workshop (across all districts), the districts presented their annual work plan and budget and the communities made effective comments. By the end 2019, the 8 JPLG districts will implement 139 projects, of which 94 will be funded by the districts and the rest will be funded by the JPLG. The district administrations have demonstrated their commitment to implementing priority projects.

Monitoring and Evaluation Systems

As part of building effective local government institutions and developing the capacity of the local governments to deliver sustainable services, The Puntland Ministry of Interior, Federalism and Democratization (MOIFAD) organized a two-day consultation workshop to validate the M&E framework for the districts on 28-29 of March. 43 participants attended the validation workshop including representatives from M&E departments, the Ministry of Planning and JPLG districts in Puntland (Gardo, Bosaso, Galkaio, Garowe, Eyl, Jeriban, Burtinle, Galdogob and Bayla), Office of the president, sector ministries and UN JPLG teams.

JPLG has continued to support Somaliland's Ministry of the Interior to manage and oversee support to the districts in line with its mandate and law No 23 as well as to monitor activities which districts implement in line with their annual work plans. The Ministry organized joint health/education monitoring visits to four districts in Somaliland. This was the first joint monitoring field visit where senior officials from the central government (DGs from three ministries: Education, Health, and Interior), representatives from the Vice President's Office, senior officials from Regional Health and Education Office along with JPLG representatives participated. The central and regional government officials noted the added value of decentralizing services based and made commitments to increase support to the districts both financially and technically. The visit proved to be a very positive step toward fostering a better understanding on the progress made to support the implementation of the devolved functions in education and health sectors among the VP's Office (Decentralisation Champion), different ministries (MoE, MoH, MoI), and between the various levels of government (central, regional and district). Such visits help the various ministries to understand the other sectors which further promotes intersectoral convergence, as well as the added value of strengthening decentralization and local governance.



Joint inter-sectoral monitoring mission



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Deployment of National Experts / Young Graduates in Government

The Ministry of Interior of SWS supported the recruitment of two consultants and two young graduates (YG) to Hudur district. An orientation training was also conducted for them. The consultants and YGs help to respond to capacity gaps in local governments.

An induction training was conducted for 13 (F:10, M; 3) YGs on the governance structure in Somaliland, the constitution, local governance Laws, an overview of decentralization policy, systems, procedure and reporting requirements, understanding of JPLG's core functions and the role of capacity development so they understand their roles, functions and responsibilities and to be in a position to make an impact in a visible manner.

Similarly, in Puntland, the Ministry of the Interior conducted an induction training to 18 young graduates in the governance structure of Puntland, the roles and responsibilities of young graduates, the responsibilities of local government departments, human resources, overview of work plan preparation, local government audit, district annual work plans, financial reporting and the LDF system as part of building effective local government institutions and developing the capacity of local governments to deliver sustainable services

Business and Property Registration Processes

Local governments have a role in ensuring the registration of businesses from a regulatory aspect as well as for increased revenue generation. The absence of a transparent and efficient registration process is an impediment to compliance and loss of revenue.

Review of **business registration** procedures to enhance and harmonize the business registration processes in Galdogob and Burtinle districts in Puntland took place between 24 April and 8 May. As part of the process for streamlining the processes in the 2 districts, training on data collection and use of GPS application was conducted. The training covered ethics and methods of data collection, GPS application, business grading and tariffs. The participants were also given broad descriptions of the zones of both districts and business registration processes. After training, 15 enumerators were assigned to each district where they collected data on existing businesses.



Data collection on business profile

Data on 809 and 1004 existing businesses was captured for Galdogob and Burtinle respectively; this data will be incorporated into the financial management system once established. Currently, Galdogob district has registered only 250 business this year. The mayor of Burtinle district pointed out that only a small number of businesses in the district have permits while there were no defined business categories and grades resulting in problems in determining the fee to be levied. Additionally, lack of skilled staff, an efficient business registration process and public awareness have also been hindering business registration in both districts.

To encourage businesses to register as well as create awareness on the registration processes, communication messages were developed and publicized on 2 popular television and radio stations. In addition, dialogue meetings between the business communities and Burtinle and Galdogob districts aimed at providing a platform to exchange views on current issues affecting the local economy and business environment were conducted in April for 25 participants in each district.



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The dialogue forums were attended by key representatives from the local business community, mayors of both districts and directors of departments and other senior representatives of the ministry of interior. Key outcomes of these forums included: -

- i) Agreement that every registered business should pay tax to the district through an electronic system to be introduced in Galdogob district soon. This will enhance transparency and accountability, increase the revenue of the district and reduce corruption.
- ii) Suggestion for the districts to continuously organize such dialogues for the tax-payers and local government to discuss openly about existing problems and identify appropriate solutions.
- iii) The mayor of Galdogob stated that one of the main challenges is garbage collection at main market. For environmental conservation, the district and business community declared a ban on plastic bags and establishment of effective garbage collection systems
- iv) Galdogob district acknowledged the role of local entrepreneurs in economic development and it was agreed that business registration is beneficial for local government in development of policies and strategies for local economic development. Participants proposed that districts give special attention to small businesses.
- v) The participants also suggested the creation of a Burtinle business community forum/network where they can share existing challenges, issues and solutions for their problems. They additionally proposed that Burtinle local government and business community should cooperate in constructing the remaining kilometer of tarmac road of which the local community has already constructed 1.5km to improve access.

Property tax is a main and reliable source of income for local governments. Following the development of the property taxation framework, the programme started supported **property registration** in Baidoa to tap new district revenue potential to further increase delivery of social services to the public. A clear roadmap for implementation clarifying roles and responsibilities of key government institutions was developed, discussed and endorsed. Terms of reference defining the technical procedures of property registration, plate numbering and database management has been drafted, discussed with authorities and endorsed.

In addition, eight districts in Somaliland where the program is active have received regular technical support in the property registration and numbering. In Odweyne, the GIS database compiled for the masterplan was used as a base for the property registration exercise and the elaboration of thematic maps supporting the district in property taxation.

Public Works Guidelines

Support was provided for the full establishment of the public works units in Galdogob and Burtinle and the 2 districts have recruited engineers. However, their capacity is still limited thus technical assistance is being provided by the technical advisors in the ministry of public works as their competencies are improved. The established terms of reference for local government public works units and jobs descriptions for technical staff will be applied, in addition to provision of requisite office equipment.

Urban Planning and Infrastructure Management

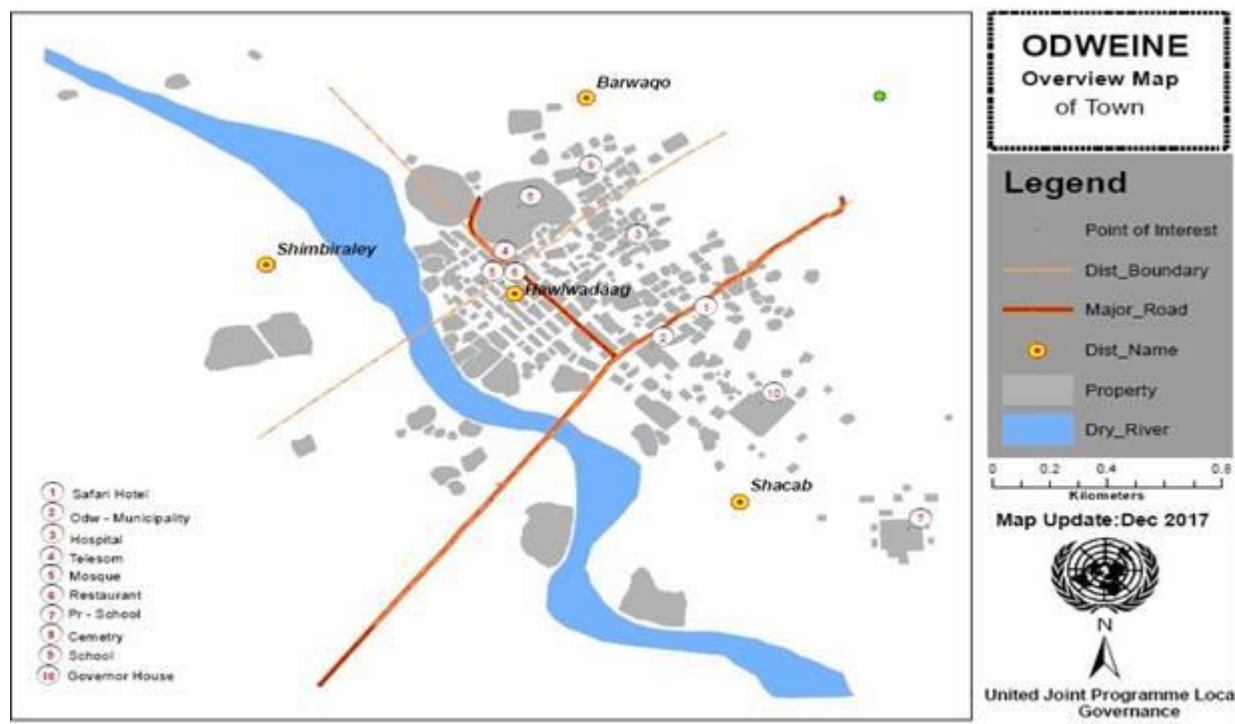
As part of the ongoing institutional capacity and technical support to the urban planning department of Ministry of Public Works, both in Somaliland and Puntland the programme has continued to offer technical support and at the same time strengthen the capacity put in place in terms of urban planning. GIS experts and urban planners were embedded in the ministries to strengthen institutional capacity and support districts in terms of master plan development and implementation of urban development plans. Because of the strengthened urban planning capacity at the ministry, some of the districts, where the program has not been active, are benefiting from this and now coming up with urban development plans.



