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PROGRAMME QUARTERLY PROGRESS REPORT
Period (Quarter-Year): Q1 2017

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

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

	PUNO	Report approved by:	Position/Title	Signature
1.	JPLG	Paul Simkin	Senior Programme Manager	 <small>Digitally signed by Paul Simkin DN: cn=Paul Simkin, o=UNDP - Somalia, ou=JPLG, email=paul.simkin.jplg@one.un.org, c=US Date: 2017.04.27 13:19:12 +05'00'</small>

Total MPTF Funds Received			Total non-MPTF Funds Received	
PUNO	Current quarter	Cumulative	Current quarter	Cumulative
JPLG	4,294,709	73,021,462	-	674,659
JP Expenditure of MPTF Funds ¹			JP Expenditure of non-MPTF Funds	
PUNO	Current quarter	Cumulative	Current quarter	Cumulative
JPLG	2,689,907	70,801,380	-	674,659

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



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Acronyms

AG – Accountant General or Auditor General
AIMS – Accounting Information Management System
ALGPL– Association of Local Government in Puntland
ALGSL– Association of Local Government in Somaliland
AWP&B – Annual Work Plan and Budget
BIMS – Billing Information Management System
BRA – Banadir Region Administration
CE – Civic Education
CSI – Civil Service Institute
DDF – District Development Framework
FGS – Federal Government of Somalia
FMIS – Financial Management Information System
HRM – Human Resource Management
iDC – Intermedia Development Consultants
IMCLG/IMC –Inter-Ministerial Committee on Local Governance
ISWA – Interim South-West Administration
JPLG – Joint Programme on Local Governance
LDF – Local Development Fund
LG – Local Governance/government
LGI – Local Government Institute
LGPF – Local Government Finance Policy
MoE – Ministry of Education
MoF – Ministry of Finance
MoH – Ministry of Health
MoI – Ministry of Interior
MoIFA – Ministry of Interior and Federal Affairs
MoWSFA – Ministry of Women, Social and Family Affairs
MoW DFA – Ministry of Women Development & Family Affairs
MPTF – Multi-partner Trust Fund
NUPC – National Urban Planning Committee
NLF – National Leadership Forum

PEM – Public Participatory Planning and Expenditure Management
PICD – Participatory Integrated Community Development
PSGS – Peace and State-building Goals
PASWEN – Puntland State Agency for Water Energy and Natural Resources
PHA – Puntland Highways Authority
PIDAM – Puntland Institute for Development of Administration and Management
PICD – Participatory Integrated Community Development
PL – Puntland
RDA – Roads Development Agency
SAD - Social Affairs Department
SDM – Service Delivery Mode
SL – Somaliland
SSF – Somalia Stability Fund
SW – South West State
ToR – Terms of reference
ToT – Trainers of Trainers
UNDP – United Nations Development Programme
UNDSS – United Nations Department of Safety and Security
UN-HABITAT – United Nations Human Settlements Programme
UNCDF – United Nations Capital Development Fund
UNICEF – United Nations Children’s Fund
URF – Urban Regulatory Framework



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QUARTER HIGHLIGHTS

- The Cabinet of South West State(18 ministries) has passed the Local Government Law unanimously. The Local Government Law in Jubbaland has been submitted to Cabinet for approval while public consultations and awareness raising continue with civil society and sector ministries.
- The governments of Somaliland and Puntland have launched the Financial Management Information Systems (FMIS) in target districts. The system aims to harmonize financial management across all districts and it has started the gradual replacement of the previous automated accounting and billing system (AIMS/BIMS), that is currently used by the local governments.
- The programme, has produced a set of civic education resources, including a revised Wadahadal (*Dialogue*) guide and JPLG Civic Education Strategy, as well as an evaluation of the civic education projects run by Non-Governmental Organizations (NGOs) (KAAH NGO in Mogadishu and Centre for Partnership and Development - CPD in Baidoa).
- The Government of Puntland has adopted a harmonized Local Government structure for A, B and C type districts and created a dedicated Local Development Fund (LDF) Dahabshill account to implement the Fiscal Decentralization Strategy and the Bulk Disbursement system.
- Garowe municipality, together with the Ministry of Education, concluded the Decentralization Service Delivery Model (SDM) activities including the rehabilitation of three primary schools (Wabari, Kaalo and New Wabari).
- Municipalities in Somaliland and Puntland are actively implementing city planning tools in conjunction with line ministries.

SITUATION UPDATE

The conclusion of the federal election process as well as appointment of the Cabinet dominated the political space this quarter. On February 8th, the Parliament elected Mohamed Abdulaahi Farmajo as the President of Somalia. Immediately, the President declared a response to severe drought as a national priority at all levels. The current disaster is putting additional pressure on local governments, as people move from rural areas to urban centers.

