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PROGRAMME ANNUAL PROGRESS REPORT

Period: 2020

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.
UNSF Strategic 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.
SDG(s)	4,5,8,9,10,11,13,16,17
Location	Federal Government of Somalia - Mogadishu; Federal Member States (FMS) of South West, Jubaland, Galmudug, Hirshabelle and Puntland; Somaliland and Benadir Regional Administration / Municipality of Mogadishu.
Gender Marker	2

Total Budget as per ProDoc	\$ 153,006,632
MPTF:	\$ 144,727,538
Non-MPTF sources:	PBF: \$ 600,000
	Trac: \$ 26,034
	Other: \$ 7,653,060

	PUNO	Report approved by:	Position/Title	Signature
	JPLG	Paul Simkin	Senior Programme Manager, JPLG/PMU	



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Total MPTF Funds Received ¹			Total non-MPTF Funds Received	
PUNO	Annual	Cumulative	Semi Annual	Cumulative
	1 Jan – 31 Dec 2020	From prog. start date	1 Jan – 31 Dec 2020	1 Jan – 31 Dec 2020
ILO		4,767,557		341,661
UNCDF	1,354,109	7,703,251	1,588,587	3,996,392
UNDP	975,475	10,991,732		80,450
UNHABITAT	803,771	6,050,099		
UNICEF	3,424,941	8,887,611		200,000
TOTAL	6,558,296	38,400,250	1,588,587	4,618,503
JP Expenditure of MPTF Funds ²			JP Expenditure of non-MPTF Funds	
PUNO	Annual	Cumulative	Annual	Cumulative
	1 Jan – 31 Dec 2020	From prog. start date	1 Jan – 31 Dec 2020	1 Jan – 31 Dec 2020
ILO	1,994,230	3,444,608	341,661	341,661
UNCDF	2,852,931	5,700,781	1,657,512	3,996,392
UNDP	4,003,038	9,411,535		80,450
UNHABITAT	2,252,333	4,913,534		
UNICEF	3,762,494	7,316,713		200,000
TOTAL	14,865,026	30,787,171	1,999,173	4,618,503

ANNUAL HIGHLIGHTS

- The multi stakeholder revision process of Somaliland Local Government Law No. 23 has been completed and the final version is now translated into English.
- Local government Law of Puntland was passed by parliament and signed by the president
- Standardized quality assurance guidelines for the Local Governance Institute in Somaliland developed and strategic plans for Puntland validated
- The first draft Decentralization Strategy was developed for the FGS
- The Somaliland government increased SDM contributions from 63% in 2019 to 83% (US\$ 3,753,5620) for health and education.
- The Puntland government increased SDM contributions from 6% from LGs to 21% (6% from LGs and 15% from CG-MoF).
- The SDM process was initiated in BRA and the FMS

HIGHLIGHTS OF KEY ACHIEVEMENTS

- Adoption and implementation of online platforms for trainings and dialogue forums
- JPLG showcased its SL COVID-19 response at a high-level global webinar (organized by UNICEF HQ) on the role of local governments in supporting COVID-19 efforts
- Registration of 25,000 property units in Baidoa (which was a complete enumeration of all habitable properties in Baidoa) in a bid to maximise domestic revenue sources

¹ \$ 2,178,075.01 of received funds is for COVID-19 response

² **Uncertified expenditures.** Certified annual expenditures can be found in the Annual Financial Report of MPTF Office (<http://mptf.undp.org/factsheet/fund/4S000>)



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- Local government budget paper for Somaliland was produced and in Puntland commissioned. Crucial data for budgeting and planning on revenue and expenditure performance obtained and analyzed.
- Mobile Money Payment System proved to be a reliable and alternate revenue collection mechanism amid the COVID-19 era.
- Greater integration of financial management systems as districts initiated to upscale AIMS to FMIS in a bid to unify and standardize financial management systems at all levels
- The SDM mechanism was also used for emergency response during the COVID -19 in 11 districts through the “COVID -19 Local Government response project” in Somaliland.
- An enabling environment for service delivery created for the Baidoa municipality through the rehabilitation of the district offices and provision of office furniture and equipment.
- Local Government Procurement guidelines for the Federal Member States developed and validated for improved accountability and transparency in use of public resources.
- Local Government Procurement structure and competence framework for the Federal Member States developed and validated.
- Established business licensing and registration guidelines supporting revenue collection, improving the efficiency of business-registration, and licensing services in the capital states in the Federal Member States.
- Developed communication action plan/messaging on business registration and conducted awareness campaigns in the capital districts in the Federal Member States.
- Developed by-laws for supporting business enabling environment in Puntland

SITUATION UPDATE

Implementation of the JPLG workplan was greatly hindered by the COVID-19 pandemic in the first 2 quarters. The imposing of lockdown in most areas of Somalia and Somaliland had a negative impact on the programme since government staff and other workers could not undertake mission travel, field visits, workshops and training.

There were improvements in implementation from the 3rd quarter due to adaptation of new ways of operating such as online trainings and meetings as well as mobile money utilization to pay taxes.

NARRATIVE

OUTCOME 1: POLICY, LEGAL AND REGULATORY FRAMEWORKS ON LOCAL GOVERNANCE FINALIZED

Decentralization

The programme, through MoIFAR (which is leading the consultations with the FMS), continued supporting the Federal Government of Somalia to formulate the draft *national decentralization policy and strategy* including the sectoral decentralization plans. The process of formulating this policy was a participatory, government-owned and led process. Consultation workshops were organized by MOIFAR in close collaboration with key government counterparts (Federal Ministries and Federal Member States (FMS) and Municipality of Mogadishu / Benadir Regional Administration (BRA) with over 100 participants.

The purpose of the policy is to contribute to restoring stability and security, reduce poverty, promote equitable local development and enhance participatory governance, by transferring functions, responsibilities and resources for service delivery to local authorities and empowering citizens to actively participate in all service delivery processes. The reform process is in its initial stages and will require strong linkages the constitutional process and PFM reforms.



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Fiscal decentralization

The programme supported a study that focused on the gaps in the current policy debate around fiscal federalism and fiscal decentralization that have resulted from considering federal-state and state-local relations in isolation. Two major recommendations were highlighted a) *to engage in a detailed quantitative analysis of intergovernmental finances in Somalia*. Data is currently not available to prepare an intergovernmental public sector expenditure (or revenue) profile that would reveal federal, state and local government spending by function or revenues by type, b) an important caveat should be made regarding the nature of (fiscal) federalism and reforms of intergovernmental (fiscal) relations, which is universal but especially relevant for countries or contexts that are seeking to emerge from conflict and fragility. Although efforts to improve the legitimacy, effectiveness and efficiency of the public sector in a multi-level governance system requires extensive consideration of technical aspects—including in the realms of public sector governance, public administration (including service delivery) and public finance—*federalism and decentralization reform are inherently political in nature*, as they seek to shape the distribution of power and resources between the people and the state, and as they deal with the re-distribution of power and resources within the public sector. The programme will focus more on fiscal decentralization in 2021.

Decentralization Dialogue forums

The travel restrictions due to COVID-19 necessitated a shift in implementation modalities and the programme supported the states to use online platforms (local media – televisions and radios) to conduct dialogue forums on decentralization (which are an integral part of decentralized service delivery by raising awareness and soliciting feedback).

The Ministry of Interior, Jubbaland erected Billboards with decentralization messages along the main roads of Kismayo. The messages centered around the need for legitimate district councils, demands of decentralization (policies, legislation, processes and procedures) roles and responsibilities of governments (Federal, State and Local) and citizens and service delivery.

The Ministry of Interior, Galmudug organized decentralization dialogue forums in Adaado, Abduwak, Balanballe and Hobyo with 50 (F:13, M:37); 50 (F:27 M:23); 50 (F:22 M:28) and 50 (F:15 M:35) participants respectively drawn from key parts of the community, Civil Society Organizations (CSOs) and district administrations involved in decentralized services delivery. The dialogues focused on understanding the concept of decentralization in the Somalia context, overview of the progress achieved in terms of legislation / policies to advance the local government agenda and division of functions / roles between districts, state and federal governments in decentralized service delivery.

The Ministry of Interior, Southwest State facilitated decentralization dialogue forums in Baidoa, to discuss the recently developed national decentralization policy and strategy. There were 46 participants (M:21 F:25) participants from the sector ministries. These discussions were shared on social media and thousands of people watched.

In Hirshabelle, the Ministry of the Interior held a dialogue forum on decentralization in Beledweyne and Warsheikh with 50 participants (F:8, M: 42); 50 (F:16, M:34) respectively from various government institutions, district mayors, women's and youth groups where the concepts of decentralization were discussed.

In Mogadishu, BRA facilitated a decentralization dialogue forum focusing on understanding approaches to decentralization in the Somali context as well as discussions on decentralised services that can be offered at district level instead of being centralized.



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In Puntland, the IMC (facilitated by the Office of the Vice-President as the champion of decentralization), conducted dialogue forums on decentralization and agreement was on the transfer of primary health care and primary education in some A districts. The Ministry of Health will delegate 15 PHUs (primary health units) in three districts (five PHUs in each district) namely Garowe, Bossaso and Gardo starting with Garowe.

Water Policy

The Puntland water policy is under revision in line with the decentralization policy and is expected to guide the decentralization of the water sector through improvement of citizens' voice and input in local water supply and management.

Roads Sector Decentralization Strategy

The roads sector decentralization strategy is already in place in Somaliland and built on four key pillars: appropriate legislative, policy, regulatory and institutional framework, reliable and assured financing, effective management and operational system, and adequate delivery capacity of public and private sector actors. The strategy's implementation plan proposes three outcomes: improved environment in terms of coherence in policy, financing and process for coordination at national level, collaboration between national/local levels of government and increased capability in the national institutions. The important key step in the institutionalization and implementation of the strategy plan.

A consultative/review forum on institutionalization of the roads sector decentralization strategy and management responsibilities was conducted in Hargeisa facilitated by the Somaliland Roads Development Agency (RDA). The objective was to provide a good understanding to stakeholders on the strategy as well as identify gaps, which may impede the successful implementation of the strategy; the recommendations will feed into the operationalization the strategy.

Local Government Laws – Legal Review in Somaliland and Puntland

The Local Government Law (law No. 23) of Somaliland was revised, redrafted and translated into English following extensive consultations. In Puntland, the state parliament debated the revised version of the Local Government Law (No.7), the assembly approved it and the president Puntland signed the amended version. The Local Government Laws are expected to improve the foundations of local government, provide a stable environment for sustainable development, reduce potential conflicts over disputed decentralized functions and responsibilities and provide a strong legal framework for local government support for decentralized service delivery.

Training Modules

In Somaliland, the *Induction Training Module* was revised as a result of recent amendments to the Regions and Districts Law (Law no. 23/2019), which forms the basis for elected officials to understand their roles and responsibilities particularly in the delivery of public services and the ongoing development in the districts. This training module is designed for all new Councillors, including Mayors and Deputy Mayors. A similar Induction training has also been prepared for new staff of the district administration. This module includes training modules on Local Leadership and Management (LLM), as well as overview training modules in Human Resource Management (HRM), Office Management and Administration (OM&A), and District Participatory Planning and Finance Guide (DPFG).

In Galmudug *Participatory Planning Public Expenditure Management (PEM) modules / frameworks* were developed. These contribute to enhanced policy frameworks for financial management through guiding the processes of district planning and budgeting, budget execution, accounting and financial reporting, internal audit, monitoring and evaluation. Likewise, the *Employment Regulation and Human Resources Management (HRM) manuals* of local



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government were developed and validated during workshops organized in Dhusamareeb and are pending a government decree for before implementation.

In South West State, the *Local Government Human Resources Management and Employment Regulation* and the accompanying training modules, *PEM guidelines (PEM1-5)* and the *LG law* were printed and distributed in the districts of Baidoa and Bardaale. The *Local Government Employment Regulation* was translated into Somali.

In Hirshabele, the *Local Government Human Resources Management and Employment Regulation* and *Office Management and Administration Manual* were translated from English into Somali and are pending a government decree before implementation.