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In Somaliland after finalization of the Gabiley Urban Development Plan, implementation of key infrastructure is ongoing such as finalization of the main bridge, the extension and rehabilitation of the meat market, the main football stadium, and upgrading of the main highway.

The program continued to provide technical support in convening the Infrastructure Pillar Working Group in Somaliland in close collaboration with ministers of Planning and Public Works and hence, a session of the working group took place in May. The working group is convened to provide a coordination mechanism to crucial ministries, relevant governmental agencies and international community for integrated infrastructure development, in line with the National Development Plan II and looking upon a balanced approach that takes environmental protection and resource management into account.



Thematic map of Odweyne with the subdivision of the town in district for tax collection

In Puntland, the program continued to provide technical support to the urban planning team within the Ministry of Public Works and Transport in implementation of the Garowe Strategic Urban Development Plan. As a result, as part of a city extension plan, 25km of road were opened in the East of the city for a new development area which could host 20,000 new inhabitants. The planned city extension incorporates most of Garowe's IDP settlement, providing improved accessibility and better services. The inner city was also surveyed to assess the drainage system, and 7km of road were upgraded to improve water runoff.



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Road rehabilitation in Garowe town

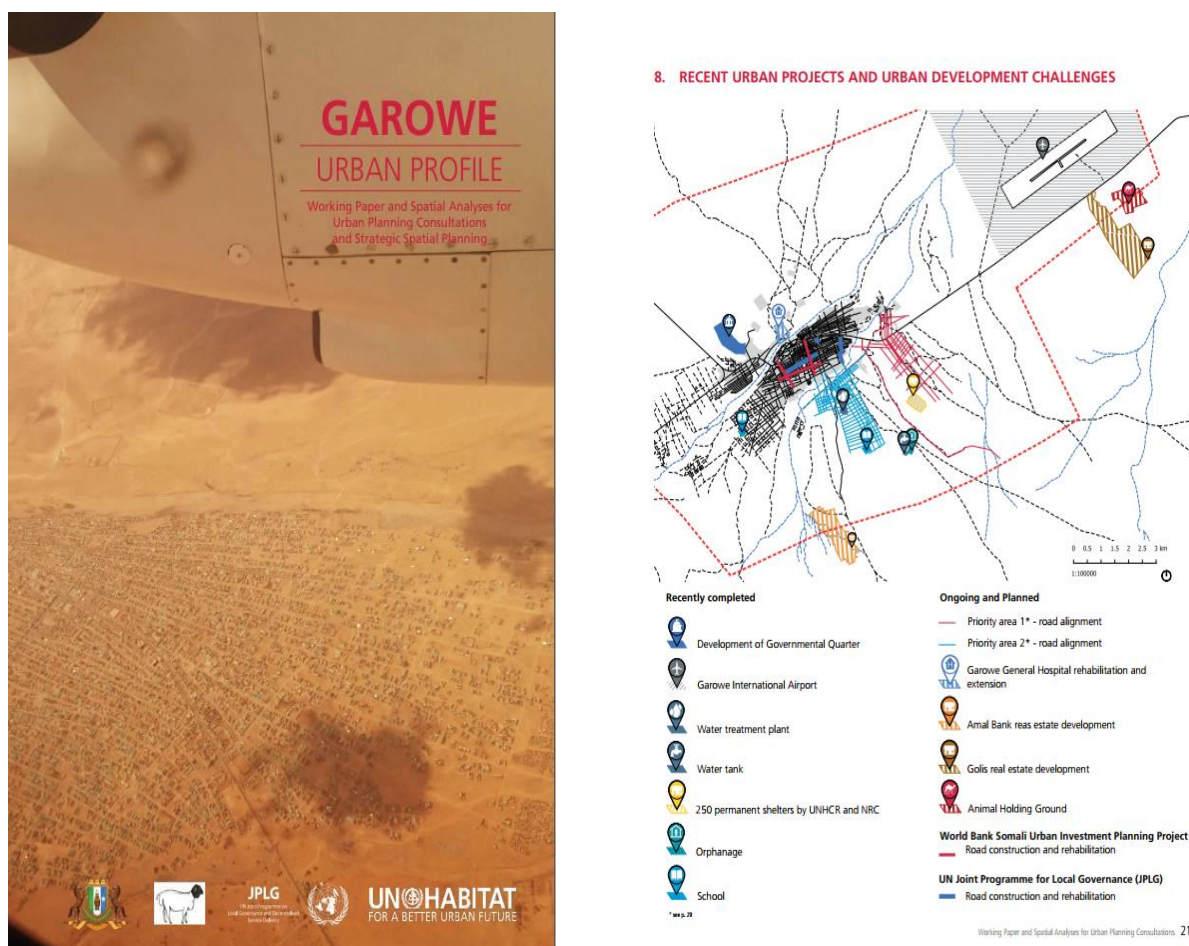


Road surveying and demarcation





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The Garowe Urban Profile showing the ongoing and planned projects in the city

Urban planning activities in the Federal Member States particularly South West, Hirshabelle and Jubaland States of Somalia were aligned with the ongoing activities under the Peace Building Funds supported Midnimo (Unity) and Daldhis (Build up your country) programs. In South West, a workplan has been agreed with the Ministry of Public Works, Reconstruction and Housing, to follow up the urban planning exercise in Baidoa and Hudur in conjunction with the drafted Urban Land Management Law currently under cabinet approval. The legislation stipulates roles and responsibilities for various urban development plans among state and local government institutions in line with the Local Government Law (Law No. 10). After approval by the Regional Assembly, South West State will likely be the third state with an Urban Land Management Law in place in 2019 (after Puntland and Somaliland).

The programme is also supporting the ongoing IOM initiative in Baidoa (South West) and Kismayo (Jubaland) to merge the various community action plans developed in recent years through an inclusive and participatory process into one local development planning document that supports coordination across government and implementation partners as well as civil society organizations, strengthen government leadership and unlock additional development resources. A similar approach will be pursued in Hirshabelle State where technical support will be given to the Ministry of Public Works and Reconstruction for coordination and validation of Urban Profiles for Johwar, Beletweyne and Balcad that will contain spatial development plans. In Galmudug, the ongoing rivalries among government factions continue to hamper implementation of the program's activities.