The new Cabinet has also recognized the need to support the new Federal Member states in the establishment of district councils.

The Strategic Steering Committee with representatives of Ministry of Interior and Federal Affairs (MoIFA) and Federal Member States approved the JPLG 2017 Annual Work Plan and Budget (AWPB) at the beginning of March. The workplan focuses on consolidating results and establishing a strong base for future local governance programming in Somalia. The local governance should play a central role during the discussions on federal – state issues as well as support the design of the FGS local government programme based on the existing legal and policy systems developed with the support of the Programme.

Somaliland, as in the previous quarter, witnessed the rise of political campaigns towards the upcoming elections, scheduled for October this year. The Vice President of Puntland appointed Abdinasir Bihi Sofe as a new Chief-of-Staff, who leads the secretariat of the Inter - Ministerial Committee on Local Governance.

NARRATIVE

FGS, BRA/MOM, Jubbaland and South West State Governments



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Outcomes 1 – Policy Development

The programme, has produced a number of civic education resources including a revised Wadahadal (*Diaolgue*) resource pack and JPLG Civic Education Strategy, as well as an evaluation of the civic education projects in Mogadishu and Baidoa. The main elements of the revised civic education strategy and lessons emerging from the project evaluations were presented to Somali stakeholders, including MoIFA and MoI representatives from FMS. There were a number of successes highlighted through the evaluations, including the diversity of approaches adopted by the service providers and their ability to bring local authorities and community members together for dialogue. It was noted many of the modes of education used were transmittal rather than participatory, pointing to the need for further training of civic education implementers, using the Wadahadal resource pack. KAAH staff will receive in-depth training and support prior to launching their activities in Jubbaland. The resource packs and materials have been shared with other partners such as TIS+ and the Somali Stability Fund.

Outcome 2 – Capacity Building

The Municipality of Mogadishu trained 17 districts of Banadir Region as well as the departments of finance, procurement, internal audit, planning, legal and media on public procurement guidelines for goods and services. Emphasis has been given to the importance of adhering to the procurement frameworks and guidelines as they govern purchase of goods, services and works and to point out the need to eliminate malpractices in procurement processes to enhance accountability.

Earlier training had focused on the central Municipality this exercise reflected the enhanced abilities of the municipal staff to support the city districts.

Puntland and Somaliland

Outcome 1 – Policy Development

During the reporting period, the Puntland Ministry of Public Works Housing and Transport (MoPWHT) together with the Ministry of Interior (MoI) drafted regulations on land dispute tribunals and land dispute committees and started resource mapping for Urban Land Management Law draft, which will be submitted to the cabinet by July this year. The regulations, which aim to formalize the work of the existing committees, were reviewed and validated by the different committees of stakeholders, including women and elders in Garowe, Galkayo and Bosaso.

In Somaliland, representatives of the Ministry of Health (MoH), Regional and district authorities, MoI, the Champion's Office team and the Association of Local Government Authorities of Somaliland (ALGASL) held a final round of consultative meetings regarding the development of the Health Sector decentralization strategic plan. This was an opportunity to jointly review the achievements, opportunities and challenges experienced since the inception of health SDMs, including issues of political commitment to the devolution of health services, regulatory and other capacity gaps. The first draft of the decentralization strategic plan will be validated in April.

Outcome 2 – Capacity Building

Programme activities have strengthened local governments' capacities to plan and deliver public services in different spheres of the decentralization strategy implementation. The programme conducted orientation on the revised natural resource management guidelines as part of the process of devolving functions from the state level with representatives of local governments, target villages and the regional coordinators who participated actively.



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The pilot of the decentralized functions is currently taking place in Gardo, Eyl, Galkayo, Berbera, Burao and Gabiley, which are planning and implementing activities with the guidance of the central government.

Somaliland and Puntland initiated alignment of the local government procurement guidelines to the public financial management frameworks and Procurement Laws. During the consultative workshops, participants identified areas of inconsistencies between the procurement practices in local governments and emerging public financial management policy, institutional, legislative and regulatory frameworks and developed resolutions with specific recommendations to public financial management reform teams.

Puntland government continued dialogue between the private sector and local governments on the business licensing reforms, specifically, the introduction of the automated business licensing system. The participants discussed the best way of easing revenue collection, reducing corruption and strengthening transparency on business license revenue. Gardo, Garowe, Galkayo and Bosaso shared experiences on the use of the automated systems on business licensing as well as encouraged the business community to cover outstanding tax payments as soon as possible.