In Jubaland, the Ministry of interior launched the *Human Resources Management (HRM) and Local Government Employment Regulation* at a high-level meeting in Kismayo that brought together around 150 participants including the vice-president of Jubaland, members of parliament, members from the cabinet ministries, the mayor of Kismayo, women's associations and civil society organizations. The MoI issued a decree for their implementation / enforcement. The organograms, terms of reference and reporting lines are now in place for all key departments. The Minister of Interior, Mr. Mohamed Warsame Darwish, highlighted the process of development of the manuals saying, "*These manuals will provide guidance to the Ministry of Interior and district staff to carry out their daily tasks more effectively, with an emphasis on transparent and accountable work practices. The MOI will establish local governments capable of providing efficient and equitable services to citizens and of promoting peace and economic development.*" Speaking at the event, the vice-president of Jubaland, Mr. Abdikadir Hajji, said: "*These manual are very important to put in place before the start of the formation of the council as the government is committed to move forward the establishment legitimate local governments - district councils*" The Vice President underlined the quota for women in the local councils as well as the need to give more employment opportunities for women in local governments.

The programme supported the development of the *local government finance policy* for MoM/BRA to better guide management of BRA's revenue and expenditure management towards an enhanced accountable and transparent framework. The development of the policy unveiled the need to introduce detailed procedural manuals that clarify the flow of functions and appropriate documentations to properly record both revenues and expenditure. A *local government financial management manual* was produced and aligned with the policy and other financial regulation frameworks. The manual was produced in a participatory manner, involving consultative meetings across the key departments and sections with a stake in revenue and expenditure management. The BRA leadership also committed to the adherence and implementation of this detailed and step-by-step procedures for the benefit of BRA.

Demarcation of the district boundaries

In Puntland, the Ministry of the Interior, Federal Affairs and Democratization produced the final report on the criteria for Demarcation of district boundaries. This is one of the key milestones of the decentralization policy and its roadmap.

Local Government Civil Registrar

The JPLG supported the MOM/BRA to conduct a comprehensive review of the civil Registrar manual / guidelines which aim to provide structure and consistency that will improve frontline services for local communities. Consultation took place with members of the BRA district civil registration department / section and other relevant stakeholders on existing district registry systems (for births, deaths, marriage and divorce). Draft district registrar guidelines have been produced.



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MoM/BRA by-laws

Human resources, waste management and the NGOs by-laws were drawn up and validated. These by-laws allow BRA to regulate and enforce specific areas of work. The by-laws will address the gaps identified in the 17 districts of and complement their responsibilities and powers under federal law.

OUTCOME 2: LOCAL GOVERNMENTS HAVE THE CAPACITY TO DELIVER EQUITABLE AND SUSTAINABLE SERVICES, PROMOTE ECONOMIC DEVELOPMENT AND PEACE

Monitoring and Evaluation Framework/Tool

In Somaliland, the programme supported the Ministry of Interior to develop a local government monitoring and evaluation framework (M&E) that will aid in assessing the plans, processes, achievements and impact of the local governance program through local government interventions in accordance with districts and national plans, as well as identify and monitor progress in key areas. The M&E framework will also strengthen the reporting mechanism at local levels and generate data necessary for better service delivery and decision making.

The programme continued support to Somaliland's Ministry of the Interior to manage and oversee support to the districts, in line with its mandate and law No 23, to monitor activities which districts implement in line with their annual work plans.

In MoM/BRA, the program supported the development of a comprehensive *Monitoring and Evaluation Framework* which provides a roadmap for identifying and tracking progress in key areas and helps to monitor, verify, and measure the impact of local government interventions in accordance with districts and national plans.

Quarterly Monitoring Missions to the districts

In Puntland, as part of the government-led expansion strategy, the Ministry of Interior conducted monitoring missions to the new districts of Burtinle and Galdogob to oversee the capacity of staff and provide them with on the job training and coaching. There were 16 (F:8; M:8) and 8 (F:3; M:5) participants respectively. The topics covered were planning, financial management systems, Human Resource Management, office management and administration, technical support for AIMS and BIMS, the standardized structure of LGs, the department's ToRs, formats for work plans, budgets and financial reports. This resulted in a better understanding of the functional assignments in the district departments and increased capacities in accordance with Law No. 7 (Local government law).

The gender unit of the Puntland Ministry of Interior also carried out a mission to assess gender status in local governments. They found that there are gender disparities and recommended specific capacity building on gender for local governments.

The champion's office with the Ministry of Interior (MoI) in Somaliland jointly organized the regular health/education Service Delivery Models (SDM) monitoring visits to four districts (Hargeisa, Boroma, Gabiley, and Berbera) with participants from the central Government ministries (Director Generals (DGs), representatives from the Vice President's (VP) Office, senior officials from Regional Health and Education Office, UN and JPLG staff.

Peer-to-peer Learning

The programme supported peer-to-peer learning by bringing together different parts of government to learn from each other and facilitate dialogue around common goals and processes and this has contributed to the progress of local governments as well as inter-state collaborations. Connections facilitated through formal activities have strengthened informal exchanges and the pursuit of peer learning.



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The Somaliland Home Office facilitated representatives from Erigavo, Lasanod and Ainabo to visit JPLG-supported districts to have an opportunity to learn more about local governance tools, systems, key decentralization functions of local government and modalities of service delivery.

The Puntland Ministry of Interior invited representatives (including a council member from S. Galkacyo, the executive secretary of the Habudwaq district, the deputy mayor of Adado and a local government advisor) from Galmudug to visit the JPLG-supported districts of Garowe, Bossaso, Eyl and Gardo. The DG, Ministry of Interior, the district's executive committees and directors of departments briefed them on their departments routine work and key achievements and they had the opportunity to familiarize themselves with the tools of local governance, including participatory planning, public procurement, public finance management and human resources management.

National Experts and Young Graduates (YG)

The JPLG continued to address the capacity needs of governments by providing technical experts and young graduates to key ministries and district administrations across Somalia and Somaliland. The consultants and YG supported the government with on the job training and provision/injection of technical capacity. The Ministries of Interior and districts in Federal Member States have greatly benefitted from this support as they still have weak human resource capacities. Feedback from the consultant's supervisors indicated that their support to various local government departments has significantly improved the overall functioning of the district.

The main objective of the deployment of experts is to address human resource challenges such as the shortage of qualified and experienced civil servants in local governments. The goal of deploying YGs to enable the youth to contribute to improving the performance of local governments and also to boost their hands-on experience and, potentially, have them absorbed in the civil service once the situation permits.

The table below represents consultants and YGs supported at ministerial and districts levels

	FGS		JSS		SWS		GS		HSS		SL		PL		Total
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
Young graduates (interns Ministry level)				4	2	1	1	1	1	1	5	1	2	1	20
Young graduates (interns at district level)					1	1	2	2	1	1	9		7	8	32
Senior LG expert (at Ministry level)		2				1				1					4
Capacity building consultants (at Ministry)													4		4
Capacity building consultants (district/ LGI)			2	2		2		3	1		7				17
Admin and finance (Ministry level)				1	1					1					3
Admin and finance (LGI)											2				2
Admin and finance (district level)															0
IMC Secretariat (admins/ LG Expert)											2	1	1		4
Gender consultant	1	1							1						3
Total	1	3	2	7	4	5	3	6	4	4	14	12	10	14	89

District annual work plans and budgets

The Somaliland Ministry of the Interior, assisted in the preparation and finalization of the 2021 annual work plans and budgets for 8 JPLG supported districts (Berbera, Borama, Zeila, Hargeisa, Gabiley, Sheikh, Buroa and Odweine). 185 (F:60; M:125) community representatives (district officials, representatives from the women associations in the villages, businesspeople, traditional elders, youth groups and minority groups) attended the participatory planning meetings that discussed community needs and priorities.



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District participants	Men	Women	TOTAL
Berbera	14	6	20
Sheikh	12	7	19
Odweine	16	3	19
Gabiley	19	5	24
Buroa	14	13	27
Zelila	10	6	16
Borama	20	10	30
Hargeisa	20	10	30
TOTAL	125	60	185

In Puntland, the Ministry of Interior helped 9 JPLG supported districts (Garowe, Gardo, Bossaso, Beyla, Eyl, Jariban, Galkayo, Goldogob & Burtinle) to prepare and finalize their annual work plans and budget (AWPB) in a participatory manner involving local communities in the villages and the district councilors.

The coordinated approach to work planning ensures consistency with district development frameworks (DDF), the established DPPFG, inclusion and participatory community consultation planning processes which are expected to respond to the needs of the communities.

Review of Feasibility Study Tools/Guidelines

The feasibility study tools/guidelines are key tools for assessing the feasibility of social and economic development projects. Aspects assessed include road network/prioritization plan, land use survey, traffic count, socio-economic and technical surveys including environmental impact assessments. The Somaliland Roads Development Agency facilitated a review of the existing tools with the objective of updating the guidelines with best practices. A key aspect adopted in the guidelines is operation and maintenance plans which were designed to press the local authority (and/or executing contractor) to strategize and commit to project delivery and ongoing operations & maintenance. These plans illustrate institutional arrangements in place for maintenance and cost-recovery post the initial capital investment, and in the case of outsourcing, what body assumes ownership/responsibility for the utility and servicing of the project post-construction. This is critical in ensuring sustainability of the infrastructure investment.

The community assessment forms clarify how project decisions/designs are informed by the community and address its needs, an important aspect of local governance. It ensures projects are identified via a participatory and consultative process and are compatible with the local socio-economic environment.

In addition, is the use of technology (mobile data collection) that saves time and is cost efficient. Digitally recording information at the source is faster than typing it manually and reduces errors due to illegibility.

Assessment/Review of the Business Registration Processes

Business registration processes have been established in selected districts in Somaliland in promoting an enabling environment for business. Participants from 4 districts (Berbera, Borama, Gabiley and Hargeisa) participated in a workshop to assess the registration processes established, guidelines and the related license billing processes which supports revenue collection. The assessment/review was in the context of reduced regulatory burden to business start-ups; improved efficiency of business-registration and licensing services; creation of incentives for businesses that currently operate in the “informal” sector to graduate into the formal sector; and reduced harassment of businesses, and corruption among officials, by promoting formalization.

The business grading tariffs for the different districts were reviewed together with the revenue generated from the different categories. Hargesia district has developed an additional 64 which are due to be presented to the council for



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approval and implementation. In addition, the mayor of Hargesia appointed a committee known as the District License Assessment Committee whose main duty is to evaluate the grievances of the district business community on the obliged taxes. The committee meets the business community on a weekly basis; this initiative aimed at supporting the district in creating an enabling environment for its stakeholders and comprises the directors from districts planning, revenue and internal audit departments.

Recommendations from the workshop: Unification of the business licensing grading system in all districts and resolving the double entries in the billing system to ensure accuracy in reporting.

Property Registration

There is potential for growth in property registration and the programme entered into an agreement with the local authorities in South West State with a view to maximizing domestic revenue sources through property registration. This venture targeted registration of the 25,000 properties using a geo-referencing system that accommodates spatial data attributes of properties in Baidoa. A roadmap for implementation as well as responsibility of individual stakeholders were clearly defined and communicated. Steering committee led by the Ministry of Finance with members from the Ministries of Interior and Local Government and Baidoa municipality were established to spearhead the exercise and they commissioned a local contractor based on a competitive bidding process. During this exercise, border lines between the 10 zones inside Baidoa were demarcated and administrative maps produced. Through an inclusive and participatory process, grass-root consultations supported by city-wide awareness campaigns were undertaken to obtain the trust and cooperation of the local communities.

Local enumerators, supervisors and fixers were recruited and trained on the usage of GPS to capture coordinate points of the properties and fill in survey questionnaires to gather relevant data.

Output: 21,482 properties were registered in Baidoa which will serve as the basis of a land cadaster that will be updated constantly and linked to the financial management system for bills generation and revenue collection.

To help tax collectors easily identify property addresses, road signboards were also installed. This includes main trunk roads and important feeder roads. This also helps both local people and visitors better understand roads within the town. A summary of the typologies of the properties registered are provided below:

Sub-district	Number of properties registered
Isha	3148
Horseed	3809
Berdale	1992
Waaberi	1698
Darusallam	1765
Towfiq	1523
Howlwadaag	2435
Cadaada	1266
Salaamey	1663
Wadajir	2175
Total	21474



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Establishing Systems and Structures for Infrastructure Delivery in the Federal Member States

An institutional assessment for the state ministry and district public works unit to provide clarity on roles and responsibilities was conducted. The state ministry and district public works competence frameworks and terms of reference were updated after reviewing the existing structure and systems, the technical staff understanding on their functions/roles improved thus promoting horizontal and vertical coherence. The institutions and departmental set-ups increase the provision of equitable, accessible, and affordable infrastructure services by creating a regulatory environment that promotes decentralized service delivery and prioritizes key investments that extend and increase access to services. It also supports establishment of local governance structures in newly recovered districts and links to reconciliation as well improves coordination of governance and delivery due to enhanced engineering, environmental, sanitation, and water and energy units.