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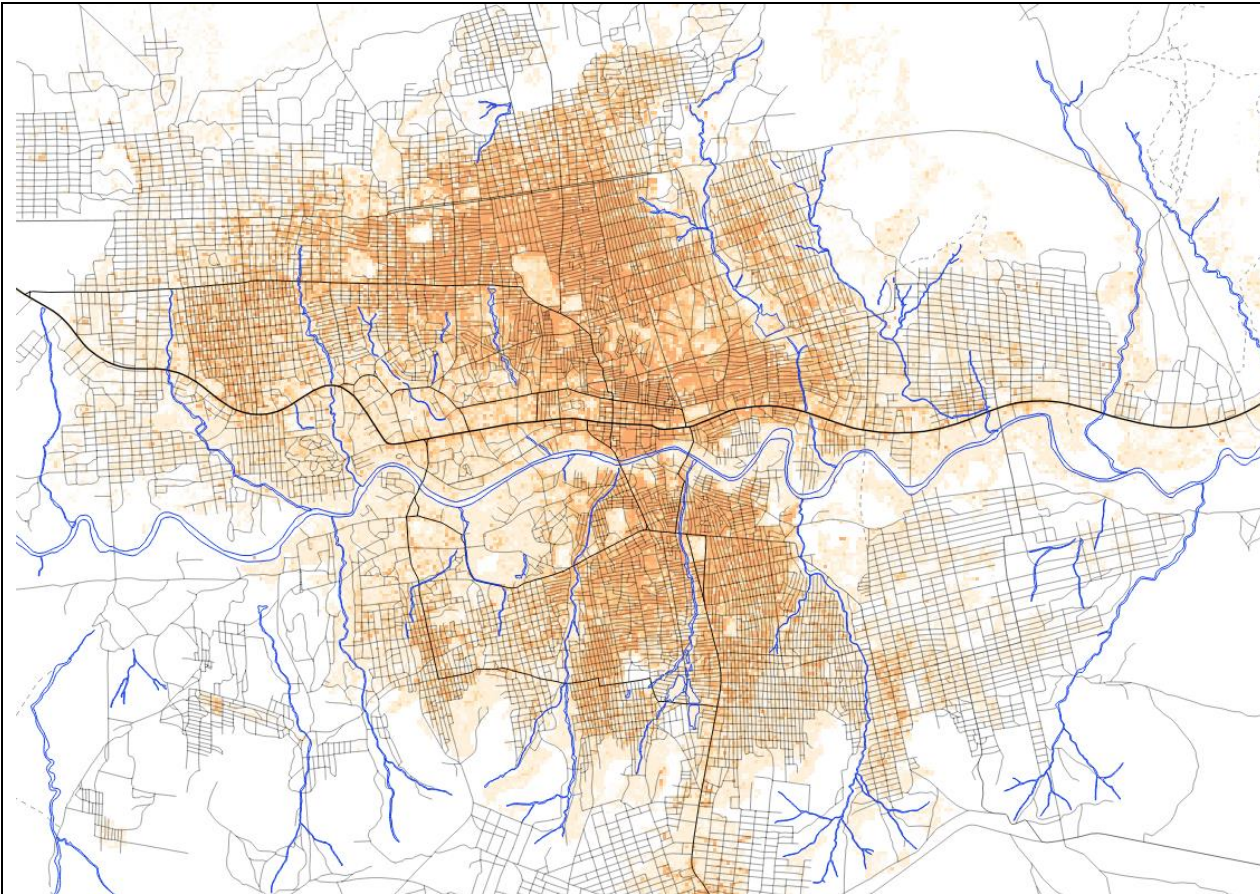
The programme launched the Hargeisa **urban / city visioning exercise** in April with an inception workshop. The visioning exercise aspires to develop a shared vision and lay the foundation for a new strategic planning framework to enable and steer sustainable urban development by leaving no one and no place behind in the greater Hargeisa area. A shared vision requires an open source and inclusive planning approach capturing creative development ideas of all relevant stakeholders including the most vulnerable groups in society, such as children, elderly, women, IDPs and disabled persons. To this end, the programme developed a stakeholder mapping plan and agreed with the municipality on a roadmap to involve the population in a series of community consultation sessions and focus group discussions. Bilateral meetings with several stakeholders from academia (Hargeisa University) youth and women associations (SONYO, WAAMO, NOW), and others, have been held in the preparation of a scoping mission which is currently happening in Hargeisa. The visioning exercise will be informed by basic mapping and urban survey, resulting in an urban diagnosis. An initial data assessment, identifying already existing databases, gaps and opportunities in the profiling of the technical and social infrastructure has been carried out in collaboration with Hargeisa municipality. A series of thematic maps are being drafted, together with a series of urban analysis which will form the Hargeisa urban development report to be completed in quarter three.



Urban visioning inception workshop at the Hargeisa Municipality



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Dry riverbeds and impervious surfaces mapping of Hargeisa

In Mogadishu, the program has supported the finalization of ***BRA five-year development plan*** following a series of local consultations held in May and June. The plan is designed to shape and guide the socio-economic and infrastructure development of BRA and to better plan and manage future interventions and respond to the needs on the ground. Consultation meetings with different stakeholders (BRA executive, directors, district commissioners, 17 districts in BRA, civil society and private sector). Furthermore, the development plan has been presented to some of the federal ministries where their input and contributions were incorporated into the document. A final consultative and information sharing session with the international development partners is planned in July after which the BRA development plan will be final and ready for submission. Mogadishu urban visioning exercise is scheduled in the third and fourth quarter of the year to incorporate the lessons learnt from Hargeisa visioning exercise.

Livable and Sustainable Somali Cities: Embracing the future through innovation and collaboration

During the recent UN-Habitat Assembly held in Nairobi from May 27th to May 31st, the programme organized a side event on “Livable and Sustainable Somali Cities” in collaboration with the Federal Government of Somalia, Somali mayors and donors and thoroughly discussed the challenges Somali cities - some of them already among the world’s fastest urbanizing nations- are facing. The side event was co-chaired by the Minister of Public Works, Reconstruction and Housing, FGS HE Abdi Adan Hosow, HE Mohamoud Nur Tarsan, Ambassador of Somalia to Kenya and HE Dr. Ralf Heckner, Ambassador of Switzerland to Somalia.

The meeting participants discussed and highlighted the intersectionality between critical issues of local governance,



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youth, gender and urban identity. The need for a combined UN response to address displacement, rapid urbanization and effective local governance was also elaborated and agreed upon. In addition, the need of inclusive urban governance, institutional needs and smart basic service delivery was deliberated. Mayors and other meeting participants had the opportunity to share experiences and explore areas of mutual support and collaboration. In the evening, the Embassy of Switzerland in Nairobi hosted a dinner and Iftar for the meeting participants, where the interactive dialogue continued.



Participants discussing urban governance



Local Government Institute (s)

Following consultations with MoIFAR, MoI Somaliland and CSI/LGI, Somaliland on development of a standardized curriculum that would ensure consistency and transferability of skills and knowledge across the country, a final draft **standardized curriculum** that defines the scope of proposed LGI training, including 9 courses compiled from a suite of more than 50 training modules developed with the support of JPLG agencies over the years was developed.

The **Somaliland Local Government Institute's LGI Board manual** was produced to guide the LGI Board on how to carry out their mandate to meet the expectations of the LGI's various stakeholders. It outlines the LGI Board's overall operational framework for executing its mandate. The manual also lays out the policies, processes and procedures the Board of Advisors will follow in exercising oversight over the LGI. This is to ensure that the institute is transparent and accountable in its operations and can realise its vision, mission and strategic objectives.

The Local Government administration and council staff from across Somaliland have taken part in several trainings on **Office Management, Participatory Planning and Human Resource Management**, which were facilitated by the Local Government Institute (LGI) in Hargeisa, Burao and Borama. Participants were drawn from 11⁴ districts.

The office management and financial planning trainings included effective internal communication, confidential filing and management of documents, and financial budgeting and monitoring.

The human resource management training covered Local Government Employment Regulations, how to carry out merit based and transparent recruitment processes, and human resources budgetary planning.

The trainings also included knowledge exchange visits to the Somaliland Parliament, the Ministry of Energy and Minerals and the Ministry of Foreign Affairs so the local government staff could see administration processes in progress.

⁴ JPLG target districts and 3 new districts: Las-anod, Erigavo and Ainabo



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As part of an effort to strengthen institutional capacity of elected local councils, the program closely worked with Ministry of Interior and the Local Government Institute to conduct a 10-day **Local Leadership Management (LLM) training** for Buroa and Borama in Somaliland in response to local council functions gaps identified during the previous monitoring missions led by the Vice President. There were 53 (7 female) participants including local council members, administration and civil society representatives.



Mayor of Borama opening LLM training in Borama



Closing ceremony of Buroa LLM training

The **Puntland Local Government Institute's 5-year strategic plan** was produced to strengthen the LGI capacity for delivering the much-needed training for local government officials, staff and local leaders using standardized curriculum and modules. The government will facilitate the final validation in Q3 2019.

The capacities for technical public works staff on identification, planning and design of infrastructure projects for improved serviced delivery has been enhanced. A 3-day workshop on **technical standards and specifications** was conducted from 30 April – 3 May in Garowe. The objective of the workshop was to enhance the capacity of district engineers, heads of public works departments, district public works units, staff as well as contractors on technical standards /specifications for roads, bridges and tender documents for road works. During the training emphasis was made on compliance and adherence to guidelines and specification for quality of infrastructure. A similar workshop specifically for building standards and specification was conducted from 15 – 20 June for district engineers and contractors from Garowe, Bosaso, Gardo, Galkayo, Beyla, Eyl, Jariban, Burtinle and Galdogob.

Trainings on **procurement compliance audits** for internal audit staff were conducted in Garowe, Galkacayo, Gardo, Bosaso, Jariiman, Eyl and Badar-bayla districts from 10 May - 15 June. The training was designed to equip the internal audit of districts with required skills and knowledge to enable them to audit the district procurement processes in an effective way as procurement is one of the key support functions in the public service. The training aimed at contributing to the improvement of the effectiveness of the local government internal audit units in its supervision functions, enhancing the capacity of the participants and providing a set of principles and practices that represent the most efficient and prudent course of action for developing and maintaining best practice of local government procurement processes.

In Puntland and Somaliland, the program continued to strengthen internal control mechanisms. The **internal audit charter** had been developed earlier and 35 (8 female) local government employees in Puntland were trained on it and streamlining of districts financial reporting. Internal audit units of four districts in Puntland namely Bosasso, Gardo, Garowe and Galkaayo and two in Somaliland (Buroa and Borama) were provided with basic equipment and technical support including on the job training to produce internal audit reports. By capacitating the internal audit units through



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provision of necessary office equipment, tailored training and guidelines, internal control mechanisms are expected to be strengthened to enhance transparency and accountability.