The Ministry of Interior of Somaliland conducted a training to enhance the capacity on procedures and processes of implementing Public-Private Partnership projects at the local level. The training targeted local governments, private sector and training institutions.

The Programme and MoI of Puntland, together with Burtinle administration developed a District Profile as part of the plans to extend the Public Expenditure Management practice to new districts. Burtinle District Council and the MoPWHT agreed to formulate an Urban Master Plan by September 2017 to respond to the rapid urbanization of the district capital.

The Programme, Berbera Municipality and the MoPWHT reviewed a draft Berbera Master Plan. Parties jointly developed a road map to finalize the spatial planning document and align the implementation strategy with the ongoing review of the District Development Framework and National Development Plan priorities.

To strengthen the institutional capacity of the Somaliland ministry in initiating, facilitating and supervising spatial development plans by applying standards and principles of the Urban Regulatory Framework (URF), the Programme recruited two qualified experts – an urban planner and a GIS expert. These experts will facilitate the development of Odweyne Urban Master Plan parallel to the GIS property registration exercise using the experiences from the Gabiley Urban Master Plan process.

Bosaso municipality and MoPWHT started implementation of Phase 1 of the City Extension Plan, which will create access roads (which have already been surveyed) to the public beach.

In Somaliland, the DGs of Social Sector ministries, Mayors, representatives of the Champion's Office and ALGASL attended the 8th Technical Working Group (TWG) meeting during which they discussed plans for the VP's annual monitoring tour to districts, progress in implementing social sector decentralization plans and inter-governmental fiscal transfers in support of SDMs. Key proposed changes include directing transfers between the Ministry of Finance and the districts until a comprehensive legal review is undertaken regarding fiscal decentralization.

It was recommended that TWG members push the government, to bring all relevant reforms (particularly PFM and civil service reforms) under the IMC and Champion's Office to ensure effective coordination with the national decentralization process.

Representatives of Berbera, Borama and Burao Social Affairs Departments (SADs) met with the Champion's Office



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and CSI staff to discuss their priority needs, based on recommendations formulated during the 2016 SAD capacity assessments. CSI will draft a training plan for further discussion with SAD staff in the coming weeks.

In Puntland, the Programme supported the Ministry of Planning and International Cooperation (MoPIC) in drafting of a comprehensive planning harmonization report to inform and help synchronize district and sectoral planning processes. A review and validation meeting on the report findings and accompanying response plan is scheduled for early April.

Outcome 3

Progress in the implementation of the Health SDMs in Berbera, Burao and Borama districts, was the focus of the bi-annual coordination meeting held on March 28th between MoH, regional and district authorities. Agreed action points on health service improvements included temporarily transferring ministry staff that have successfully supported the SDM in Berbera district to Burao and Borama districts to provide additional support to these districts. Representatives of MoE, MoH, district councils, LG staff and the regional directors participated in a joint SDM monitoring mission in target districts. Issues of sustainability and co-funding were discussed following the visits, with mayors urged to increase their contributions to the SDMs and to focus their resources on recurrent costs (salaries, utilities, maintenance), while JPLG funds could be used to support construction and rehabilitation efforts.

On March 29th and 30th respectively, representatives of Ministries of Health and Education, Regional Education and Health Officers and district authorities attended microplanning and budgeting workshops for the Health and Education SDMs. They discussed 2017 priorities, based on devolved functions and stakeholders' (MoE/MoH, Districts and JPLG) financial contributions. MoE and MoH will extend MoUs with Berbera, Burao and Borama districts, while MoE will sign an MoU with Gabiley district for the first time.

In Odweine, the Ministry of Water Resources (MoWR), and water company stakeholders held a two-day workshop to finalize the constitution and bylaws for the new PPP company, named 'SABO'. Personnel received training in water systems operations and management, as did members of the newly established water committees. They also received supply fittings and accessories for maintenance of the pipeline system.

The RapidPro monthly SMS polls were released and the results analysed and shared with the mayors of Borama and Burao for corrective action. These were also discussed during the quarterly interface meeting held in January between Regional health and education representatives, district council staff, community committees and CSI. Key concerns emerging from the scorecard included water outages and the lack of availability of hygiene materials in some schools. It was also noted that the drought has impacted on committee members' response rates since some have become displaced. Field teams and CSI staff will follow up on actions taken by relevant municipality staff and discuss during the next interface meeting in April.

In Puntland, the Ministry of Health has identified Garowe, Gardo, Bosaso and Galkacyo for 2017 health SDMs. Consultation with key stakeholders and SDM beneficiaries at the local level were initiated, community health committees established and plans drafted to implement health SDMs across the four districts.