Outcomes/results

- *Established systems and structures in 8 district public works departments and 4 state public works ministries*
- *Technical assistance on construction permit procedures and systems at local level.*
- *Improved technical skills and capacity of department/ institutional technical staff and engineers*
- *Established competency frameworks and terms of reference for district departments providing clarity on*

Local Government Institute (s)

Somaliland

Mapping assessment for training providers

As part the LGI establishment in Somaliland, a second *mapping assessment of the capacity of potential training providers* that can partner with the LGI in local government training was conducted. The first assessment was conducted in March 2016.

Following consultations with the Ministry of Interior and CSI/LGI, Somaliland a *standardized and quality assurance guideline / manual* was produced and adopted. The guideline will be used by the LGI in training local government officials, both political and technical to ensure that the knowledge and skills imparted will enable them to meet the governance and service delivery challenges faced by local governments.

Training on District Monitoring and Evaluation, DDF & AWPB and internal audit

41 people (M:25; F:16) participated in the training on District Monitoring and Evaluation; 20 (M: 13; F:7) in the training on DDF & AWPB; and 62 (M:49; F:13) in district internal audit training which were facilitated by the Local Government Institute (LGI) in Hargeisa, Burao and Borama. The participants learned the steps needed to undertake planning and budgeting activities in the districts annually to develop their budgets and identify their spending priorities for the coming year; be able to monitor and evaluate the outputs and the outcomes of the infrastructure development and service delivery activities that are part of the DDF and Annual Work Plan, and understood the process of district internal audit, so that district systems can be strengthened.

Local Government Procurement

Local government procurement remains an important indicator of local governance. Procurement is a core function in supporting delivery of services and use of public resources in a transparent and accountable manner as well as value for money.



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The Ministry of Interior conducted a workshop with the main objective of enhancing capacities, imparting knowledge and best practices on local government procurement for 30 participants drawn from different local governments' heads of procurement section and related departments of administration and finance. The opening remark made by the Director General of the Ministry of Interior, Mr. Abdi Ahmed Nour, emphasised the importance of the procurement as an indicator of good governance at the district level. The participants were motivated to adopt the lessons from the workshop to change their district procurement environment and enhance transparency and accountability in the process. The content covered: procurement environment in local government; identifying procurement needs; drawing procurement plans; the concept of procurement audit in local government; procurement methods; preparation of technical specification and terms of reference; carrying out pre-qualification and short listing; carrying out contract negotiation for consultants; identifying the roles of various parties in procurement; understanding the tendering process; evaluating bids, award contracts and prepare contract agreements; carrying out contract supervision, evaluation, monitoring and follow up; and the ethical code of conduct.

The participants shared practical experiences and adopted the following recommendations: -

- *Apply the various forms required for procurement processes*
- *The procurement officers monitor the annual procurement plan of the district for performance and delivery.*
- *The procurement officer to develop monthly, quarterly and annual procurement reports.*
- *Ministry of Interior to develop an evaluation annual report on district procurement implementation for all the local governments of Somaliland.*

Technical standards and specifications for local government service delivery

The Ministry of Public Works in Somaliland facilitated a training on technical standards and specifications. The objective of the workshop was to enhance the capacity of district engineers, heads of public works departments, district public works units 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.

Internal Audit Training

Internal audit mechanisms are an integral part of the efforts to strengthen municipal finance at sub-national level. In conjunction with Somaliland Ministry of Interior, the programme conducted training for JPLG supported districts (Saylac, Borama, Gebilay, Hargeisa, Berbera, Sheekh, Burco and Oodweyne) and three other districts (Ainaba, Erigavo and Laas-Anod) in Somaliland. The aim of the training was to capacitate district staff on the updated internal audit manual to improve accountability, transparency, and public trust and the 28 participants (M:27; F:1) were drawn from Directors of Administration and Finance Departments, Internal Auditors and Accountants from the districts.

Puntland

Following consultations with the Puntland LGI Oversight Committee, MoIFAD Puntland conducted an introductory training on the LGI training curriculum to district and sector ministers. The curriculum outlines the scope of the proposed LGI training, including 9 courses compiled from a suite of over 50 training modules developed with the support of JPLG agencies over the years. 45 (M: 42; F:3) participants were present. The district mayors pledged their support for the LGI and possible financial contribution.

The *Local Government Institute's 5-year strategic plan* for Puntland was developed to strengthen the LGI capacity to deliver training for local government officials, staff and local leaders using standardized curriculum and modules. The plan is awaiting final validation by the government. The operationalization of the LGI in Puntland is lagging and this needs to be addressed urgently.



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The Ministry of Interior, Federalism and Democratization (MoIFAD) organized a for district planning directors on M&E framework and data base systems. There were 35 (M:32; F:3) participant.

MoM/BRA

As part of the capacity building support for the local government institute (LGI), the Municipality of Mogadishu was provided with equipment and furniture which facilitated LGI work. A mapping and capacity assessment of potential training providers was also carried out.

The Office Management and Administration (OM&A) training was also provided to Municipality of Mogadishu's 17 districts and some directors.

FMS

The Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR) organized a consultation workshop on LGI with members of the LGI board of directors (MOIs-FMS and BRA). The consultation focused on the future of the LGI structure in accordance with the federal structure of the country, the LGI Center (HQ) and the LGI implementation roadmap. Following this, the participants agreed to allocate a budget for the LGI, to review the LGI policy and draft the LGI Act.

Support was provided in the development of local procurement guidelines, establishment of structure and competency frameworks. The guidelines developed aligned to national procurement laws and the process was consultative and validations workshops with key stakeholders conducted in finalising the guidelines.

Outcomes/results

- *Improved local government procurement systems for efficient service delivery in the Federal Member States*
- *Strengthened the competence and knowledge of the local government procurement departments*

The Local Government administration and council staff in Hirshabelle participated in several trainings on Office Management and Administration, and Human Resource Management. Participants were drawn from 3 districts. The office management included effective internal communication, confidential filing, and management of documents. 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. There were 114 (M:62; F:52) participants.

Induction training for newly recruited selected council members

The JPLG supported induction training of newly formed district council members in S. Galkacyo, Galmudug (formed in 2020); Afdamow, Jubaland (formed in 2020) and Dinsoor, Southwest (formed in 2019) so they understand their roles, functions and responsibilities to better serve their districts.

Induction training for newly recruited consultants and YGs

Induction training was conducted for two YGs (through zoom) on the governance structure in Hirshabelle, the constitution, local government laws, systems, procedure and reporting requirements, understanding of LG's core functions and the role of capacity development so they understand their functions, roles and responsibility and be in a position to contribute impactfully to the work of the LG.

Induction training was conducted for 4 consultants (Planning and Administration & Finance), 2(M:1 F1) for Kismayo and 2 (M:1 F:1) for Afdamow, on the governance structure of Jubaland, the roles and responsibilities of local government departments, human resources, overview of work plan preparation, district annual work plans, financial reporting and



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the LDF system as part of building effective local government institutions and developing the capacity of local governments to deliver sustainable services.

PEM trainings

The Local Government Planning and Public Expenditure Management (PEM) system and corresponding government manuals were developed for Municipality of Mogadishu and Galmudug in 2019/2020. This advanced the adoption of a harmonized and standardized participatory planning system within a comprehensive policy framework for local governments.

PEM training was provided to: 50 participants (M:37; F:11) from the 17 district's, secretaries and departmental members of BRA through LGI to familiarize them with the importance of participatory planning; 14 participants (M:11;F:3) from MoI, Galmudug (staff, consultants and YGs) and participants from Adaado district.

Capacity Building on Local Government Procurement guidelines & Business Registration

Capacity building on local government procurement procedures and processes conducted for local government staff in the FMS. The content covered included procedures followed as well as requisite structures (committees) established to ensure transparency and accountability in the procurement of goods and services.

In addition, the staff from the revenue department were trained on the established business registration procedures, familiarised with the conditions and requirements for licensing, steps and process of registration, payment methods, importance of businesses registration, issuing of licences and how to deal with loss/revocation of licenses.

Outcome/Results

- *Improved capacities on local government procurement in the Federal Member States*
- *Increased transparency and accountability in use of public resources*
- *Improved capacities on efficient local government business registration processes*

Local Leadership Management Training

Local government is mandated to work towards improving social, economic and environmental viability and sustainability for the benefit of their citizens. Local Leadership Management (LLM), Conflict Management (CM) and Gender Mainstreaming (GM) trainings were delivered through LGI and in partnership with Ministries of Interior in Mogadishu, Warsheikh, Dinsor, Jowhar, Kismayo, Adaado and Hargeisa to 164 (M: 103; F:61) participants (local government representatives and civil servants).

AIMS & BIMS

The turnover of the staff engaged in revenue function is relatively high and thus, at times, disrupts municipal revenue and expenditure management. For business continuity, the programme works closely with the Districts through Ministries of Interior and organizes refresher trainings to both existing and newly recruited staff. 27 participants (M: 12; F:15) benefited from refresher training on AIMS and BIMS in Somaliland districts (Hargeisa, Burao, Borama, Berbera, Sheikh, Odweine, Sayla). The trainees were staff responsible for financial management and revenue collection as well as representatives from departments of revenue. Staff from revenue departments of Erigavo and Ainabo were trained for the first time on AIMS and BIMS ahead of installing the systems into their respective offices. This is in line with the government-led expansion strategy to roll out JPLG systems to the areas not covered by the JPLG.



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Guide on Local Taxation Training

Local governments are vested with mandates ranging from provision of basic amenities to key infrastructure at local level. However, in most of the cases, local governments lack sufficient capacities to deliver all these mandated services. Hence, efforts to raise sufficient revenues and at the same time increase the potential of domestic revenue sources remains a desired goal. With the aim of maximizing own-source-revenue to ensure meaningful revenue generation capacity to better serve citizens and promote self-sufficiency, the programme developed a guide to local taxation. The guide is a key milestone to significantly enhance local taxation while ensuring implementation of appropriate, simple, and transparent tax legislation and reforms to provide the best environment for compliance. The guide is primarily for the new districts in the FMS and is being delivered within the framework of light touch approach. In collaboration with the Ministry of Interior, Federal Affairs and Reconciliation as well as state ministries of interior, the programme organized a virtual ToT on the guide to local taxation which was attended by 14 staff (M:12; F:2) from the ministries of interior and local governments. Using diverse methodologies including experience sharing from Somaliland and Puntland, the training facilitated understanding of local taxation and produced a cadre of local professionals who conducted training sessions in Jowhar, Dhusamareb, Kismayo and Baidoa with 55 participants (M: 47; F:8). These trainings aimed at improving the understanding of municipal staff on local taxes, the rationale of levying taxes, charges and fees, legal and policy frameworks within which the guide is built on. The training also equipped local governments' staff to have capacities to observe the principles and requirements stipulated in the local government law and the Local government Financial Manual/ policy that was crucial for local government officers to be fully aware of them for improving financial discipline and service delivery.

Most of the trainings were offered virtually (via online platforms) in observance of both UN policy and government guidelines to prevent the spread of COVID-19.

Service Delivery, Local Investments and Facilitation of Non-State Actors

Technical capacities on delivery of infrastructure works

The technical capacities for technical staff in public works on the project cycle of the infrastructure investments improved through workshops conducted for participants drawn from the 4 FMS. The content included feasibility studies, procurement for works (tender documentation/specification roads/buildings) and technical supervision/quality assurance of infrastructure works. In addition, technical capacities for Mogadishu Municipality on building codes and roads specifications improved.

Feasibility/appraisal assessment for government buildings was conducted in the 4 districts with newly established district councils aimed at creating an enabling environment and the procurement process conducted thereafter demonstrated improved capacities on procurement and transparency.