Internal audit training for Puntland Districts in Garowe



Training on procurement compliance audits, Bossaso

Effective and efficient delivery of public goods and services of local government depend to a large extent on the effectiveness and efficiency of the procurement function while strengthening public procurement systems contributes to improved governance and service delivery. Internal audit has a vital role to play in ensuring adaptation of the best practices and compliance by procurement units in the districts. Principles for compliance were emphasized which include; value for money, continuous improvement in the provision of services, efficient allocation of resources, compliance with relevant procurement guidelines, high standards of fairness, openness, probity, transparency, risk management and accountability in procurement process.

In Mogadishu Municipality, training on procurement audits was conducted in June for 20 participants drawn from the audit, finance and procurement units / departments.

In Puntland, in close collaboration with Ministry of Interior, the programme trained 148 (33 female) district council and civil society members on **Local Leadership Management** in Garowe, Bosasso, Burtinle and Galkayo.



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A training participant receiving her certificate



Mol minister in PL closing the training in Galkayo

The 10-day **Local Leadership Management (LLM) Training** was provided to 48 (11 female) participants from the district council, civil society representatives and members of the district administration of Bardale new district council. The training provided insight and knowledge on how to perform functions, deliver services, build trust and social contract, all in accordance with relevant laws, chiefly the local government law. The recently updated training manuals are designed / specifically tailored to enhance the capacity of district council members in discharging their mandated functions and making local governments more effective and accountable. The LGI led the review of the training materials in consultation with FMSs and qualified service providers.



A female participant presenting her group's work to plenary



LLM participants keenly listening to the opening remarks of the mayor of Mogadishu / Governor of BRA

Likewise, the LLM training was provided in June 2019 to 85 (35 female) participants from BRA's 17 districts, youth and women organizations, civil society and some directors from BRA/Mogadishu.

The Federal Government of Somalia (FGoS) is in the process of establishing a **National Local Government Institute (LGI)** to improve the performance of local governments and thereby enhance local governance and service delivery in the country. The LGI is expected to institutionalize, coordinate and standardize the various training efforts undertaken by different actors within Somalia to promote a coherent approach to local government capacity building across the country. It is also designed to operate in line with the country's federal and decentralised structure. In this arrangement, the federal level is responsible for setting training policies; approving training curriculum, standards and guidelines; and



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overseeing their application across the country while the FMS are responsible for the actual training in their areas of jurisdiction as set out in the provisional constitution and their understanding of the challenges facing their local governments.

The process of establishing the LGI includes **mapping and assessing the capacity of potential training providers** that can partner with the LGI in local government training. This is because the task of training all local governments across Somalia is too monumental to be handled by the LGI alone. Mapping and capacity assessment of the potential training providers for local governments was conducted in the FMSs of South West, Jubbaland and Hirshabelle in March- April 2019. Nine organizations were targeted for assessment based on their mandates and relevant training experience and the final report was produced.

MolFAR conducted consultations in Mogadishu with FMSs and other government institutions and departments aimed at providing an overview of the LGI process and have discussions on the way forward in accelerating the implementation of the LGI.

Other trainings

The programme supported three days each **Planning Public Expenditure Management (PEM) training** for a) Mol staff in Hirshabelle State to familiarize them with the PEM cycle (basic principles, steps and activities of a PEM system including participatory planning and the importance of community involvement) b)for senior staff from Administration and Finance, Human Resources, Revenues, Taxes, Land and Planning Departments in Benadir Regional Administration (BRA) to build on a similar training conducted in 2018, to understand the PEM cycle in more depth and adapt it to BRA's systems such as PFM and procurement and c) Hudur councilors in Southwest State to develop their understanding of the PEM cycle and how it can enhance their existing planning systems especially the participatory aspect. A total of 30 (M:25; F:5) participants attended the training in BRA and in Hudur, 27 council members including two young graduates (supported by JPLG) from the Ministry of Interior.

Participant Feedback: Most participants indicated on the form that they found the training to be 'Exciting/Interesting'. Comments included that "the training was very helpful to me in terms of understanding planning and budgeting processes more 'deeply'", "the processes were presented and explained clearly", "the most important point that I learnt was how to implement the planning process in a sustainable way."

A **Training of Trainers (TOT) on Office Management & Administration Tools and Training Manual** was conducted on 22-25 April for all the departments of the Municipality of Mogadishu (MoM) / Benadir Regional Authority (BRA) as well as representatives from the 17 districts of BRA to familiarize themselves with the training package, to identify what elements would be useful for training in the BRA context and enable them take on a future training role on the same. Notably, a large proportion of the participants were women who made valuable contributions to the discussions, group work and suggestions for adapting the package for BRA.

This represented a first step in the process of rolling out a comprehensive office management and administration program across the BRA that can benefit all staff and strengthen the office in its role as a place where citizens and local government officials can come together.

A 2-day training on 11-12 June was conducted on **Human Resource Management (HRM)** for BRA/ MOM staff (senior from Administration and Finance, Human Resources, Revenues, Taxes, Land and Planning Departments) as part of their HR building capacity programme. The training covered the role of the human resources department, rights and responsibilities of employees, recruitment and appointment, the life cycle of human resources management, budgeting and payroll management and was aimed at building the process of institutionalizing best practices in human resources for local government employees and to standardize its implementation in accordance with the BRA HRM policy. It was attended by 45 people with over 48% women.



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The first ever **induction training** was conducted for over 150 new BRA employees on 9-10 of June. This is part of the process of implementing the Human Resource Management policy which was developed with the help of JPLG. The HR and Training department, in conjunction with JPLG, facilitated the training which was aimed at helping the new employees understand the organization and their role within it. The broad objective is to create a strong organizational culture where staff-members have knowledge of the organization, are aware and share the same vision, and understand how their own role/functions contribute to the vision.

Fiscal Systems

The **feasibility studies** for all the 41 prioritised, validated and approved projects in the 9 districts (Garowe 6, Gardo 3, Bosaso 3, Beyla 8, Eyl 10, Burtinle 1, Jariban 3, Galkaio 3 and Galdogob 4) in Puntland were finalised in late March to ensure that the projects are achievable regarding the social, economic and environmental aspects. In addition, the projects selected are intended to improve service delivery. Technical public works and districts procurement units' staff have successfully developed the selected projects **designs and bills of quantities** (in support of the budgeting process). This also demonstrates the impact of skills and competencies developed by the programme over the years for these staff. The **procurement processes** were completed and a total of 279 bids were received for projects valued at USD2,043,037, with 1 successful bid of a female contractor in Gardo.



Bid opening and recording

37 projects were considered feasible and the nine districts received the first tranche of bulk payment (50%) of USD 810,000 in addition to USD 88,848 USD contributed by the State Government. The projects include 12 roads, 6 schools, 4 health posts and the remaining 15 will focus on building/rehabilitation of community centres, markets, equipping streets solar energy based lighting and other districts' structures. Discussions were held with government on how to enhance projects designs to address gender considerations and disadvantaged people.

Feasibility studies were also completed for 3 selected projects in 3 districts (Karaan, Hamarweyne, Daynile) of Mogadishu Municipality which will for the first time receive funding from the LDF.

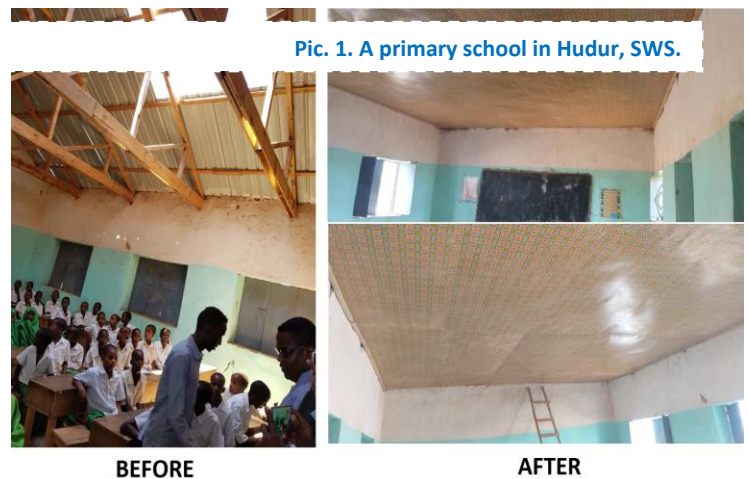


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LDF was rolled out in Hudur district after public procurement for projects identified through public consultation aimed at strengthening service delivery.

The projects are focusing on rehabilitation of a primary school and building two gravel roads to facilitate better service delivery.