Garowe municipality, in conjunction with the Ministry of Education, concluded the education SDM activities including the rehabilitation of three primary schools (Wabari, Kaalo and New Wabari), toilets and WASH facilities, as well as repair of broken chairs, tables, windows and doors. MoEHE organized an orientation training for Garowe municipality SAD staff to oversee implementation. They also conducted monitoring and inspection visits and shared feedback with district authorities for action. Both MoEHE and Garowe district authorities have expressed satisfaction with implementation of the education SDM and are eager to expand to new areas in 2017, namely



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Bosaso, Galkacyo, Gardo districts.

Eyl district has successfully completed the implementation of the water SDM project and set up the first-ever water PPP company in Eyl. The municipality, in collaboration with PASWEN, constructed a 50m³ elevated water tank and a generator room. The aim is to roll out the water SDM experience to three rural villages, namely Dhanaane, Dhiganle and Godobjiran, following community consultation meetings. Plans are also underway for the launch of a water SDM in Jarriban district.

Key Achievements

The local government procurement guidelines have been aligned to the national procurement laws in Somaliland and Puntland, which ensures the same standards and procedures are used across all local governments.

SDM dialogue and planning remains active from health, education through to water. Leadership is being maintained by the governments of Somaliland and Puntland. In the water sector the public private partnerships are being replicated and from past experiences prove far more sustainable.

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

- The SDM concept is relatively new to most of the districts and communities in Puntland, hence the need for continued capacity building, outreach and awareness raising to actualize SDM implementation, supervision and rollout.
- Due to the current drought, some rural water PPPs are unable to supply sufficient amounts of water to local communities, primarily in Eyl district, where water SDM interventions are currently evolving.

Peacebuilding impact

The Programme participated in the planning sessions with the Jubbaland MoI, during which the 2017 civic education plans were discussed. The Ministry approved the selection of KAAH Relief and Development Organization as the civic education implementing partner. Following a series of consultations with KAAH, a draft project document was developed detailing activities to be implemented in Kismayo and Garbaharey. The agreement will be signed in early April.

Catalytic effects

The programme conducted a series of meetings with the Finnish Church Aid (FCA), Support-to-Stabilization and Somalia Stability Fund (SSF) to discuss areas of cooperation and identify ways to synergize efforts in supporting district council formation. MoIFA took a lead in developing a common planning matrix of the activities to be undertaken at the states level.

Gender

The Community Score Card (CSC) is designed to ensure that services are delivered within the agreed standards and quality by soliciting feedback from community members. The programme is being piloted in Burao and Borama districts and has strengthened the coordination and information flow between district councils, line ministries at the regional level, service providers and the local communities. It helps to identify problems and bottlenecks in service delivery and formulate action plans for addressing those problems. For the service users, CSC process is a mechanism for structured and constructive feedback to service providers. This programme has empowered youth and female members (these groups are closer and familiar to the service provision at the local level) to provide feedback monthly through RapidPro SMS polls through a set of agreed indicators.

The structure and inclusion of the committees were reviewed to consider youth and gender, who remain under represented. There are 415 community committees' members currently operational in Burao and Borama districts (47% are female and 51% are from the youth groups).



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Proportion of gender specific outputs in Joint Programme ²	Total no. of Outputs	Total no. of gender specific Outputs
	9	0 ³
Proportion of Joint Programme staff with responsibility for gender issues ⁴	12 (ILO)	5 (ILO)
	14 (UNDP)	6 (UNDP)
	8 (UNCDF)	2 (UNCDF)
	4 (UNICEF)	4 (UNICEF)
	21 (UN Habitat)	13 (UN Habitat)
9 (PMU)	9 (PMU)	
Human Rights		
Has the Joint Programme included a protection risk assessment in its context analysis, including on gender issues, and taken measures to mitigate these risks to ensure they are not exacerbated or new risks created?	Result (Yes/No)	
	No	
No. of Joint Programme outputs specifically designed to address specific protection concerns.	Result (No.)	
	0	
No. of Joint Programme outputs designed to build capacity of duty bearers to fulfil their human rights obligations towards rights holders.	Result (No.)	
	0	
Communications & Visibility		
<p>Building the capacity of MoM on public procurement processes, including participation of business and media https://www.youtube.com/watch?v=xspISwMveR0</p> <p>JPLG PMU maintains a programme twitter account highlighting key events and developments. https://twitter.com/SomaliLG?lang=en</p>		
Looking ahead		
<p>The programmes primary goal is adoption of the MoI structures, LG laws and supporting districts councils' establishment in Jubbaland and South West states during the second quarter. Conducting consultations with the states toward full establishment of the LGI Training network in Federal Somalia is another priority area. The implementation of the LDF projects will commence in the next reporting period, due to delayed fund transfer from the donors.</p>		

² Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women's Empowerment.