Outcome/Results

- *Established procurement for works systems for efficient delivery of infrastructure works*
- *Increased number of competitive bidders for projects due to transparent bidding processes*
- *Reduced conflict of interest and tender disputes*

Budget Analysis

In a bid to document evidence of the progress made in municipal finance, the programme assisted the Association of Local Government Authorities in Somaliland (ALGASL) to carry out a thorough analysis of the budgets of JPLG supported districts. The purpose was to examine the revenue and expenditure assignments of the districts and their link to local service delivery. During the review, ALGASL consulted existing databases, mainly AIMS and BIMS, key local



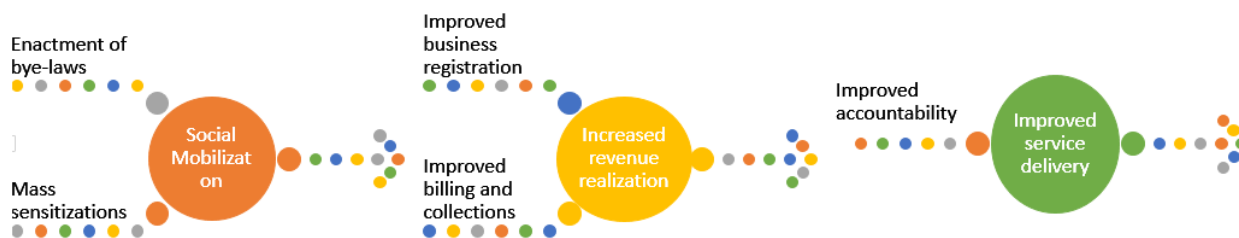
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governments officials in the municipal departments and Ministry of Interior. Below is a quick glance at the achievements in municipal finance over the years.

SUCCESS FIGURES IN SOMALILAND LOCAL GOVERNMENT FINANCE

- ☛ District budget increased from USD \$ 9,348,098.30 to USD 29,904,411.58 from 2008 through 2018. Burao and Gebilay made significant increase during the study period. Their annual budgets have increased by 286% and 265% respectively
- ☛ There is declining reliance on transfers from the central government. For example, Hargeisa moved from 23% (2008) to 11% (2018) and Borama from 28% (2008) to 23% (2018)
- ☛ Borama, Burao and Hargeisa significantly tapped their Own-Source-Revenue (OSR) as they increased by 284%, 276% and 233% respectively. In Hargeisa, the share of OSR to total district budget increased from 82.2% in 2008 to 91% in 2018 whereas in Borama, the share increased from 77% in 2008 to 90% in 2018
- ☛ Property tax is the largest stream to OSR. Total average property tax revenue collections increased in the districts during 2008 – 2018 by 811.4% and it makes up roughly 35% of OSR across the districts
- ☛ Local governments paid 43.5% of USD 3,137,194 total education expenditure in Service Delivery

Revision of four Local Revenue Enhancement Action Plans (REAPs) was completed in Somaliland and Puntland (two in each state). The revised plans focused on enhancing collections of livestock sales tax, property taxes, market and khat fees, and business licenses. Implementation of these four REAPs will cost approximately \$ 462,000 within a 3-year period (2020-2022).



Pic. 1. Objectives of REAP of 2020-22

LDF

37 LDF projects were successfully completed in Puntland, technically supervised and monitored by the districts public works units with technical backstopping by the ministry of public works. This achievement demonstrates the positive impact of the capacity building provided to the technical staff that has enhanced the competencies in delivery of infrastructure services. In addition, the technical staff provided support in overseeing planning rehabilitation of non-JPLG road projects for Yalho-Kalabayr and Harfo-Jalam roads; and the construction of the new head quarter building for Puntland State Bank. This demonstrates the application of competencies and tools developed beyond the programme further advancing the institutionalization and sustainability of the same. Technical assessments of the major flood in Qardho for evaluating the damage and proposing sustainable flood management solutions was also supported by the technical staff.



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The Mogadishu Municipality completed its first LDF supported projects; rehabilitation of Daynile intermediate public primary school, rehabilitation and construction of Hamarweyn meat market which have enhanced access to social and economic amenities thus increasing access to these services to the communities in the area.

In the new FMS, the creation of an enabling environment for the districts is critical to facilitate the delivery of services. In Baidoa municipality, rehabilitation of its office block was completed. In addition, the youth centre was rehabilitated and this will provide the youth a forum and environment to engage in productive activities. The municipality was also provided with office furniture and equipment ensuring a conducive environment for service delivery. In Hudur district, the community market and municipality hall were completed. The market will provide an enabling environment for businesses and the municipality hall access to social amenities. The Ministry of Public Works, South West State has been critical in the delivery of these infrastructure with technical assistance provided by the programme and this provided an opportunity to advance the adoption of transparent procurement procedures and enhanced competencies of technical staff.

Support implementation of regulatory reforms to improve the business environment

Initiatives in supporting improvement of the business environment were conducted in the capital districts of the new FMS. This included establishment of local government business registration procedures, provision of information to the local entrepreneurs/business leaders on the regulations/procedures/ requirements as well as opportunities and incentives offered by the registration/formalisation of businesses. The existing business registration process was reviewed and capacities of the local government in business registration and licensing departments' strengthened. In addition, data of existing business was collected, and this will be linked to the revenue collection systems thus *improving local government revenues for service delivery*. The streamlining of the business registration process is an important regulatory function of the local governments as it promotes formalisation of business thus preventing illegal businesses.

Outcomes/Results

- Established business licensing and registration guidelines which support revenue collection and improves the efficiency of business-registration and licensing services
- Developed communication action plan on business registration and messaging and conducted mass media awareness campaigns.
- Conducted capacity building training to the local government officer on business licensing and registration process.

In Mogadishu Municipality, business registration and data collection were conducted in Hamarweyn district with the objective of establishing which businesses operate in the district and promote registration. Enumerators were provided training on Open Data Tool Kit (ODK) for the data collection while the state capitals used data collection questionnaires to collect data on businesses operating their cities.

Outcomes/results

- Improved revenue collection in Mogadishu Municipality
- Revised/updated business-licensing manual – Mogadishu Municipality

Public Private Dialogues

Public Private Dialogue forums were established in the capital districts of the FMS (Baidoa, Kismayo, Dhusamareb and Jowhar) and Mogadishu Municipality and dialogue forums conducted to foster the culture of using dialogue to inform essential local business enabling environment reforms. Thematic working groups were formed comprising of public and private sector representatives to advocate for local reforms to promote a business-enabling environment; these



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included improving the system of local taxation, local procurement, security, roadblocks and access to basic services, etc. Outreach campaigns for each of these topics to help mobilize support for the initiatives were conducted including implementation of an outreach and advocacy campaign to institutionalize public-private dialogue and achieve high-priority local business enabling environment reform. The forums created awareness on the on-going business registration and the importance of the same.

In Puntland similar dialogues forum were conducted in Burtinle, Galdogob, Galkacayo, Jariman, Eyl, Bandar-bayla, Gardo, Garowe and Bosasso between business community and district administrations. The overall objective of the forums was to facilitate dialogue among the business community and target districts to discuss the gaps and challenges facing local governments on business registration processes where participants discussed key areas including business licensing and local government revenue, recurrent challenges of business registration, local government tariffs, accountable and transparent social services. They additionally discussed other issues relating to private sector including impact of Covid-19 on the local economy of target districts.

Outcomes/Results

- An environment for constructive dialogue, building knowledge, trust, motivation and capacity of public and private sector stakeholders established.
- Integration and sustainability of public-private dialogue values and mechanisms.

Support to districts to issue by-laws on business licensing

In Puntland, support was provided on issuing, publishing and distributing by-laws on business licensing to promote an enabling environment for businesses and to stimulate the recovery/revitalizing of local economies. The by-laws also aim at supporting districts to ensure compliance by the business entities and adopting by-laws for regulating businesses to make sure efficiency, transparency and compliance with business registration. In addition, the by-laws will provide a legal framework and practical guidance on how to design and implement the business reforms based on the best practice. The by-laws, endorsed by district councils, are composed of 15 articles covering the key functions and activities in business registration.

In Puntland, the local government procurement and Business Registration guidelines were translated to Somali and comprehensive guidelines will support institutionalisation and implementation of key decentralization reforms related to the performance of their functions. This includes establishing systems and structures for local government procurement and enhancing capacities/competencies for the same, creating an enabling business environment through regulatory reforms for improved efficiency and transparency. In addition, as some staff of the local governments don't speak English, these translated guidelines will help them to have a vital role in promotion of efficiency, transparency, and accountability during procurement processes and creating a business friendly environment to ensure transparency in the delivery of services in the districts.

Mobile money payment

In collaboration with Somaliland and Puntland authorities, the programme deployed the first mobile tax payments in Somalia. The exercise was piloted in Garowe, Borama and Burao using the "USSD" phone-based payment system approach which provides an easy and convenient mode of tax payment through Sahal and Zaad services (local mobile money platforms). This tech-based innovative tool proved to be a safe and reliable tax administration tool amid COVID-19 fears and as a means of reinforcing health measures put in place as people do not have to visit the municipality premises.

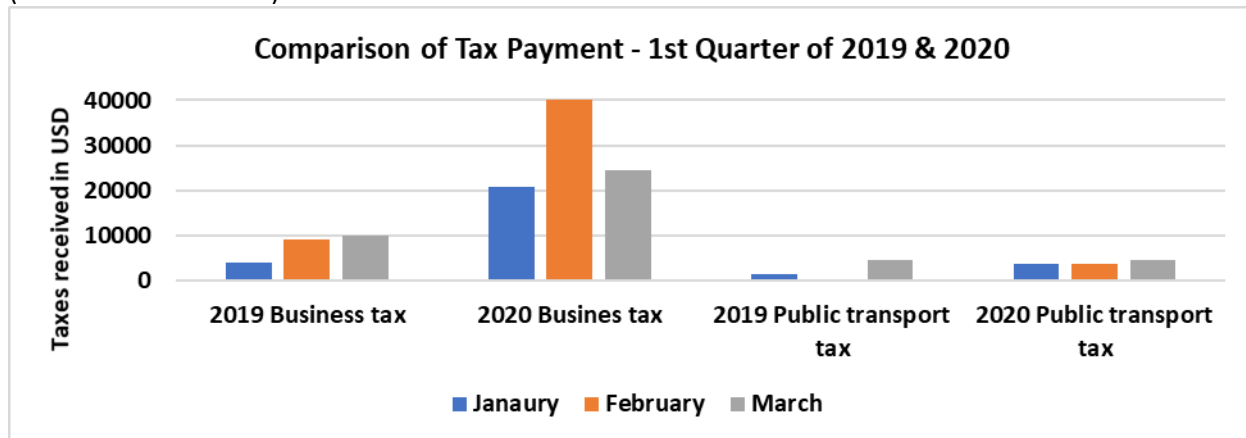
In addition, the programme supported upscaling of existing financial management systems and some local



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governments have already shifted to IFMIS in a bid to have a unified accounting system at all levels. Both systems are working concurrently in the transition.

Revenue generation has increased remarkably in Garowe since inception of mobile money payments as shown below (source: Garowe FMIS):



The above trend of increased revenues is expected of property taxes once the districts produce their midyear and yearly property tax revenue collection reports.

Service Delivery Models (SDM)

The Local Government-led Decentralized Service Delivery Model/Mechanism (SDM): is a co-funding mechanism to support local governments to implement the agreed basic devolved functions. The programme currently supports SDM 6 districts in Somaliland (Hargeisa, Berbera, Borama, Gabiley, Burao, and Zeila) and 6 districts in Puntland (Bossaso, Galkayo, Gardo, Garowe, Eyl, and Bander Bayla). Significant progress has been made in stimulating district ownership and investment in local service delivery which is widely acknowledged by the local communities in terms of easy access to services and immediate response of service delivery.

The ministries of Education and Health in Somaliland signed Memorandum of Understanding (MoU) with respective mayors of the target districts while in Puntland, the MoU was signed between the Ministry of Finance, Local governments and the MOI.

Somaliland

The total amount of funding invested in 2020 in the decentralized functions of both Primary Education and Primary Health care services was US\$ 3,753,562.10 (69% from the LGs, 14% from the central government and 17% from JPLG). The local governments have progressively increased their contributions to service delivery. Berbera district increased their contribution from US\$40,000 in 2014 to US\$894,794.00 in 2020 (2,237%); Hargeisa district which joined the SDM implementation in 2019 increased from US\$200,000 in 2019 to US\$ 913,000.00 in 2020 (457% increase). Overall, the government increased its budget for decentralized services in Education and Health from 63% in 2019 to 83% in 2020 indicating greater commitment towards sustainability as LGs in Somaliland are taking up the recurrent costs.