AIMS and BIMS has been operational in Somaliland and Puntland districts for over ten years and this has significantly improved financial management at sub-national structures. However, frequent turnover of municipal staff is a major challenge. In collaboration with Ministry of Interior of Somaliland, the program conducted AIMS/BIMS refresher training for local government employees from Hargeisa, Borama, Gabiley, Saylac, Berbera, Odwiene, Buroa and Sheikh. The two-day training attended by 44 (12 female) participants covered both theoretical and practical sessions where staff members were trained on system usage, accounting practices, budget reconciliation, financial statements, back up and simple system maintenance.



Pic. 1. A primary school in Hudur, SWS.



AIMS BIMS training participants in Hargeisa

Disaster Management

The government of Puntland flagged drought and frequent floods as a major disaster that needed action to mitigate (contingency plan) or contain as and when it happens. To this end, a term of reference was developed which will guide a survey that will provide the baseline data on vulnerability to disasters and the needs of the communities. This will then lead to the development of a disaster management action plan.

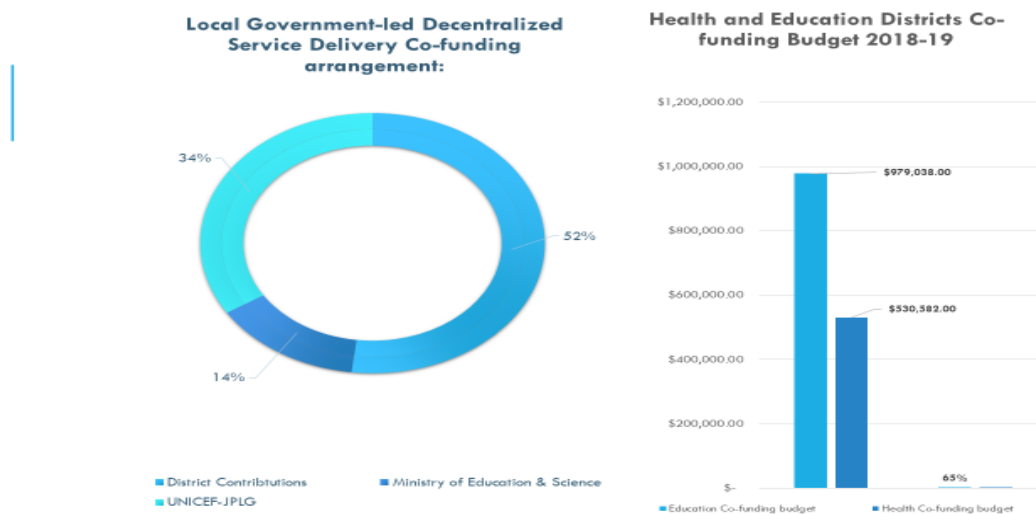


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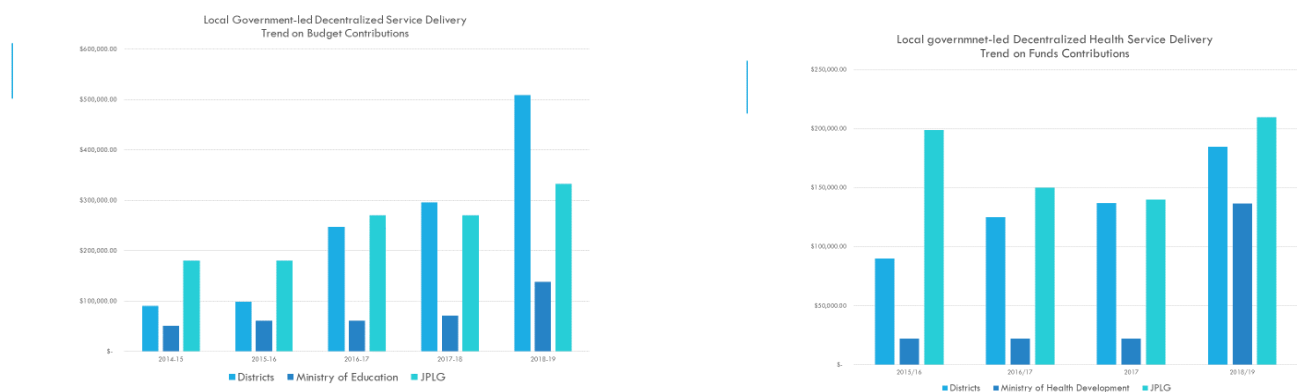
Service Delivery Models (SDMs)

In both Somaliland (5 districts) and Puntland (6 districts), the programme supported the provision of grants as co-funding through **Service Delivery Model (SDMs)** to help districts carry out their decentralized service delivery functions. This enhanced local governments ability to promptly respond to service delivery challenges and increased their commitment and investment from local revenues in the areas of primary health and primary education. Local government engagement in service delivery increased not only contributions for service delivery from local revenue but also increased the service coverage and improved consistency.

Somaliland increased their contribution to SDMs to US\$ 508,749 in 2019, an increase of 500% compared to 2014. In Berbera district, local revenue contribution increased from US\$ 40,000 in 2014 to US\$ 387,749 in 2019 (an increase of over 900%).



In Somaliland currently, as reflected in the chart above 52 per cent of contributions on decentralized functions in education and health come from local sources, 34% from JPLG and 14 per cent from the central government.



The graphs show the increased contribution of the local governments in Somaliland for the health and education sector with education increasing at a faster rate than health.



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In Somaliland SDMs support benefitted 76,000 students (40% girls) in 305 primary schools and users of 64 health facilities.

Some of the activities carried out with SDMs funds in Somaliland are as below: -

- Rehabilitation and/or extension of schools and provision of school furniture and utilities which contributed to increased access to primary schools with an average enrolment rate of 18 per cent (36% girls) in the target districts. The children also benefitted from the improved and child friendly learning environments.
- Payment of salaries for subordinate staff which enhanced cleanliness and security.
- Periodic student enrollment campaigns.
- Payment of hardship allowance to 428 rural primary schools' teachers (in 5 districts) which enhanced retention of teachers and contributed to quality and consistency in learning.
- Regular maintenance (constructions, rehabilitation/extension, sanitation and hygiene, community sensitizations on maternal and child care) of 64 health facilities (across four districts).



Rehabilitation of Health center in Borama district, Somaliland



NEW GABILEY FENCE (COMMUNITY PARTICIPATION PROJECT)



A school fence in Gabiley district, Somaliland being constructed by the LG through JPLG support and community participation and contribution

DAAROODLE and LAALAYS Primary Health Units which are just completed and will be operationalized in the coming months.





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The programme supported capacity building on SDMs (based on the recently developed manual) for 40 Social Affairs Department (SAD) staff across eight districts in Somaliland. The training improved the technical knowledge of the relevant staff in delivering basic services in health and education and hence, enhanced the efficiency and effectiveness of service delivery both at facility-level and overall district-level.

There was clear message from all levels of government officials in Somaliland that the SDM projects supported the decentralization of services which led to improved basic services and as a result the local governments gained more trust and respect from the communities.

Puntland increased its local government contributions by 1% (from 5% to 6%) and central government by 5% (from 10% to 15%). Overall, the central and local governments combined contribution to the SDMs for the social sector (health and Education) was 21%.

The SDMs supported 14 primary schools, five health facilities and four water points in Bosaso, Garowe, Gardo, Galkayo, Burtinle, and Goldogob districts where LGs implemented the rehabilitation and construction work in collaboration with sector ministries of health, education and PSAWEN (former water authority)



Birthadheer health facility in Garowe: rehabilitated and one additional room was added to accommodate more visitors/patients.



Jedad primary school in Gardo: 3 classrooms rehabilitated, water tank constructed, and latrines rehabilitated.



Biyo kulule primary school rehabilitation completed in Bosaso





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OUTCOME 3: INCLUSIVE POLITICS

Civic Engagement and Social Accountability

The programme invested in strengthening Civic Education in the New Federal Member States, BRA and Puntland jointly with Ministries of Interior (Mols), BRA and Civil Society Organisations (CSOs). The programme used the “Wadahadal” resource package to reach 400,000 participants (58% women) in the six districts across 4 new FMS.

In Puntland, the programme, in collaboration with Tadamun Social Society (TASS) and Mol, also used the “Wadahadal” to support the successful implementation of civic education programmes (sensitization and trainings) in three target districts (Galkayo, Burtinle and Goldogob) amongst different community members (parents, teachers, school children, local government authorities, religious groups, opinion leaders, youth and marginalized groups). These dialogue forums and trainings helped communities to be aware of their civic rights, responsibilities and obligations. Specifically: -

- 300 community members (106 men, 104 women, 43 boys and 47 girls) were sensitized on their basic rights, responsibilities and obligation as part of citizen engagement and empowerment;
- A dialogue forum for 150 traditional elders, opinion leaders and religious groups was conducted (50 participants for each district);
- 90 teachers, parents and community education committee (CECs) (of 56 males and 34 females) were trained on civic education to mobilize schools and community members;
- 4,500 {3,750 school children (1,994 boys and 1,756 girls) and 750 community members (260 men and 490 women} participated in civic education dialogue forums and sensitization meetings through theatre education sessions: drama, role plays, poetry, singing by trained volunteers. Three hours sessions were held in each of the three primary schools and three secondary schools in the targeted districts;
- 207 participants of local government authorities, CSO members, youth, women, and marginalized groups were trained on CE
- 1,200 community members attended public dialogue forums and got opportunities to ask their local authorities about services delivery, resulting in active citizen-local government interaction, information sharing, and asking crucial questions on improving delivering services.