³ As per ProDoc document

⁴ 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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ANNEX 1. RISK MANAGEMENT

Type of Risk ⁵	Description of Risk	Mitigating Measures
<p>Political risks</p>	<p>Prodoc: The adoption of the new Constitution and the establishment of a new federal government, and upcoming local elections in Somaliland may lead to increased political uncertainty. Local selection processes if implemented insensitively could undermine security in Baidoa and Kismayo.</p> <p>Update: Elections scheduled for Somaliland has been postponed until October, 2017. Upcoming Cabinets reshuffle in South West and Galmudug may disrupt programme interventions in new federal member states due to increased political uncertainty.</p>	<p>Project teams are monitoring political developments and adjusting the implementation schedule accordingly.</p> <p>JPLG has committed to conducting regular and systematic monitoring to inform programming, and will identify opportunities, threats and challenges. Appropriate risk mitigation measures are discussed with other international actors, including JPLG donors, embassies, the UN Resident Coordinator’s Office and the UN Department of Safety and Security (UNDSS).</p> <p>Joint field missions in Puntland and Somaliland do follow security closely.</p> <p>JPLG and federal states will link district selection processes with peace committees and ensure sufficient public engagement and discussions are conducted prior to the final selections.</p>
<p>Security risks</p>	<p>Prodoc: Restricted access to field locations, especially in south and central Somalia, and certain areas of Puntland and Somaliland due high personal security risks.</p> <p>Update: Both Somaliland (most areas) and Puntland have been elevated to high risk which has impacted the programme implementation modalities.</p>	<p>JPLG in close cooperation with the donors engages third parties to implement and monitor activities.</p> <p>Following advice from UNDSS, national and international staff are engaged where possible in teams to implement and monitor activities.</p> <p>Field missions are being conducted and are being done jointly with government officials. These are planned well in advance and have not experienced security issues to date.</p> <p>The future use of the Local Governance Institute will improve delivery abilities to less accessible locations.</p>

⁵ Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.



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Type of Risk ⁵	Description of Risk	Mitigating Measures
Operational risks	<p>Prodoc: The constant turnover and weak skills of senior officials and staff among Somali partner institutions may impede implementation of programme activities.</p> <p>Update: 2016 has seen several changes in senior leadership in key ministries in Somaliland and Puntland. It has and is still impacting the implementation capacity of government counterparts. The migration towards a Local Governance Institute will start to provide a sustainable solution to this challenge.</p>	<p>JPLG focuses capacity development on departments and units of partner institutions rather than individuals. This strategy will be pursued by:</p> <ul style="list-style-type: none"> - Developing and maintaining strong relations with the departments and units concerned - Encouraging leaders to engage the entire staff of departments and units in discussions with JPLG and other parties concerned - Mobilizing community interest and support for proposed activities, including representatives of different clans, women and other social groups - Keeping potential users and beneficiaries informed of proposed activities and where feasible encouraging their participation in decision making - Using these techniques to build strong local ownership of proposed reforms and activities among staff, potential users and beneficiaries - maintaining pressure on current and new leaders to adhere to decisions already made and to follow through on implementation - Regularly monitoring progress to inform corrective action where needed - JPLG has also started to proactively run induction sessions for new Ministers and their teams. These were done for the new DG in the Ministry of Interior in Somaliland.
Operational risks	<p>Prodoc: In south and central Somalia, the legal basis for local governance remains unclear.</p> <p>Update: The programme facilitates dialogue between the Federal and States governments on local governance and decentralization legislation. The current political processes show that LG legal reforms will continue in 2017 creating strong foundations for LG at the states' and district level.</p>	<p>JPLG is supporting drafting of options papers for relationships between Federal level, the emerging states and their local governments. These have formed the basis for new legislation being adopted.</p> <p>The formation of Federal Member States, and their improved abilities to work is changing the political context. This is further complimented by the approval of the Wadajir framework and close partnerships between the Ministers of Interior from all states (except Somaliland and Puntland). It is against this backdrop that JPLG has agreed to play a more active role in creating a more enabling environment, working with Ministries of Interior and starting to assist in district council formation.</p>
Operational risks	<p>The lack of political will and institutional commitment among government partners in all</p>	<p>JPLG staff will have opportunities to monitor and report on these risks through their constant interactions with government officials in central ministries and</p>