Of the US\$ 9,680,405 invested in the decentralization of social services in Somaliland since 2014 (when decentralized services were launched), 56% of the funding (US\$5,423,439) has come from local governments, which represents an increase of 1800%. Target districts in Somaliland have also seen significant increases in tax revenues over the course of the programme. The citizens are gradually relating their tax payments to improvements in local service delivery, which has led to increased local revenues.



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80,800 students (45% girls) in 310 primary schools across the target districts regularly benefit from the local government-led decentralized service delivery in the education sector. The programme regularly supports 808 support staff (salaries of watchmen and cleaners) and 428 primary school teachers top-up incentives, both paid by the local governments, unlike previous years when it was mostly paid by the JPLG. Education SDM focused mainly on two areas; provision of the operational cost necessary to deliver primary education services and improvements in infrastructures such as upgrading/construction of classrooms, the establishment of sanitation facilities, provision of classroom furniture, hygiene, and sanitation kits for schools. In 2020, 75 primary schools were either rehabilitated or extra classrooms added (over 60% from the district resources) while there are two new primary schools in Gebilay and Berbera. 682 sets of classroom desks were distributed to primary schools in five districts.

128,000 women and children from 78 health facilities across the target districts regularly benefit from the local government-led decentralized service delivery of primary health care services. In the 5 districts, the programme supported utility expenses, hygiene supplies, medical expenses of 78 health facilities, top ups for 258 local staff who receive salaries from the local governments (103 medical staff and 155 subordinate staff) and supported the cost for 8 emergency ambulances. The programme also fully equipped 9 new health centers with all the necessary materials/equipment's needed to operate at target districts as well as construction/upgrading of health facilities, including 11 new health facilities constructed (9 health centers and 2 primary health units), 16 health centers had extensions of additional rooms and 10 health centers fully renovated across.

Puntland

The JPLG contributed to strengthening the national system by using the intergovernmental fiscal transfer mechanism which was not previously the case when funds were channeled directly to the relevant ministries. The SDM funds were channeled through the Ministry of Finance in the six districts, thereby leveraging additional government resources. Government SDM contribution increased from 6% (LG) in 2019 to 21% (15% MOF and 6% LG) in 2020 with JPLG contributing the difference of 79% of the total SDM grant of US\$460, 650.67.

11 schools, 10 MCHs, and 2 Water facilities were extended or rehabilitated to provide services in Education, Primary Health Care, and WASH to families and build the capacities of the local government officials in the management of these services. As a result of these grants, 96,514 households will be receiving clean water, 115,495 households will be receiving improved Maternal and Child Health Care, and 4,334 children (45% girls) are supported with Child-Friendly Education facilities. Technical consultants were provided to the Ministries of Education, Water, Health, Finance and Puntland Vice President Office to facilitate the decentralization of service delivery functions to local government, provide technical support and guidance and capacitate the districts staff in procurement documentation and liquidation of advances. 45 District Social Affairs Department Staff were also trained on service delivery.

FMS

The Ministers and DGs from the Ministries of Interior and Education and the Mayor of Baidoa have committed to decentralization of services and the SDM process for the education sector has been initiated in Baidoa. The signing of the MOU between MOE and BRA devolving the primary education functions to BRA provided an opportunity to initiate the SDM process in BRA.

Technical Working Group Meetings

In Somaliland, the government organized two technical working group forums. The technical working group comprises



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the director-general from all the line ministries. The first forum focused on discussions related to the implementation of the COVID-19 response at the district level and facilitated collective understanding of the deliverables expected from the planned interventions; it was also used as a platform of learning from each other, as most of the districts were already engaged in the response against COVID-19. The 2nd forum focused on review of achievements related to decentralized functions in Education and Health in respect to the COVID-19 disruption, as well as the reflection from each district on how far each district took part in the emergency response.

In Puntland, the technical working group meetings were reactivated with support from the vice president's office. As a result of these meetings, the Ministry of Education has agreed to handover Primary Education Management to two districts (Bossaso and Garowe) in 2021, and the Ministry of Health promised to handover 21 Primary Health Units to Garowe, Bossaso, and Qardho districts. Bossaso district agreed to increase its SDM contribution from 6% in 2020 to 20% in 2021. To enhance service delivery performance at the local level, contribute to the effective planning of services, improve coordination and information-sharing mechanism between service providers and the local governments the JPLG supported quarterly district coordination meetings in four districts (Bossaso, Qardho, Gardo, and Galkayo). The coordination meetings have improved the collaboration of local government and service providers and helped the local government to have correct information of the services provided in their locations.

Urban land management law

After a consultative process which involved inter-ministerial committees, district mayors, civil society members, professional associations and university students, the *Urban Land Management Law* for Puntland was enacted by the Puntland Parliament. The Law finally resolves the institutional unclarity over land administration and offers an opportunity to address and nurture innovative solutions for land governance in conjunction with the challenges of urbanization.

The programme will now assist in the Law implementation including translation and dissemination to the districts as well as organising dedicated trainings and workshop for roles and responsibility of the different tiers of administration, civil society and private sector. The program's support will also target urban planning exercises and improvement in the land records targeting local governments and Ministry of Public Works, as stipulated in the law.

Urban Profiling (SL, PL and new FMS)

The program further strengthened its commitment to urban analysis and data collection from the spatial perspective in an attempt to contribute to an effective way to develop a shared understanding of the complexity of urban development and connected crisis in the context of Somalia in general as well as upscaling urban planning governance at different levels. This built upon the first series of urban profiles which were prepared with the support of government and various stakeholders within the framework of the Midnimo (Unity) Project but were later updated and expanded by the JPLG. The projects partnered to create synergies ensure the work started in one project was delivered and sustained in another.

In addition to updating the profiles, the programme's intentions were to kick off a second phase of data compilation and data management for improved coordination in urban planning and management in Somalia at large. This second phase was mainly government led following advances of local and state administration in facilitating and steering local urban development planning.

The Ministry of Public Works is the responsible line ministry to deal with urban planning, formulating policies and regulations and providing technical support to the national and local governments on public infrastructure and urban



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management. The program trained staff from Ministry of Public Works, Reconstruction and Housing, FGS and technically supported them as a first step in laying the foundation for the establishment of a functional urban development department able to cope with the tremendous urban development challenges of the country. The department is also tasked to coordinate urban planning processes in the FMS and ensure standardization of the systems and processes.

First, a government-led profiling process will help in enlarging the number of the cities analysed, developing an open database of comparable, relevant and reliable information on urban centres in Somalia. Data form an essential part of evidence-based planning, with indicators serving as an interface between policies and data to show policy makers how and where they should target their efforts. Collecting data is a first step in a process that should lead to integrated data management along all stages of the integrated urban planning processes, from assessment, citizen engagement to monitoring.

Second, enhancing the capacities of the Ministry of Public Works – mandated to oversee urban planning procedures – with a strong link to local administrations – in charge of developing urban plans - is a necessary step towards representation and ownership of collected data and resulting city assessments, strategies and plans, and could result in improving the quality, acceptance, and effectiveness of projects and proposals.

Third, the process has been enhanced, strengthened and refined, after an evaluation of the previous profiles in dialogue with local authorities and ministerial technical staff. On one side, this moved towards the identification of the key focus areas that are globally relevant to the urban sustainability agenda, with clear reference to the Sustainable Development Goals in the attempt to advance Somalia in the path towards the agenda 2030. On the other side, thematic areas were more deeply contextualized, identifying key capabilities and critical sustainability gaps. This way, profiling will become a process of dynamic, continuous self-analysis, enabling cities to respond to emerging global and local trends, events, challenges, and opportunities.

Different approaches were used in the evaluation. In Jubaland and Southwest states, constraints in human resources and tools were taken into account, with more guidance and a slightly reduced table of content. In Somaliland and Puntland the capacity of the ministries is higher, and allowed for a more independent process and a higher number of final products. A clear connection with the District Development Framework process was also highlighted, in an attempt to “spatialise” District Profiles with a specific view on Urbanisation.

Overall, the new profiles have broader scope and illustrate more in depth growth patterns and settlement dynamics linking them to the demands of the various communities living in town (including returnees, IDPs and host community), and contextualize them within the new policy framework of the different States.

It is hoped that, together with the necessary public discussion on the towns’ future development, these profiles will facilitate decision making by state and district authorities and coordination with international and local stakeholders.

Urban Development Report (Hargeisa and Mogadishu)

The Urban Development Reports, while moving from the same structure as the other urban profiles produced, introduce a simple but effective indicator framework aligned with the Sustainable Development Goals and other global documents and framework, to better systematise data and analysis and provide a long-term development perspective, while allowing to compare vulnerabilities and worthwhile outcomes with peer-cities. They also provide for optimised response actions for the ongoing urban crisis, moving beyond the resolution of immediate problems and looking at longer term opportunities and growth scenarios. The reports are in at an advanced stage of production and profited



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from the support of the local administration (BRA and Hargeisa Municipality) for their development.

Spatial Planning and Urban Visioning

The programme maintained close collaboration with state ministries responsible for urban development and land management and provided technical support to develop spatial plans defining the future growth direction of the towns in Somalia, their infrastructure development needs and to incorporate them in District Profiles as well as in the District Development Plans.

A new area of engagement, deriving also from the proceeding Hargeisa Visioning exercise, was *public space*. The programme developed an articulated proposal for the development of a large public parcel of land in the periphery of Hargeisa into an open integrated public space. The proposal will be inserted in the framework of a *Public Space Strategy* involving all the urban areas of Hargeisa, linked to concrete funding for implementation in 2021.

In Puntland, after the successful enactment of the Urban Land Management Law, the programme supported the Minister of Public Works, Housing and Transport, together with the Municipality of Garowe, in implementing a new portion of the *Garowe Spatial Strategic Plan*. The Ministry's Urban Planning Unit, consisting of urban planners, GIS specialists and other engineers, and the Puntland Highway Authority are currently engaged in a participatory, inclusive land readjustment in an area defined for city extension, where 30% of the newly urbanised area is being acquired as public property – to be later allocated for public space and facilities – as per the newly introduced prescription of the law.

Gardo post-Flood Mapping

After the floods that devastated most of the urban areas, the programme supported the post-flood assessment (destruction of properties, loss of essential livelihood services and infrastructure) to lay the foundation for an effective recovery and resilience response.

Output

Lessons learnt from the Gardo disaster and its response will be utilised for the revision of the Puntland Urban Regulatory Framework, with a dedicated chapter for Disaster Risk Reduction and Urban Resilience.

OUTCOME 3: INCLUSIVE POLITICS

As part of strengthening and promoting women's political participation at the local level, capacities of female political aspirants and advocates have been enhanced through advocacy by renowned women leaders, traditional elders, political party leaders and members of parliament (at state level).

Transformational Leadership Training

These trainings were conducted to help participants better understand the complex causes underlying gender relations and inequality specifically in limited participation in decision-making processes.

Somaliland

The Ministry of Interior organized a *Transformational Leadership Training "Leadership for Results"* for 20 potential women candidates. The training aimed to strengthen their leadership skills, advance gender equality, enable them to be more proactive in contributing to decision-making processes (particularly presenting and negotiating legal reforms and districts priorities).



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Puntland

Training for 30 female local councilors from 4 districts enhanced their leadership capacity.

The Ministry of Women's Development and Family Affairs (MoWDFA) organized a) a transformational leadership training for 25 participants from local councilors, candidates and women in district administration that helped them understand the Somali context through stories about gender in Somalia; b) an *advocacy and lobbying workshop on women's quotas (30%) in local councils* with 120 (M:26; F:94) participants including women political aspirants, civil society leaders, lawmakers, women councilors, community elders and youth; c) a conference on *women's participation in local governance* focusing on gender inequalities in local governments and support for greater responsiveness of local governments to gender concerns with 110 (M:30; F:80) participants including mayors from 9 local governments, MOIFAD, women's NGOs, champion's office, regional MOWDFA coordinators, ministries, traditional elders, women candidates, the Puntland Transition Election Commission, and women parliamentarians at the federal level; d) a training on *gender responsive local governance and service delivery* with the objective of improving understanding of gender dynamics and gender responsive governance that is inclusive of gender sensitive policies and programs in local governments with 30 female participants; e) a *youth forum* for dialogue between women and local government officials to support more inclusive local government and gender awareness with the aim of exploring the practicality of youth participation in local government and develop recommendations that promote their representation, participation and an active role as agents of positive change in local governments.