The **Community Score Card (CSC)**, a **tool for social accountability** continued to mobilize citizen feedback and dialogue for better service delivery is being implemented in four districts of Somaliland (Borama, Burao, Gebilay and Berbera). The CSC brings together communities, service providers and local governments to monitor the status of service provision and report challenges to generate mutually agreed solutions and track the effective implementation of those solutions in an ongoing process of improvement. The committees reported issues hindering service delivery through SMS and the districts took action in 75 per cent of the community concerns reported. The tool shortened the bridge between the local citizens and district authorities in providing feedback and engaging in dialogue with the authorities on local service delivery and ultimately, stimulated demand for greater accountability in local service delivery and enhanced capacity of local governments to provide services that better respond to basic community needs.

Gender and Social Inclusion

To encourage women’s participation in local governance the programme oriented 355 participants (77% female) through the “Women Outreach Program,” and 60 prospective female candidates received coaching and mentoring on how to engage with clan elders and voters on their candidacy in the 4 new FMS.

Against the background of Somaliland’s wider efforts to improve inclusion, the Ministry of the Interior, with support from the programme organized 2, 2-day conferences on women's participation in local governance. The first conference



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(22-23 June) titled “Women in Local Governance Administration” focused on a) the importance of empowering women and girls with skills and advocacy tools that impact local governments policies, plans and budgets b) encouraging norms



and frameworks that create an enabling environment for women in local governance and c) supporting greater responsiveness of local governments to gender concerns. The second conference (24 -25 June) titled “Women in District Council Elections” focused on a) promoting women’s participation in the district council elections due to be held at the end 2019 b) creating a friendly environment for potential women candidates c) providing the necessary skills and supporting their candidacy. The 2 conferences also highlighted the gender disparities in local governments as well as other government institutions.

More than 100 participants attended each conference which included mayors and staff from 8 local governments, women NGOs, relevant ministries, three political parties, traditional elders, former and present

The Vice President of Somaliland at the Gender Conferences

female candidates for parliamentary and the council elections, the Good Governance Commission, Local Governments Association, the UN and International partners. The conference represented a great opportunity to bring participants from diverse backgrounds to a common understanding of basic concepts related to women in local governments. The women stressed the need for approval of the gender quota by the house of representatives. As result of these discussions majority of clan elders, mayors and three major political parties pledged to support more women in the upcoming elections.



The last day of the four-day Women in Local governance conferences



Other Key Achievements

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

- The Puntland presidential election in January disrupted the smooth implementation of quarter 1 activities and particularly diverted the attention of government officials both at the local and central-levels since political campaigns were happening in the major towns of Puntland. In addition, the appointment of a new government took



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longer than expected which delayed programme implementation because the government accounts were temporary ceased until the new government came on board. The delay particularly affected the ability of sector ministries to transfer the funds to the target SDM districts

- Delays in funding for service delivery at the local government-level impacted SDMs implementation
- Frequent turnover of trained staff affected the institutional memory and required ongoing reinvestment in capacity and relationship-building.
- The limited capacity of LGIs overall and lack of effective functioning of the LGI in Puntland hampered the implementation of training of LG. The option of looking at other service providers until the LGI is fully functional is being explored.
- The limited capacity of Social Affairs Departments to effectively manage service delivery across all target districts. SAD departments are engaged in IDP activities primarily in major towns, such as Galkayo, Garowe, and Galkayo, and less attention was given to the service delivery.
- The absence of a district council and mayor in Galkayo for the first quarter of the year was a major challenge and slowed-down JPLG interventions as having a district council is a prerequisite for the JPLG interventions.
- Technical problem of the RapidPro system delayed the release of survey questions and the data analysis on the CSC for a few months.
- The current suspension of ILO work in Somaliland negatively affected the implementation of LDF activities. Work on this is yet to commence. The disruption will/may negatively affect tens thousands of people, who were to benefit from these projects. However, efforts have been made to resolve this impasse; meetings with the President as well as senior government officials have already been held. Currently, the UN Resident Coordinator is now expected to meet the President and Minister of Foreign Affairs in July 2019. It is envisaged that this mission will result on a positive conclusion allowing for commencement of activities.
- There has been slow implementation (capacity building initiatives and establishment of systems and structures has been limited) in the new federal member states due to the delay in the formation of the district councils, this being one of the key criterias for the engagement of the programme.
- Almost all districts in Jubbaland, South West, Galmudug and Hirshabeelle do not collect revenues/taxes and do not generate own resources to locally support service delivery. There are two main factors: lack of technical and human resources, and absence of a system to collect taxes. The programme continues to collect information to get better understanding of the situation.

Peacebuilding impact

In South West and Jubbaland States, civic education programmes reduced the gap between local governments and the general public. Community consultations led by the respective local governments triggered interactions among communities and officials and supported building trust among citizens and local officials. Communities maintained gatherings and used the opportunity to discuss topics of security and peace, and the efforts helped sustain community interactions.

Catalytic effects

Gender

In Somaliland to promote and influence increased representation of female in district councils in the upcoming elections, the JPLG programme helped organized 2 conferences for the first time to unpack and discuss the issues related to women's barriers and collectively recommend some concrete actions. These conferences facilitated a dialogue between the potential women candidates, traditional elders and other senior government officials. Both the local and district governments and traditional elders agreed to support the increased representation of women in local governance.



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As part of the public engagement, the JPLG programme developed a documentary film promoting the importance of women's participation in local elections of district councils. This was aired through national TVs. In addition, bill boards were built in the major public areas of Hargeisa with awareness messages to promote women's participation in district council elections. Together these interventions influenced the thinking of men regarding women in political participation and higher political positions within the government.

In the new FMS, the programme initiated a women outreach program that specifically aimed to trigger women's participation and inclusion in district council formation reaching 355 people (77%female). Additionally, 200 women received targeted civic education messages about the district council formation process and their rights to be elected as representatives of their constituents. 80 opinion leaders (15 women activists) received targeted civic education messages about women's civic rights and have shown positive potential to support female candidates, and 60 prospective female candidates received coaching and mentoring on how to engage with their clan elders and voters on their candidacy.

Consultative meeting with Women's groups-Hirshable

On 7 May, the Hirshabelle Ministry of Interior held a day long consultation with women's groups, women community leaders and traditional elders in Jowhar in collaboration with the Hirshabelle Ministry of Women and Human Rights Development on implementing a 30% quota for women's representation in district councils in the State.

The meeting aimed to seek the input and recommendations of women leaders, civil society organizations and women business owners, on the quota and on female representation in district councils in local government. Fifteen traditional leaders also took part in the consultation. The consultation is one of several pre-council formation consultations taking place across Hirshabelle, with others also taking place in Beledweyn, Warsheekh, and Buloberde, with the aim of gaining input into, and raising awareness, around the set-up of district councils in each city. The meetings are part of ongoing work to ensure accountability, inclusivity, and transparency in local governance.

The Federal Women's Charter for Somalia, which was developed following consultations with Somali women's groups and inputs given by women leaders, civil society, and government during a Women's Convention in March 2019, advocates for fifty percent women's representation across all three levels of government.

Proportion of gender specific outputs in Joint Programme ⁵	Total no. of Outputs	Total no. of gender specific Outputs
	9	3
Proportion of Joint Programme staff with responsibility for gender issues (<i>as of end of 2018</i>) ⁶	Total no. of Staff	Total no. of staff with responsibility for gender issues
	30	10

Human Rights

The JPLG mainstreams human rights -based approach through strengthening the capacities of the duty-bearers structures, systems and approaches to delivering of basic services to the right-holders to meet their obligations. The Programme highlights the international agenda and contributes to localizing the Sustainable Development Goals (SDGs),

⁵ Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women's Empowerment.

⁶ 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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the Addis Ababa Action Agenda on Finance for Development, the New Urban Agenda as well as the recently concluded London Conference for Somalia.

The project promotes participatory planning local government processes and encourages inclusion of all groups in community consultations. The systems for participatory planning and public expenditure management for local governments have been adopted by Somaliland and Puntland and South west State governments and will be rolled out to new Federal member states and Mogadishu Municipality. Accountability and transparency are ensured through strengthening community consultation and engagement in local government planning and budgeting processes. Village representatives and community monitoring groups (which have representation of women, youth and marginalised groups) are invited to take part in selecting the projects to be funded and implemented by the local government as well as verify that previous project is implemented according to plan.