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Type of Risk ⁵	Description of Risk	Mitigating Measures
	<p>zones may result in failure to follow through on agreements, jeopardizing progress towards achieving JPLG goals and milestones.</p> <p>The Federal Government are not a primary target partner for JPLG and yet have an essential role to ensure enabling policy, legislation and environments are created. The reduced support to federal systems does to a degree undermine JPLG's influence.</p>	<p>local authorities.</p> <p>As preventive measures, JPLG seeks to build strong commitment at the highest levels of government, and strong ownership of Programme activities among government staff, elected representatives, and other institutional stakeholders. This will be achieved by maintaining frequent communications to ensure they are fully informed of Programme activities and closely involved in the planning and design of them.</p> <p>This is clearly demonstrated by the strategic steering committee meetings and the functionality of the Inter Ministerial Committees on Local Governance in Somaliland and Puntland. Demand for JPLG intervention and needs cannot be fully met. Additionally, the governments of the north are fearful that expansion in the south will be detrimental to their needs. These challenges where possible can be overcome by working with others closely (eg World Bank) and regular liaison.</p> <p>Work at policy level in the new states of Somalia has been done in a coordinated manner building on the strong links the Ministries of Interior have built under the Wadajir framework.</p> <p>The programme is supported by the DSRSG who regularly provides political support when bottle necks are experienced.</p>
Operational	<p>Due to increased levels of insecurity in Somaliland which requires the use of AV's for all movement; program activities may be hampered since JPLG does not yet have AV's in the field.</p>	<p>To come up with solutions that comply with UNDSS directives such as 3rd party monitoring, joint and frequent missions. Make sure that planned activities are implemented on time. Transfer of greater responsibilities to government and national counterparts</p>
Quality of delivery	<p>Due to varying degrees of institutional capacity, the quality of Programme activities may vary, particularly for services provided by third parties contracted by JPLG.</p>	<p>JPLG adopts competitive bidding to select competent contractors. Field staff, together with local authority staff, will undertake regular monitoring and evaluation of services provided to take corrective action. PICs and CMGs will also be involved in monitoring at the community level.</p> <p>JPLG can monitor, through close team coordination, contractor performance to improve on shortfalls as early as possible.</p>



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Type of Risk ⁵	Description of Risk	Mitigating Measures
		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
Monitoring SDM activities	January	UNICEF visited Berbera to monitor health SDM projects first-hand and gain an understanding of the district's level of investment in the health sector. Municipality staff were also able to share some of the administrative constraints they have faced with the health SDMs.	The Puntland Ministry of Health demonstrated renewed commitment to the devolution of health services this quarter. MoH has expressed reservations about the decentralized service delivery in the past. The Minister has since assigned two high-level officials to work with all the target districts to address bottlenecks and further strengthen the SDMs.
Stakeholder Review Consultation	10 -11 January	Review and validation of revised Regulations for Land Dispute Committees in Puntland and consultation process for Urban Land Management Law (43 participants, among 7 women)	Urban Land Management Legislation should incorporate reference to Land Dispute Committees. Consultation process should focus on main urban centers. A new law is now before cabinet.
Engineering site visit	17-30 January	Site visits for implementing Bosaso City Extension (road survey and opening, phase 1)	Community awareness creation and public information essential for the success of the project
Engineering site visit	January - March	Technical monitoring and supervision of LDF projects.	
Monitoring JPLG activities in Berbera, Burao and Odweine districts, Somaliland (SDMs and CSC)	21 – 26 January	Met with district and regional authorities, briefed mission objectives and together visited project sites. In addition, facilitated the quarterly interface meeting for the Community Score Card	Presented the analysis of the SMS messages from the community committees in the last three months. <ul style="list-style-type: none"> ▪ Reviewed together the actions taken against the problems reported by the committees and drafted action points for next steps. ▪ Timely completion of the rehabilitations of the primary schools in Berbera and Burao. ▪ Finalization of the Water PPP company