Recommendations from the MoWDFA organized gender events

1. *Need for women's representation on district recruiting committees*
2. *Need for mayors to make LG offices gender friendly*
3. *Need for state-wide reforms for women in local governments*
4. *Need for advocacy on gender in LGs*
5. *Need for gender mainstreaming in LGs*
6. *Need to institutionalize gender in the public financial management (PFM) framework*
 - *A special committee was appointed to look into the recommendations.*

FMS

The MoI, SWS organized an awareness raising session aimed at intensifying debate among political leaders, traditional elders, women and CSOs on the importance of women's participation and gender inclusion in the district councils. The forum agreed that the LG law will be amended to include women's rights and quota.

The programme organized consultative meetings/workshops for elected women and women from the community in Dinsoor (28 women: 10 from the council and 18 from the community) and Warsheekh (28 women: 4 from the council and 24 from the community) districts. The topics included a) Women's participation in the councils, b) the Responsibilities and rights of women, how to empower women to actively participate and see their role in politics and other public decision-making, c) and women's role in peacebuilding and reconciliation processes. These training workshops aimed at increasing women's participation in local government have led to a positive result as traditional leaders of these districts have agreed to back and endorse female candidates who are willing to participate in local elections, especially in Puntland.

Mrs. Qaali Mire Sahal a women representative who attended the civic education training in Warsheikh said, "I am



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encouraged like my sisters who attended this training and have more knowledge on my rights and especially my responsibility to raise my voice to contribute to local governance” She further said, “I will encourage young girls to be educated and to be included in the decision makings at all levels of governance.”

MOIFAR organized workshops on greater involvement of women in public service decision-making processes in Kismayo, Baodia, Dhusamared and Jowhar. The workshops were part of the government's ongoing efforts to improve women's political participation and representation at the local level and had participants from the ministries of interior, ministry of women's development and human rights at the state level and district commissioners representing CSOs. As a result, the participants created a *Women in Local Government Network for Women Councilors and Local Governments* who can share their experiences, amplify the voices of others to advocate for gender equality in local governments.

Gender Improvement Plans

Gender improvement plans have been produced in Galmudug, SWS, and Banadir Regional Administration/ Mogadishu Municipality to empower female staff and make local governments a friendly work environment for women.

Community Score Card (CSC)

Community Score Card is a social accountability tool adopted to promote the responsiveness of service providers and empower the community to monitor the quality of service delivery and give feedback to service providers on a monthly basis. It is part of the broader Local Governance Barometer and Real-Time Monitoring framework. The information generated through CSC is used for administrative and policy changes related to service delivery. The CSC initiative is currently active in 5 districts in Somaliland (Borama, Burao, Berbera, Gabiley, and Hargeisa). A refresher training was provided to the community committees relating to SMS reporting process and coordination with the managers of health centers and primary schools as well as the relevant district authorities. In addition, CSC coordinating staff in the districts were oriented and provided guidance on monthly data tracking, recording, and reporting. The results (obtained through mobile phones) were analyzed and shared with the district authorities to take corrective actions against the community concerns reported by the committee's members. CSC reporting has pre-agreed indicators which the committees report against.

CSC INDICATORS

Health: Rating of health facility performance, days in the week each health center was operational, availability of water and electricity of all times during the month before, the number and performance of the community-based health workers during the month, etc

Education: Number of days head-teachers and teachers were available in respective primary schools in the month before, cleanness of the school premises, teachers absentees, students enrollment and dropouts over the month, availability of water and electricity at the school, and the availability of hygiene and sanitation materials at the schools in the last month, etc

CSC Quarterly Interface Meetings

Quarterly meetings between the service providers (i.e., District authorities and sector Ministries) and representatives



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of service users (i.e., community committees) meet were conducted were the results were discussed and a response plan was produced for making improvements to the service and commitment to follow-up the realization of the agreed plans. The interface meetings were conducted this year with the leadership of ALGASL (Association of Local Government Authorities).

The community scorecard, particularly the SMS polls and interface meetings, are creating trust and confidence between service user's/community committees and the District Authorities. Community Committees confirmed that once they respond to the status of their facilities, District Administration and other service providers started to respond to their concerns promptly and with respect. During the interface meeting, the Community Committees also felt that their concerns are taken to a higher level of decision-makers. Community Committees now feel that there is no barrier for them to directly communicate with District Authorities, especially where the SAD department is functioning effectively. The Committees have started demonstrating a sense of responsibility as they have begun to periodically visit facilities, ask facility managers about the condition of the facility, and respond to the SMS polls. They feel greater ownership of the facilities. Facility managers were noted to serve the users patiently and attentively.

Civic Education in Somaliland, Puntland, and the FMS

Somaliland

A consultative and planning workshop about civic education interventions was conducted with technical participants from the 8 JPLG supported districts, Ministries of Education, Health and Interior, and the Champion's office. The team discussed and developed a comprehensive plan addressing key awareness-raising areas at the community level with a focus on behavioral change communications to improve service delivery. Overall, the participants agreed to focus on selected areas such as Citizens Rights and Obligations, Citizenship, Voluntarism, Hygiene and Sanitation, Safety and security, Civic Education with children in the primary schools, as well as the local governments' role in local development. As a follow up for this plan, district councils were provided with orientation training on the scope, approaches, and objectives of the civic education at the local level. 40 trainees, a majority from the departments of Social Affairs and Planning, were given a comprehensive one-week training by civic education experts hired by the Ministry of Interior.

The Ministry of the Interior organized a talk show bringing in key figures leading the decentralization of primary public services. The panel discussions brought together the Mayors from Berbera, Borama, and Gabilay and DG's from the ministries of Interior, Education, Health, and the Champion Office. The main objective was to reflect on the local government-led decentralized service delivery in Education and Health among the stakeholders and to share the improvements made to the wider public to enable other districts to learn from these districts. The discussion shed light on the achievements made so far, specifically districts and ministries' commitment to funding services delivery from local resources and the improved collaboration among the local and central governments. The panel acknowledged the need to improve coordination and engagement among the stakeholders, including the private sector and other key Ministries. Resource mobilization was also one of the important issues discussed as the local governments faced scarcity of resources. The panel members suggested local governments to come up with strategies to mobilize funds. The panel talk show can be viewed on YouTube https://www.youtube.com/watch?v=hQgoS_BUsCA

Youth and women have little representation in the local councils as well as the central government. In order to sensitize youth and women on the one hand and create an environment where they can communicate their views in the local governments, a panel discussion talk show was also organized where they were represented. Both acknowledged the positive change as compared to a few years ago and noted that programmes like JPLG tried to empower women and youth to give them equitable chance and effective representation in the upcoming district



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council elections despite the obstacles.

The Civic Education programme in Somaliland also contributed to the prevention and control campaigns against COVID-19. The programme developed a short awareness video on COVID-19 prevention for primary school students and aired it through TVs and Social Media which reached out to school children and parents for the back to school campaigns. Key awareness messages on prevention and control of COVID-19 infection were developed and distributed in the communities through billboards, stickers on buses and taxis and community gathering places. The awareness campaigns targeted all JPLG supported districts. The major aim was to ensure change in behaviors, practices, and attitudes towards COVID-19.

Puntland

The JPLG, in conjunction with MoI, implemented a Civic Education programme in Eyl, Jariban, and Bander Beyla districts. The objective was to empower the local citizens, understand their duties and responsibilities in local governance, hold their local officials accountable and understand the role and mandate of the local government.

Training for teachers and school children, sensitization campaigns for community members, and dialogues for traditional leaders, women and youth were also conducted. The activities have helped the community to understand their duties and responsibilities in local governance as citizens and engage with their local officials and share their needs and priorities with them. The training has enhanced the capacity of the local leaders to engage with their communities and become responsive to the needs of all the citizens, including women, youth, and children. The civic education coordination meeting was conducted in Garowe, where the partners shared challenges, and the lessons learned in the field of civic education.

Responding to the question of why women are underrepresented in the council and administration of Jariban, the deputy district major said, *"I have learned a lot from this forum tonight. I wish we had many similar forums when people can ask me of our plans and accomplishments. I wish to enlighten you that, out of the 23 Jariban local council members, we have three women. In addition, we have 6 women working in local government offices. That makes a total of 6 women."*

FMS

The civic education project *"Strengthening the capacities of the local community to effectively engage and contribute to peace, good governance and promote citizen participation through capacity building on civic education in the new FMS"* was implemented in four districts (Kismayo, Warsheekh, Diinsoor and South Galkacyo).

The civic education programme reached 160,000 (41,600 women, 18,000 boys, 14,000 girls, and 80,000 men) individuals in Jubaland state, South-west state, Hirshabelle state, and Galmudug state. 240 (M:144: F:96) community members were sensitized on their rights and responsibilities and the importance of engaging/participating in the annual local level planning process. Radio messages were developed to promote civic education, which reached an audience of 20,000 citizens (8,000 men, 5,200 women, 3,800 boys, 2,200 girls). Training was held for 80 local government officials, 20 (M:14; F:6) from each of the four districts. The training content included i) roles of local government, b) leadership and good governance; c) general principles on the rule of law d) service delivery and core values of public participation

Civic education awareness sessions were also conducted for 60 (36 boys, 24 girls) students selected from 8 schools in the four target districts. Sixty (36 boys, 24 girls) who actively participated. Topics discussed included a) Child rights; b) Child participation, and the role of LG in promoting child rights; c) their right to be educated, provided with health,



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infrastructure; d) the need to include girls and disadvantaged children, and e) protect girl-child from violence and GBV. During the discussion, the children were given space and time to raise their views and opinions. Their concerns were issues related to the provision of free education as most of the schools are still charging the students. They also cited that they have responsibilities to respect the elders and keep both their schools and the community environment clean.

Other Key Achievements

JPLG supported districts have shown strong leadership and commitment to respond to emergencies during COVID-19 compared to the non-JPLG districts due to the continued technical capacity received from the JPLG programme

COVID-19 response

COVID19's fiscal impact on local governments

The programme carried out a quick assessment to analyze the fiscal impacts of COVID19 on local governments and put forward an immediate solution to sustain local government functionalities.

The analysis revealed that local governments in Somalia and Somalia are detrimentally affected by the COVID19 and the measures imposed by the authorities. International and local flights were banned, educational institutions were closed, businesses in major towns are affected by curfews, Qat was quit throughout the Country. In addition, remittance, a lifeline for almost 40% of population, is also adversely affected by the pandemic. To sustain life, tax relief options were introduced for essential commodities. Many local governments redirected their meager revenues to the response to COVID19 and are hardly able to maintain their usual service delivery. The analysis concluded a call to provide financial support to local governments in order to curb the spread of the disease at local level.

Awareness raising and provision of equipment- PL and new FMS

In conjunction with the Ministries of Health (MoH), JPLG, implemented a COVID-19 response. The main achievements of the project:

- Supported additional personnel in target areas and training of recruited staff for each district
- Improved capacities of local governments in FMS to conduct field monitoring
- Conducted Covid-19 Pandemic Awareness Campaign in 17 districts
- Widely used mobile technologies to support community outreach in dozens of remote districts to ensure deep reach of key prevention messages.
- Close to 243 urban and rural communities were educated in the basics of personal protection against COVID-19,
- 1690 portable handwashing stations were fully installed in markets and public places. Gloves, masks and thermometers were distributed to health workers in health and public facilities.

LG response - SL

The "JPLG COVID-19 Local Governance Responsive Project" was implemented with technical leadership provided by the Ministry of Health Development, Ministry of Education and Science, and Ministry of Interior, and the project was implemented by 11 local governments.

- 136 schools and 98 health centers were rehabilitated.
- Three months' supply of handwashing materials were delivered to health centers, primary schools, and public places. Personal protective equipment materials, e.g., gloves, masks, and thermometers, were provided to health professionals and patients at health facilities.
- 184 toilets were rehabilitated and equipped with a functional handwashing point
- 260 handwashing facilities were set up at public places
- 180 new handwashing points established in the primary schools and health centers.



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- Community awareness-raising activities reached 110,500 individuals in remote areas and 50,100 school children.
- The programme funded an additional 307 staff (92 Social Affairs Department staff, 110 nurses, and 105 subordinate staff for additional shifts).
- 160 district officials were provided training on the management of public health emergencies.
- 40 Senior district officials were provided training on the role of district councils in managing Public Health Emergencies.