The JPLG continues to promote human rights through the following strategies:

- Integrate human rights into training provided to both duty-bearers and rights-holders including systems for participatory planning and public expenditure management for local governments that have been adopted by governments in Puntland and Somaliland and will be rolled out to all districts in new federal member states and BRA/MOM;
- Continue to strengthen engagement between rights holders and duty-bearers;
- Strengthening alliances for social change in the communities;
- Increasing incentives for duty-bearers to strengthen performance in the provision of services;
- Strengthening social accountability mechanisms

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.)
	3
No. of Joint Programme outputs designed to build capacity of duty bearers to fulfil their human rights obligations towards rights holders.	Result (Number)
	3
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)
The central governments and districts contribute a percentage of the funds for LDF and SDM projects and there is commitment from the governments of Somaliland and Puntland to increase this % from 2019.	Yes
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)
The States have been engaged in the full programme cycle from design, annual work plans and budgets, implementation and monitoring. They have also been engaged in recruitment of technical consultants as well as young graduates attached to the	Yes



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ministries and districts.	
Describe nature of cost sharing: % of LDF projects funding.	
Communications & Visibility Periodic newsletters Visibility Videos The Mol in Puntland produced videos for public dialogue forums which highlight the major topics and issues discussed during the public dialogues. These dialogue forums established better citizen-local government interaction and increased information sharing between citizens and local authorities. The Mol in Somaliland produced a short video documentary to increase women's participation in local governance. Banners have been strategically placed in all events highlighting programme support Activities have been highlighted in social and electronic media Links:- https://www.facebook.com/moilqrd/photos/a.1949729738575372/2327365270811815/?type=3&theater. https://twitter.com/Abdurazak20/status/1118514751368323073 http://www.so.undp.org/content/somalia/en/home/presscenter/articles/2019/jubaland-civil-servants-take-part-in-key-local-government-forum-.html https://www.facebook.com/moilqrd/photos/a.1949729738575372/2327365270811815/?type=3&theater. https://twitter.com/Abdurazak20/status/1118514751368323073 https://www.facebook.com/moilqrd/photos/a.1949729738575372/2327365270811815/?type=3&theater. https://twitter.com/Abdurazak20/status/1118514751368323073	
Looking ahead <ol style="list-style-type: none"> 1. Support the local government-led decentralized service delivery in Education, Health and Water, Community Score Card, Capacity building for the district staff Local-Level Planning Process in Somaliland. 2. Support a strategic Service Delivery Model Review meeting in Puntland led by the Vice-President's office with the participation of district mayors, Director Generals, IMC members, UN agencies and representatives from the champion office. 3. Support a high-level civic education stakeholder consultation workshop to discuss and agree on the formation of Puntland-level Civic Education Steering Committee members, its governance structure and functions - Mol to lead in collaboration with Ministry of Women Development and Family Affairs (MoWDAFA). 4. Support the City of Hargeisa to implement the Urban City Visioning Exercise and make the process and outcome more inclusive and child friendly and produce the Hargeisa Urban Development Report. 5. Mogadishu urban visioning exercise commenced incorporating the lessons learnt from Hargeisa visioning exercise. 6. Support the Mayors of Hargeisa and Mogadishu to participate in the "first Global Child friendly Summit" to be held in Cologne in October 15-18. 	



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7. Explore and assess the possibility of piloting the SDM model in BRA.
8. Initial digital media monitoring in BRA – an initiative for social accountability.
9. Support civic education activities in the Federal Government of Somalia and FMS including supporting women outreach activities in the wake of upcoming state formation including district council and some follow up action from the Women in Local governance conference in Somaliland.
10. Finalize LDF 2019 activities in Puntland and South West.
11. Initiate projects in Berdale district of South West and BRA where the programme completed the feasibility studies.
12. Finalize the review / assessment of implementation and discuss necessary amendments/changes of fiscal decentralization strategy, local revenue mobilization and local development fund modality in Somaliland and Puntland.
13. Initiate review of the current IGFT between the federal government and federal member states with the aim to develop a white paper on possible scenario of fiscal decentralization development. Draft a concept note for a workshop to discuss fiscal decentralization and fiscal transfers with the engagement of MoIFAR and representatives from MoI of Jubbaland, South West, Galmudug and Hirshabeelle.
14. In Puntland, Burtinle and Galdogob (two new districts as part of the government led expansion strategy), the automated system will be installed for improved financial management. Staff will be trained on the system and which will strengthen transparency and accountability of financial management in the new districts.
15. The review of the Gabiley Master Plan which was indicated as a priority by the MOPWL&H.
16. Finalization of the Local Government Finance Management Manual for Galmudug and Hirshabelle states
17. In collaboration with LGI, conduct LLM trainings in Hirshabelle, Galmudug, Jubaland and South West States
18. Property registration for Baidoa and 4 districts in Mogadishu
19. The mobile tax payment mechanism / system will be piloted in two districts in Somaliland (Buroa and Borama) and two in Puntland (Bosasso and Garowe).



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ANNEX 1. RISK MANAGEMENT

This section can be used to update or use the risk logs developed during the project development stage and provide any mitigation measures being undertaken by the project. (State whether the risk is from the ProDoc or is new, whether the Joint Programme was exposed during the reporting period (2018) and what specific mitigation measures were applied.

Type of Risk ⁷	Description of Risk	Likelihood	Potential Impact	Mitigating Measures
Political risks	1. Political turmoil at each level of government undermines general security, institutional capacities of key partner institutions and a constant turnover of senior counterparts, from Federal and state ministers down to district councils.	Likely	Medium	1. Project teams are monitoring political developments and adjusting the implementation schedule accordingly. Programme focus will continue to be on policies, systems and the capacities of civil servants at all levels of government. New political leaders will be provided with detailed briefings / trainings on the programme and what is being delivered. JPLG will work closely with other actors such as UNSOM Political Affairs and Mediation Group (PAMG), the PWG 1 inclusive politics group, CRESTA/A and SSF to monitor and respond to the evolving political situation. Complications and bottle necks will be raised at the Strategic Steering Committee for support and resolution.
	2. Developed local government systems and demarcation of responsibilities between levels of government are contradicted by legislation and constitutional reviews.	Likely	Medium	2. JPLG's work is guided by National and State Constitutions, National and State legislation related to local governance and service delivery and, where available decentralization strategies and is compliant with the National Stabilization Strategy and the State Stabilization Strategies. These are coordinated by cabinet level units, and in the case of existing State decentralization strategies, the Vice President chaired Intra-Ministerial Committees (IMC) on Local Governance (Champions for Local Governance) offices. The programme will advocate and inform strategic partners (other relevant projects such

⁷ Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.



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				as TIS, SSF, Constitution and Rule of Law) through local media, newsletters and attendance in relevant coordination meetings. In addition, all JPLG managers will be based in Somalia by the end of 2018.
	<p>3. Political commitment to devolution is illusory. Ministries refuse to devolve finances and responsibilities from the center.</p>	Unlikely	Low	<p>3. This risk description has proven to be unfounded. While political commitment to devolution of powers is sometimes lacking the reality in Somaliland and Puntland have shown otherwise. Presidents of the States of Somaliland and Puntland have appointed their respective Vice President as the Champion for Local Governance and Decentralized Service Delivery who chair the aforementioned Intra-Ministerial Committees on Local Governance. JPLG will continue to work with these Champions and support the IMCs, and multi-level engagement and assist local governments to defend their approved functions. Serious challenges will be presented to the steering committee for decision making.</p>
	<p>4. Donors, Federal, State and Somaliland governments are unable to agree to macro divisions of programme focus.</p>	Likely	Low	<p>4. JPLG has the objective of being operational in all parts of Somalia and Somaliland. Local demands and needs do call for expanded funding. JPLG will be as transparent as possible on all funding allocations and will seek guidance and approval from the Steering Committee prior to detailed programming.</p>
	<p>5. Political and social commitment for greater gender equality fails to materialize.</p>	Unlikely	Low	<p>5. Common strategies with donors, civil society, enlightened leaders and long-term programming with well-defined objectives, to be incorporated into work plans. JPLG has incorporated a gender specific outcome that aims to advocate for and implement activities that will be accounted for.</p>



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	<p>6. Political deadlock within the Galmudug state administration negatively affects the interventions in Adado district and approval of a local government law. All previous gains of the programme in Adado district and in the sphere of legislation reforms are at risk if the situation doesn't change</p> <p>7. The election in Jubbaland state planned for mid-August may create political instability as well as open opportunities to speed-up local governance process.</p>	<p>High</p> <p>High</p> <p>High</p> <p>Medium</p>	<p>High</p> <p>Medium</p>	<p>6. Dialogue and advocacy at the state level to support continued programme activities in Galmudug. Upcoming elections in mid-July may help to resolve the issue.</p> <p>7. Monitoring of the situation and sharing information with the development partners,</p>
Security risks	<p>Restricted access to field locations, especially in new Federal States, and the disputed regions of Sool and Sanaag.</p>	<p>Likely</p>	<p>High</p>	<p>JPLG in close cooperation with the donors engage third parties to implement and monitor activities. Expansion of actions will require firm commitments from the relevant authorities and be informed by ongoing political, security and economic analysis from the UN's DSS, CRESTAA and other partners. Implementation of the majority of actions will be undertaken by Somali government institutions, such as the Ministries of Interior, Local Governance Institutes and sectoral ministries, making actions less vulnerable to UN staff and security restrictions. Use of embedded consultants with government partners, use of third party</p>