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Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Engineering site visit	15-16 February	Site visits for review of Draft Berbera Urban Master Plan	personnel trainings. Planning area to be expanded and urban planning objectives to be aligned with National Development Plan and District Development Framework priorities
UNICEF JPLG Coordinator monitoring of SDMs in Berbera district, Somaliland	26 – 27 February	Meeting with Berbera district staff, visits to health and education SDM projects to meet beneficiaries	Berbera council has demonstrated significant levels of ownership and investment in SDMs. They have the capacity to take on more decentralized functions. However, closer attention should be paid to how best to leverage resources from the district, JPLG and MoH/MoEHE. Recommendation that Berbera council take on all recurrent costs, and that JPLG funds be used for construction/rehabilitation activities
Joint consultations and monitoring in Puntland	25 February – 2 March	A joint monitoring team representing Eyl local government and PASWEN have visited three rural communities, namely Dhanaane, Dhiganle, and Godob-Jiraan. The team had a productive grassroots consultation with the communities and their leaders and helped them establish water PPP enterprises that will manage water systems in these villages.	Local communities overwhelmingly embraced the idea of the water SDM and the established water PPPs, which constitute the first of its kind in the area. Initially, community gatekeepers and businessmen were single-handedly managing and utilizing public water sources. The new SDM/PPP model will ensure sustainable water, create opportunities for businesses and unemployed youth and will also ensure quality water with affordable prices.
Engineering site visit in Garowe, Puntland to oversee and backstop the education SDM	20 March	The technical engineer of the Ministry of Education frequently visited the three primary schools benefiting from the education SDM in Garowe, namely Waberi, Kaalo and New Waberi to oversee the rehabilitation and ensure timely completion of the works.	The engineer observed that all rehabilitation work has been accomplished as per the BoQ. The Garowe municipality was actively engaged in collaborating with school management and shepherding the overall SDM implementation. There were minor technical finishing works that are to be accomplished by the contractor.
Monitoring JPLG activities in Berbera, Buroa and Odweine districts, Somaliland (SDMs)	26 th to 30 th March	The mission team had visited schools and health facilities in urban and rural areas to review records and interview government officials, facility manager	Follow-up the operationalization of the three newly built MCHs in Buroa with MoH. UNICEF Education Section to respond to the



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Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
and CSC)		and beneficiaries of the service.	reported closure of the schools due to the drought. UNICEF Health team to follow up with MoH on the shorter working hours of health posts.



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ANNEX 3. TRAINING DATA

#	Target Group			Dates			# of participants		
	Ministry. District or UN staff	Others		M	F	Total			
1.	MoEWT	LG staff	02 – 06.01 .2017	7	3	10	Conflict Management Training	Garowe	ALGAPL
2.	MoEWT	LG, CBOs, education institutions	3.01.2017	20	10	30	Conflict Management Training	Gardo	ALGAPL
3.	Ministry of Water Resources “MoWR” & Odweine Municipality	Water committees /association s, business & traditional elders including women committees.	08 - 10.01.201 7	20	7	27	Consultative workshop drawing experiences from the implementation practices developed and PFM reforms in partnership with local governments, National Tender Board, and ministry of Finance. (revision of LG procurement in line with national procurement law	Garowe	International Consultant - Lima
4.	MoEWT	MOEWT, LG	09 - 14.01.201 7	7	3	10	ToT on procurement of goods and services and LG audit manual service providers	Garowe	International Consultant - Lima
5.	MoEWT	MoEWT, LG, CBOs, education institutions	13.01.201 7	15	15	30	Conduct refresher training for districts on procurement guidelines and audits	Garowe	International Consultant - Lima
6.	MoEWT	LG staff	16 - 20.01.201	7	3	10	Conduct four (5) days training on revised decentralized NRM guideline to	Gardo	Kafi Nidam



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#	Target Group			Dates			# of participants		
	Ministry. District or UN staff	Others		M	F	Total			
			7				30 participants from target districts (Gardo, Eyl, Galkayo) head of village NRM/environment committees and other relevant institutions		
7.	MoEWT	LG, CBOs, education institutions	20.01.2017	25	15	40	Training on revised decentralized NRM guideline	Galkayo	Kafi Nidam TA
8.	MoM		10 - 14.02.2017	32	8	40	Training on revised decentralized NRM guideline	EYL	Kafi Nidam TA
9.	Garowe District Social Affairs Department staff	Community Education Committee members	11 - 16.02.2017	27	1	28	NRM Awareness Dialogue	Gardo	Kafi Nidam TA
10.0	Hargeisa District, Mol, MoF	Auditor General office, Accountant General Office, National Tender Board, PFM	18 – 21.02.2017	23	4	27	NRM Awareness Dialogue	Galkayo	Kafi Nidam TA