Challenges (incl: Delays or Deviations) and Lessons Learnt

- Implementation of the workplan was delayed due to the COVID-19 pandemic. This has affected many of the capacity building activities, dialogues and monitoring missions.
- Delays in district council formation in the new FMS have also hindered implementation
- Gender mainstreaming and inclusion still low
- Inadequate district staffing levels for the FMS is delaying capacity-building support and is directly linked to resource shortages such as lack of revenue to fund recurrent expenditure
- Security constraints and limited means of travel pose limit access to newly established districts
- The Somali economy is highly dependent on diaspora remittances which are on the decline further limiting the LGs capacity to provide services
- The technical problem of the RapidPro system delayed the release of survey questions and hence halted the timely community feedback.
- The implementation of some of the devolved functions (e.g. the salaries of guards and cleaners) in Puntland remains a challenge.
- The current COVID-19 pandemic has negatively affected implementation of capacity building initiatives given the social distancing measures. This has especially slowed the commencement of this in the federal member states.

Peacebuilding impact

Catalytic effects

Gender

- Berbera district in Somaliland has taken a step forward to increase gender balance by nominating female heads of departments.
- Deployment of the 30 young female graduates with partners in districts and Ministries of Interior in Puntland and Somaliland.
- Dialogue forums between women and local government officials were supported, aimed at leveraging the position and influence of women councilors, and raise public awareness of gender disparities in local governments.
- Af-Madwaw and Galdogob district councils have 2 and 6 women councilors respectively out of 21 elected/selected.
- In Puntland, 30 Female local councilors from 4 districts were trained on leadership to ensure they perform better in their jobs. To increase women's participation in local government, a women's outreach programme was held in five districts
- In the four FMS, consultative meetings/workshops were held for elected women and women from the community in Diinsoor and Warsheekh districts. 28 women from Dinsor (10 from District councils, 18 from the community) and 28 women from Warsheekh (4 from district councils, and 24 from the community)



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<ul style="list-style-type: none"> During the COVID -19 awareness campaigns and the community awareness sessions, women were given priority and out of the community mobilizers involved, at least 50% were women and almost 100 were between the ages of 18 and 40. 		
Proportion of gender specific outputs in Joint Programme ³	Total no. of Outputs 9	Total no. of gender specific Outputs 3
Proportion of Joint Programme staff with responsibility for gender issues ⁴	Total no. of Staff 30	Total no. of staff with responsibility for gender issues 10
Human Rights The JPLG mainstreams the human rights -based approach through enhancing equitable, transparent and accountable governance while contributing to localization of the Sustainable Development Goals (SDGs).		
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) Yes	
Have FMS(s) been engaged in one or more of the following: design, planning, implementation, coordination and/or monitoring of the Joint Programme. The States have been engaged in all.	Results (Yes/No) Yes	
Describe nature of cost sharing: The central and local governments contribute a % of funds for the LDF and SDM projects.		
Communications & Visibility https://www.facebook.com/MOILGRS/videos/316006826298193/?sfnsn=wa&extid=xHWhYNHbv8G56Std&d=w&vh=e https://m.facebook.com/story.php?story_fbid=2721870408087914&id=100007949447844 https://m.youtube.com/watch?feature=share&v=olCpsA4fRUY https://m.youtube.com/watch?v=qUyDXPeTwEI		

³ Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women’s Empowerment.

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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[https://www.facebook.com/688988557901753/posts/1914146145385982/.](https://www.facebook.com/688988557901753/posts/1914146145385982/)

<https://www.youtube.com/watch?v=b75xA36MWTI>

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

<https://youtu.be/rl8thR5QFpw>

https://www.youtube.com/watch?v=upnR1kC60hQ&ab_channel=SLNTV

<https://www.youtube.com/watch?v=kBkqeOWfwg8&feature=youtu.be>

 [Combined DPFG and AWP&B Trainings report as of ...](#)

 [Combined DPFG and AWP&B Trainings report as of ...](#)

<https://youtu.be/kBkqeOWfwg8>

Visibility of the programme activities was highlighted in social media as well as electronic media.

Banners have been strategically placed in all events highlighting programme support

Looking ahead

2021 AWPB

- Inclusive politics
- Local Government Institute
- Territorial expansion – more systematically
- Urbanization
- Expand SDMs
- Key policies completed
- Follow up Hargeisa Visions
- Placing child rights central to JPLG
- Donor fund raising
- LDF graduation
- Future planning
- Make fiscal decentralization work better
- Revenue generation / strategies / digital
- LDF / FMIS integration
- Environment and climate change
- Zakat systems



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ANNEX 1. RISK MANAGEMENT

Type of Risk ⁵	Description of Risk	Likelihood	Potential Impact	Mitigating Measures
Political risks	<p>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.</p>	Likely	Medium	<p>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. Evaluation has recommended that JPLG look at more systematically doing socio political assessments – this is being explored.</p>
	<p>2. Developed local government systems and demarcation of responsibilities between levels of government are contradicted by legislation and constitutional reviews.</p>	Likely	Medium	<p>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 as TIS, SSF, Constitution and Rule of Law) through local media, newsletters and attendance in relevant coordination meetings. .</p> <p>3. 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</p>

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



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	<p>3. Political commitment to devolution is illusionary. Ministries refuse to devolve finances and responsibilities from the center.</p>	Unlikely	Low	<p>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>	likely	High	<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. Different levels of commitment between different states.</p>
	<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>	High	High	<p>6. Dialogue and advocacy at the state level to support continued programme activities in Galmudug. 2020 has seen promising progress.</p>



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<p>Security risks</p>	<p>Restricted access to field locations, especially in new Federal States, and the disputed regions of Sool and Sanaag.</p> <p>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.</p>	<p>Likely</p> <p>High</p>	<p>High</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 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>
<p>Operational risks</p>	<ol style="list-style-type: none"> 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. 2. Insufficient resources are made available to enable the full program's implementation. 3. High costs of UN field operations undermine the programme's 	<p>Likely</p> <p>Likely</p>	<p>Medium</p> <p>Medium</p>	<ol style="list-style-type: none"> 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. 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) in field implementation. 3. Staff numbers are to be kept to a minimum and common working environment / office to be used as far as possible. Value for money to



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	<p>value for money.</p> <p>4. Corruption and misuse of funds at local level</p> <p>5. COVID impacts on operations and LG resources undermines achievements and reduces funds available to JPLG</p>	<p>Likely</p> <p>Likely</p> <p>Likely</p>	<p>Medium</p> <p>High</p> <p>High</p>	<p>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> <p>5. Maintain regular communications with all stakeholders. Ensure the delivery is adaptive to the changing contexts.</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>Likely</p>	<p>Medium</p>	<p>JPLG adopted competitive bidding to select competent contractors. Staff, and government will undertake regular monitoring and evaluation of services provided to take corrective action.</p> <p>JPLG can monitor, through close team and field team coordination, and enhance contractor performance and improving on shortfalls as early as possible. In cases where the performance of third-party providers is unsatisfactory, the latter will be further trained. If performance remains sub-standard, the provider will be replaced.</p>



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ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Engineering site visits conducted in LDF project sites in Somaliland, Puntland & Mogadishu municipality	January – December, 2020	<p>The visit entails technical supervision support to the district public works units on the implementation of the infrastructure projects.</p> <ul style="list-style-type: none"> • In Somaliland, the sites missions ensured technical standards were being adhered to and progress was on schedule. • In Puntland, the projects were on the retention period, the technical advisors signed –off the completed projects with no defects for contractor final payments. Missions for quality assurance. The same applied to Mogadishu Municipality. 	Where aspects of quality defects were identified, the contractor was instructed on the corrective measures and these certified in follow-up missions. In events where the projects were lagging behind this was flagged to the attention of MOI and the districts.
Oversight mission on capacity development support to districts – Ministry of interior Somaliland	3 rd -10 th November 2020	As part of the process of improving the capacity of districts and in order to assess the effectiveness the support and to districts’ capacity this oversight mission was undertaken to oversee the overall performance of the key function in local governments and to explore areas of impacts	The mission found out that the local governments are highly committed on taking forward the decentralization of service delivery. District investments from the local revenues were increasing and sustainable. The districts have demonstrated a significant improvement in delivering key public services such as healthcare, primary education, water supply, etc.
Oversight mission on capacity development support to districts – Ministry of interior Puntland		As part of the process of improving the capacity of districts and in order to assess the effectiveness the support and to districts’ capacity this oversight mission was undertaken to oversee the overall performance of the key function in local governments and to explore areas of impacts	To fill these gaps, on-the-job training was provided to municipal staff in JPLG target districts in the areas of planning and budgeting, financial management, office management, resource management, human resources, revenue mobilization and internal audit. Likewise, the gender unit of the ministry carried out a mission, with an emphasis on assessing gender status in local governance. The mission found that there is gender disparities and recommend that specific capacity building for gender is



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			needed. education, water supply, etc.
Monitoring mission to Berbera, Sheikh, Burao, Odweyne, Hargeisa, Gabilay, Borama and Saylac)	November, 2020	Monitoring of programs and projects and operational activities that local governments of above-mentioned districts planned this year and how far they have gone through for implementation of varied projects and programs planned accompanying operational activities of the districts.	The mission team realized that in the eight local authorities of JPLG program within the time intended and some local municipalities are ahead of others in administration and management wise. Also, governance systems and procedures need more practical applications than theory absorptions Local governments' administrations should fill the gaps of management and properly implementations of the development projects and programs and normal daily operations in their localities.
Monitoring mission to Burtinle, Galkaio, Galdogob and Jariiban.	October 2020	Champion Office for Decentralization at the Office of the Puntland Vice President jointly conducted a monitoring mission together with 5 Ministries to gauge the progress made with regards to the implementation of the Puntland Decentralization Roadmap, challenges encountered, opportunities, lessons learns and the way forward	The mission team witnessed that capacity building in managing LG affairs: All the visited LGs have one thing in common, which relates to the enhanced capacities in terms of human resources capabilities. The team also realized that the implementation of the Puntland Decentralization Policy Roadmap strengthened the participation of grassroots communities and engaged local citizens in planning and priority setting of the projects that will have the optimum impact on the lives of the local communities and partake the decisions in implementation and monitoring.
Monitoring mission to Burtinle and Galdogob districts	Oct 2020	Monitoring of implementation of local Governments Harmonized, Structure of the Departments, to assess the capacity gaps of the local councils and local government functions.	The mission identified that Galdogob and Burtinle Districts were fully functional. It was noted that both districts need on the job training to be given to section heads and units of the departments. Among the recommendations from the visit are as follows: <ul style="list-style-type: none"> • Collective response and awareness arising of the covid 19 to reduce the incidence of the disease. • MOIFAD should distribute office furniture in



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			<p>Galdogob District.</p> <ul style="list-style-type: none"> • Induction and LLM Training should be given to the newly established local councils of Galdogob District to clarify the roles and responsibilities. • There should be furthermore Monitoring Mission conducted by MOIFAD to assess the various responsibilities of local governments. • The INGOs and LNGOs should follow and use the DDFs when starting new priorities or projects to avoid overlap and duplication of services.
Mission to Bosaso & Beyla	October 2020	Monitoring to discover gaps that may hinder the districts' officials to render quality services to their citizens.	<p>The monitoring mission team has revealed the below key capacity gaps:</p> <ul style="list-style-type: none"> • The work experience of Bosaso executive secretary and directors which were recently appointed and recruited have not yet received any training relating to their jobs. • Most of the Bosaso directors are not having their written job descriptions. <p>Among the recommendations included.</p> <ul style="list-style-type: none"> • MOIFAD to provide induction training and tailored training to the executive secretary and departmental directors of Bosaso district. • MOIFAD to share with Bosaso directors of departments the TORs of directors and head section. • Beyla district executive committee should do segregation of duties and to nominate district executive secretary.
Monitoring Mission Jiriban and Galkacyo Districts	August 2020	Monitoring mission to oversee and backstop the work and functionality of local governments of Galkacyo and jariban Department's staffs, budget preparations, council meetings, districts internal audit office, reviewing of the	<p>The monitoring team recorded below capacity gaps, administrative gaps, structural Gaps as well other gaps which are as follows:</p> <ul style="list-style-type: none"> • The mission team discovered that there is staff