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	Continued activities of the Al-Qaeda-linked militants coupled with the increased recruitment of young people may negatively influence programme activities in Puntland, South West, Jubbaland and the rest of Somalia. Terroristic attacks in Mogadishu, mainly VBIED may also affect planned activities in BRA.	High	High	<p>contracting of local organizations, and collaboration with UN DSS will be continuously employed and monitored.</p> <p>Close monitoring of the situation and collaboration with DSS. Constant discussion of the security mitigation measures with the national counterparts. All monitoring visits may be suspended.</p>
Operational risks	1. Capacities of key institutions such as Ministries of Interior, and local government executive structures are not capable of operating due to severe resource constraints.	Likely	Medium	1. JPLG focuses capacity development on departments and units of partner institutions rather than individuals. Where necessary key functions will be supported in the short term with technical national consultants and support will be coordinated with other relevant partners engaging with the same institutions. At local levels attention will focus on district fund mobilization and management.
	2. Insufficient resources are made available to enable the full program's implementation.	Likely	Medium	2. The steering committee will be requested to endorse decisions of geographical targeting and the narrowing of thematic engagement. Where possible other implementing partners will be requested to use government local governance systems (developed through JPLG)



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	<p>3. High costs of UN field operations undermine the programme's value for money.</p> <p>4. Corruption and misuse of funds at local level</p>	<p>Likely</p> <p>Likely</p>	<p>Medium</p> <p>High</p>	<p>in field implementation.</p> <p>3. Staff numbers are to be kept to a minimum and common working environment / offices to be used as far as possible. Value for money to become an integral part of annual work planning. Steering Committee to monitor progress and instruct corrective actions.</p> <p>4. JPLG has supported capacity building on procurement, developed procurement audit manuals and enhanced the capacity of the internal audit departments. JPLG will work closely with the auditor general's office in establishing and institutionalizing strong audit procedures.</p>
Quality of delivery	Due to varying degrees of institutional capacity, the quality of Programme activities may vary, particularly for services provided by third parties contracted by JPLG.	Likely	Medium	JPLG adopted competitive bidding to select competent contractors. Field staff, together with local authority staff, will undertake regular monitoring and evaluation of services provided to take corrective action. JPLG is able to monitor, through close team and field team coordination, enhancing contractor performance and improving on shortfalls as early as possible. In cases where the performance of third party providers is unsatisfactory, the provider will be given further training to meet agreed standards of service and performance. If performance remains sub-standard, the provider will be replaced.



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ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES:

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Joint sector ministries monitoring mission to four target SDM districts	22/06 - 1/07	Between 22 June – 1 July 2019, JPLG teams and officials from Ministry of Education and Ministry of Health undertook a field monitoring mission to supervise and backstop ongoing SDM projects in four districts. The quality of rehabilitation and construction work was monitored against the budget and standard design and ensure timely completion of activities as per earlier planned and agreed. The mission visited and met various authorities of Bosaso, Garowe, Gardo and Galkayo districts.	The joint sector ministries monitoring mission reported that 90 per cent of the rehabilitation and construction work of health and SDM projects were completed at the time of monitoring, and the remaining 10 per cent of the work will be completed on 15th of July 2019. The mission however, observed a huge implementation delay of HEEMO primary school and health facility in Galkayo district. Therefore, to expedite the rehabilitation and construction of these two facilities, the mission recommended two important way forward. First, a new implementation was drafted and agreed with Galkayo district authorities during the mission. Second, the mission recommended a second round of monitoring visit to ensure the implementation is progress well as agreed.
Field monitoring mission	16 – 20/06	Monitored the civic education activities in Beletahawa district of Jubbaland. The staff member who undertook this activity also supported in the facilitation of a workshop in the district same time as the monitoring.	The efforts and impacts of this civic education activity and women engagement both implemented by JPLG were well coordinated. Never the less, actual DCF initiative to be led by FCA did not hit the ground on time. This gap in related activities hampers gains made by one activity. In the future strong coordination among LG stakeholders will be needed to maximize on complementary activities.
Staff monitoring visits on the decentralized Education and Health sectors.	May	Staff led mission	The mission found out that the local governments are highly committed on taking forward the decentralization of service delivery.



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			District investments from the local revenues were increasing and sustainable.
Field monitoring visit	16-20/01	Monitoring of the women outreach programme undertaken by JPLG officer. This was to ascertain the project is progressing as designed. Register any lessons learnt.	<p>The target district (Beletweyn) is diverse and communities suffered frequent clan clashes. It was difficult for the IP to bring together the different women and elders in the only two workshops. In future, where there are active hostilities like in Beletweyn at the time, separate workshops recommended.</p> <p>Women activists were prevented from public speeches and addressing media for fear of reprisals. In future more structured and activists facilitated workshops rather than public addresses recommended.</p>



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ANNEX 3. TRAINING DATA

#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F	Total			
1.	Galkayo		18-27/06	32	6	38	Local Leadership Management Training	Galkayo	Mol-JPLG
2.	Mogadishu		16-25/06	50	35	85	Local Leadership Management Training	Mogadishu	BRA/LGI/JPLG
3.	School children		16-20/06	530	310	840	Civic education awareness session organized for school children	Barawe, Huur, Berdale, Belet-hawa, Beletweyn and Hobyo	KAAH Relief and Development
4.	District Staff		11-20/06	37	3	40	Training of the district at the Social Affairs Departments on Management of the Decentralized Service Delivery.	Hargeisa	Mol & LGI
5.	Women, youth and marginalized groups. Teachers, and parents		20-30/04	561	800	1361	CE public dialogue forums	Burtinle, Galkayo, and Goldogob	
6.	Berdale		19-23/04	31	14	45	Local Leadership Management Training	Berdale	Mol/ JPLG
7.	School-level children and youth.		05-15/04	232	268	500	CE awareness session/training for school children and youth using theatre approach	Burtinle, Galkayo, and Goldogob	
8.	District authority, CSOs, Youth, community members, and		18-25/03	57	150	207	Civic education training used the WADAHADAL resource pack.	Burtinle, Galkayo, and Goldogob	



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#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F	Total			
	marginalized groups								
9.	Teachers, Parents, and Community Education Committee (CECs)		16-21/03	56	34	90	CE capacity building training for parents, CEC members, and teachers to enhance their understanding of citizen engagement in schools.	Burtinle, Galkayo, and Goldogob	
10.	Traditional elders and religious leaders		15-20/03	150	-	150	Tailor-made civic education training for traditional elders and religious leaders on women representation and participation in local governance	Burtinle, Galkayo, and Goldogob	
11.	District Staff		03-07/03	9	1	10	Financial Management and Reporting Training to JPLG districts Finance officers.	Hargeisa	Mol/LGI
12.	Women groups, youth, marginalized groups, and wider community members		22-27/02	137	163	300	Civic education community sensitization meetings on civil rights, responsibilities, and obligation aimed to build trust and collaboration.	Burtinle, Galkayo, and Goldogob	
13.	Borama		13-22/02	20	5	25	Local Leadership Management Training	Borama	LGI
14.	Burtinle		11-20/02	26	6	32	Local Leadership Management Training	Burtinle	Mol/JPLG
15.	Government officials		10-14/02	88	32	120	Civic education awareness	Barawe, Huur, Berdale, Belet-hawa, Beletweyn	KAAH Relief and Development



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#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F	Total			
							session organized government officials	and Hobyo	
16.	Burao		05-14/02	17	6	23	Local Leadership Management Training	Buroa	LGI
17.	KAAH staff at district level		3-7/02	16	8	24	Civic education training session organized for 24 CE staff and Volunteers	Barawe, Huur, BerdaleBelet-hawa, Beletweyn and Hobyo	KAAH Relief and Development
18.	Bosasso		26/01-04/02	30	12	42	Local Leadership Management Training	Bosasso	Mol/JPLG
19.	Districts		21-24/01	32	19	51	AIMS/BIMS Refresher Training	Target districts in SL and PL	JPLG
20.	Garowe		15-24/01	27	9	36	Local Leadership Management Training	Garowe	Mol/JPLG
21.	Ministry of Interior and districts in PL		05-06/01	27	8	35	Internal Audit Training	Garowe	Mol/JPLG
22.	Community Committees		Jan 2019	88	170	258	Orientation Training of Community Score Card Committees on RapidPro system, SMS reporting process and the background of the project.	Borama, Gebilay, Berbera and Burao districts	Mol/LGI
	TOTAL			2253	2059	4312			
%				52%	48%				