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#	Target Group			Dates			# of participants		
	Ministry. District or UN staff	Others		M	F	Total			
11.1	All JPLG Districts, MOI	Private sector institutions	18 – 21.02.2017	25	3	28	NRM Awareness Dialogue	Eyl	Kafi Nidam TA
12.2	Berbera, Burao, and Gabiley, MoE& RD	Directors SAD, head of NRM unit, Sector ministries regional coordinators	20 – 25.02.2017	24	6	30	Procurement Consultative Workshop	Hargeisa	Prime Consultancies co. (Lima)
13.3	Garowe Local Councilors	Key Municipal Staff	18 - 23.02.2017	36	6	42	Training On PPP Guidelines for LGs	Hargeisa	MOI
14.4	Mol, MoF,	LG staff	26.02.2017	17	5	22	Training on Revised decentralized NRM guidelines	Berbera	MoE & RD
15.5	Gardo Local Councilors	Key Municipal Staff	02 - 08.03.2017	31	4	35	MoM Procurement training for 17 districts and related departments	Mogadishu	MoM & ILO
16.6	MoM		21 - 23.03.2017	24	6	30	procurement workshop for MoM contractors and suppliers	Mogadishu	MoM& ILO
17.7	LG staff		26 – 27.03.2017	21	6	27	Induction training on education SDM concept and implementation modality for Garowe Municipality's Social	Garowe, Puntland	Independent Consultant - who has an in-depth knowledge on the



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#	Target Group			Dates			# of participants		
	Ministry. District or UN staff	Others		M	F	Total			
							Affairs Department (SAD) staff.		Service Delivery Model (SDM) in Puntland
18. 8	LG staff		28 – 29.03.201 7	25	8	33	Finalization of water PPP company formation and its constitution and bylaws.	Odweine Town, Somaliland	Director of Sustainable Development at the ministry of water resources facilitated the discussions with the support from the Odweine regional director and the local council.
Totals:							386	113	499



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ANNEX 4. MTR RECOMMENDATIONS IMPLEMENTATION STATUS

JPLG is using the MTR as a guiding document to implement changes. Greater efficiencies are difficult to achieve given the need for expansion with the same or less resources. Some significant reforms around the formation of the Local Governance Institute(s), review of national counterpart contracting (LOAs) and national consultants will begin to address the longer-term issues of inefficiency and sustainability. It is also important to note that all partners within JPLG (UN, Governments and Donors) need to advocate for common approaches and language. For example, not running multiple planning sessions at local levels on community participation but agreeing to use one system and ensuring large service delivery actions (eg health and education) approach programming with a clear understanding of local governance.

#	Programme area	Timeline	Progress
Joint Programming			
1.	Fill position of Senior Programme Manager	Urgent	Done, completed
2.	Senior Programme Manager reports to the RCO	Urgent	Done, completed
3.	ToRs for PMG, PMU and TWG which decentralize authority	Urgent	Done, completed
4.	Full JPLG organogram updated annually	Urgent	Done, completed
5.	Transparent planning process – role of evidence, level of local engagement and degree of transparency	12 months	Ongoing
6.	Funding modality review to incentivize performance	24 months	Next phase
M&E			
7.	Fixed agenda point at all SSC, PMG and planning meetings	Urgent	Ongoing
8.	Reporting should show how activities link to higher objectives	Urgent	Ongoing
9.	Review and streamline reporting structure	Urgent	Done, completed
10.	PMU and SCC to coordinate M&E resourcing across agencies	12 months	Work needed
11.	Develop capacity building plan, including training plan and training database	12 months	Work needed
12.	Work on theory/theories of change to help JPLG articulate what works and what is crucial to achieving its objectives	12 months	Done, completed
13.	Key additional studies to fill in and build JPLG evidence base	24 months	Next phase
VfM & Transaction Costs			
14.	Analyze drivers of overhead costs and how to reduce them. Agree a desired ratio with stakeholders.	Urgent	Ongoing- not easy
15.	Report financially against the AWP and budget	Urgent	Agencies are requested



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#	Programme area	Timeline	Progress
16.	Annual VfM exercise, including transaction costs analysis	12 months	To be done
17.	Scope for more reliable unit cost data in training and construction	12 months	To be done
18.	Expected data in some areas of work suggests it may be possible to estimate cost effectiveness estimates (SDM, LDF)	12 months	To be done
Gender			
19.	Full gender audit of current programme	12 months	Tender process closing
20.	Identify Gender Champions to challenge culture and advocate for gender focus in current programme and design phase	12 months	Ongoing
21.	Ensure gender disaggregation of data	12 months	Ongoing
22.	Dedicated gender lines and activities in AWP	24 months	Next phase
23.	Gender audit integrated into planning and design phase	24 months	Ongoing
Sustainability			
24.	Monitor sustainability indicators such as the number of training courses taken over by local institutions and the extent to which LDF systems are used for non-LDF grants or government is taking LDF systems forward in other Districts	12 months	Ongoing – still needs work
25.	Continue to support local government and academic institutions/associations to sustain capacity building efforts	24 months	Ongoing
26.	Continue to support government plans to extend JPLG mechanisms	24 months	Ongoing