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		DDFs, AWPB and presence of young graduates.	<p>shortage in Jariban district due to slow revenue mobilization/collection, for that sake this district failed to adopt harmonized structure set by MOIFAD.</p> <ul style="list-style-type: none"> • The filling systems of the districts were not up to the point and need more improvements. • The AIMS and BIMS of these districts were not functional and needed to be functioned. • Galkacayo district has moved from AIMS & BIMS to IFMAS and at the time of mission the district has yet fully used to IFMAS but instead the district was using both systems (AIMS , BIMS and IFMAS) <p>Among the Recommendations are as follows: After recording the above gaps, the team proposed to be taken below actions to improve the gaps seen:</p> <ul style="list-style-type: none"> • The consultants should prepare capacity development plans to address gaps identified in this report • Jariban district conduct revenue mobilization campaigns and thereafter to recruit important staff to these districts and MOIFAD to support this district to upgrade their revenues. • MOIFAD to advocate that MOF to complete IFMAS application so that Galkacayo district to fully adopt their financial and budget recordings.
Monitoring Mission to Eyl And Gardo	July 2020	Monitoring of local government departments in the areas of LG budget and Financial Reports, the functionality of AIMS/BIMS, Revenue collection Land registration and Asset Registration, LG income Documentation of the staffs include HR process, Policies that LGs using “Procurement policy, HR policy, asset Registration Policy, financial policy and etc. and to assess the existing capacity gaps.	<p>The mission team discovered below gaps/challenges.</p> <ul style="list-style-type: none"> • Eyl district has no admin & finance department director. • The internal Audit of Eyl district isn’t functional while Gardo Internal audit has been functional but needed to improve their capacity. <p>Recommendations</p>



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			<p>The mission team presented the following recommendations relating to the challenges/gaps experienced during the visit:</p> <ul style="list-style-type: none"> • The consultants should develop capacity building plan to address the gaps identified during monitoring mission. • Eyl mayor should nominate admin/finance director, accountant and cashier. • Gardo mayor should establish equipped revenue office. • The consultants should provide refresher on-job-training to all departments in Gardo and Eyl. • The mayor of Gardo should nominate/recruit HRM officer.
Monitoring mission to Berbera.	February, 2020	Monitoring of ongoing and completed JPLG projects in	<p>The mission team witnessed the progress of the decentralized service delivery, the commitment of Berbera district council as well as the added value of the local government’s delivering primary services.</p>
Joint SDM monitoring visit with the government officials	February 2020	<ul style="list-style-type: none"> • Monitoring the progress of the decentralized service delivery at the district level. • Assessing challenges, opportunities, and status of decentralized services at the district level. 	<p>There was a clear indication of commitment and interest of the Somaliland government. There were clear synergy and integration between the department, demonstrating ongoing ownership and accountability. The great sense of ownership and pride by the municipal authorities in championing the JPLG has contributed to the sustainability of services in both the education and health sectors. The quality of infrastructure that had been developed in the sites visited, schools, or health facilities were better than the privately managed facilities. There was an overall desire to provide an all-round and comprehensive package within the institutions of service delivery. Some of the recommendations from the visits included</p> <ul style="list-style-type: none"> • The need to develop a monitoring component and tools format to monitor the implementation



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			<p>of the SDMs</p> <ul style="list-style-type: none"> • Support MoE to establish strong linkages between JPLG and another education programme, e.g., GPE, EU, ECW, and other big programmes. • Discussion with the MoE on devolution and roll out of the education programme in other districts. • Capacity building of MoE on the role of district and regional education officers to link the benefits of JPLG to access and quality education improvement results. • Establish Closer integration of Ministry and local government planning • Develop practical and realistic ways that the UNICEF sections (and others) can start to channel support through JPLG /local governments. • Better documentation of the achievements
Monitoring mission to Hargeisa, Gebilay and Borama districts on SDMs.	March, 2020	Comprehensive update from the mayors on the JPLG and its contribution to SL local governance; visited JPLG project sites.	The team noted the change that resulted from the districts involvement in service delivery, especially in the primary health care services and primary education
Joint technical support mission to all the COVID-19 districts.	July, 2020	The DGs of the ministries of education, health, interior, and the secretariat team of the VP office undertook a field monitoring trip to all the target districts for the orientation to the district councils, especially those not engaged in the SDMs work to understand the COVID-19 interventions and the expected results.	The district councils visited were provided orientations about the programme and the implementation modalities. At the same time, ministries provided brief training on the procurement process and the steps they will follow, as well as the reporting requirements after the programme (Both Financial and Narrative reports).
Joint mission on COVID-19, led by the Vice President office, with the ministries of health, education and interior to all the 11 districts of COVID-19 interventions	October, 2020	The government team (Vice Ministers of Health, Education, and Interior), together with the VP office and the UNJPLG agencies, monitored the progress of the planned COVID-19 interventions across the 11 districts.	The team from the government and the UNJPLG agencies visited most of the sites and met with all the relevant authorities in the districts and the regions and confirmed that the districts have completed the plans beyond expectations; however, the government officials highlighted that the COVID-19 risk is still visible in each of



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			the districts and further support is necessary to control the disease.



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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.	MOPW		15/8/2020	26	0	26	Support Service providers on tender processes, implementation of works/services and technical standards and specifications for LG service delivery	GAROWE	MOPW/ILO
2.	MOPW		22/8/2020	20	0	20	Support the institutionalization of the established structures/systems & enhance the competencies of the district PW units	GAROWE	MOPW/ILO
3.	MOPW		2-3/9/2020	28	0	28	Consultative/review forum (1) on institutionalization of the roads sector decentralization strategy and management responsibilities (2 days)	GAROWE	MOPW/ILO
4.	MOPW		25/10/2020	20	2	22	Translate and Publish Road Sector Technical Training Manual	GAROWE	MOPW/ILO
5.	MOPW		4-5/11/2020	16	3	19	Consultative/review forum (1) on institutionalization of the roads sector decentralization strategy and management responsibilities (2 days)	GAROWE	MOPW/ILO
6.	MOIFAD		1-3/12/2020	29	1	30	Training on Business Registration processes	GAROWE	MOIFAD/ILO
7.	MOIFAD		28 - 30/11/2020	17	3	20	Training on Local government procurement guideline	GAROWE	MOIFADILO
8.	Erigavo, Las'anod and Ainabo (New JPLG Districts)		09 th – 12 th February, 2020.	9	3	12	Establishment of District Public Works Department Structures/Functions	Mansor Hotel, Hargeisa	MOPW-Technical Advisors
9.	District Engineers from &		21 st -26 th April, 2020	11	4	15	Technical training to districts & line ministries/agencies towards performing functions planning and implementation of	Grand-Hadi Hotel, Hargeisa	Local service providers



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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			
	MOPW engineers.						works/services and technical standards and specifications for LG service delivery (SL)		
10.	Road Development Agency + Districts		29 th 03 rd 2020	20	6	26	Consultative/review forums on institutionalization of the roads sector decentralization strategy and management responsibilities	Grand-Hadi Hotel, Hargeisa	Local service providers
11.	Road Development Agency + Districts		18 th – 19 th august 2020	22	3	25	Translate/publish/disseminate roads sector decentralization strategy	Grand-Hadi Hotel, Hargeisa	Local service providers
12.	Districts, MoPW and RDA		21 th March 2020	23	7	30	Review feasibility studies tools/guidelines	Grand-Hadi Hotel, Hargeisa	Local service providers
13.	Road Development Agency + Districts		22 th – 26 th august 2020	15	3	18	Conduct TOTs to service providers & technical training to districts & line ministries/agencies towards performing functions planning and implementation of works/services and technical standards and specifications for LG service delivery (SL)	Grand-Hadi Hotel, Hargeisa	Local service providers
14.	Burao, Berbera, Odweina, Hargeisa, Borama, Gabiley, Eirgavo, Las'anod, Ainabo,Zaylac	MOI Staffs, LGI Staffs	2 nd March-5 th March 2020	15	6	21	Local Government Procurement	Hargeisa (Mansoor Hotel)	Said Adan Abi
15.	Eirgavo,	MOI	5 th and 6 th of	34	16	50	Business Registration and Licensing	Hargeisa	Said Adaa Abi



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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			
	Ainabo and Las'anod local governments.	Staffs LGI Staffs	September 2020.					(Mansoor Hotel)	
16.	Hargeisa, Gabiley, Borama, Zaylac, Berbera, Sheikh, Burao and Odweine.	MOI Staffs LGI Staffs	7 th -8 th September 2020.	26	4	30	Procurement Audit Training	Hargeisa (Mansoor Hotel)	Said Adaa Abi
17.	Road Development Agency + Districts		22 th – 26 th august 2020	15	3	18	Conduct TOTs to service providers & technical training to districts & line ministries/agencies towards performing functions planning and implementation of works/services and technical standards and specifications for LG service delivery (SL)	Grand-Hadi Hotel, Hargeisa	Local service providers
18.	Burao, Berbera, Odweina, Hargeisa, Borama, Gabiley, Eirgavo, Las'anod, Ainabo,Zaylac	MOI Staffs, LGI Staffs	2 nd March-5 th March 2020	15	6	21	Local Government Procurement	Hargeisa (Mansoor Hotel)	Said Adan Abi
19.	Eirgavo, Ainabo and Las'anod	MOI Staffs LGI	5 th and 6 th of September 2020.	34	16	50	Business Registration and Licensing	Hargeisa (Mansoor Hotel)	Said Adaa Abi



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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			
	local governments.	Staffs							
20.	Hargeisa, Gabiley, Borama, Zaylac, Berbera, Sheikh, Burao and Odweine.	MOI Staffs LGI Staffs	7 th -8 th September 2020.	26	4	30	Procurement Audit Training	Hargeisa (Mansoor Hotel)	Said Adaa Abi
21.	Road Development Agency + Districts		22 th – 26 th august 2020	15	3	18	Conduct TOTs to service providers & technical training to districts & line ministries/agencies towards performing functions planning and implementation of works/services and technical standards and specifications for LG service delivery (SL)	Grand-Hadi Hotel, Hargeisa	Local service providers
22.	Burao, Berbera, Odweina, Hargeisa, Borama, Gabiley, Eirgavo, Las'anod, Ainabo,Zaylac	MOI Staffs, LGI Staffs	2 nd March-5 th March 2020	15	6	21	Local Government Procurement	Hargeisa (Mansoor Hotel)	Said Adan Abi
23.	Eirgavo, Ainabo and Las'anod local governments.	MOI Staffs LGI Staffs	5 th and 6 th of September 2020.	34	16	50	Business Registration and Licensing	Hargeisa (Mansoor Hotel)	Said Adaa Abi



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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			
25.	6 District- MOI Somaliland		14 - 19 November	13	7	20	DDF & AWPB Training	Buroa Somaliland	LG institute
26.	11 District - Somaliland		21 - 25 November	36	13	49	District Internal Audit	Buroa Somaliland	LG institute
27.	5 districts – Somaliland		19 - 22 December	15	4	19	District Monitoring and Evaluation	Hargeisa Somaliland	LG institute
28.	11 – District – Somaliland		28 - 31 December	0	20	20	Transformational Leadership for Potential Women Candidates	Hargeisa Somaliland	MOI
29.	MOIFAD, District and Sector Ministries		25- 26 November	42	3	45	Local Government Institute (LGI) Curriculum training	Garowe	LGI team and MOIFAD
30.	Districts and MOIFAD		4 -5 November	33	2	35	District by laws training	Garowe	MOIFAD
31.	Districts/ MOIFAD	M	12-13 December	32	3	35	District M&E training	Garowe	MOIFAD Consultant
32.	MOWDAFA Staff, District	CSOs	24 th October	26	94	120	Advocacy/lobbying training for women and CSO advocating Women Quota	Garowe, Puntland	MOWDAFA
33.	MOWDAFA Staff District Mayors	CSOs	22-24 December	0	30	30	Training on Gender responsive and service delivery	Garowe, Puntland	MOWDAFA



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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			
34.	District and Mol		24- 30 November	41	9	50	Induction training	South Galkaio, Galmudug	UNDP/JPLG
35.	District and Mol		16- 18 November	17	11	28	Office Management and Administration	Beledweyne	UNDP/JPLG
36.	District and Mol		19- 22 November	19	11	30	Human Resource Management	Beledweyne	Independent consultant
37.	District and Mol		28- 30 November	13	15	28	Office Management and Administration	Jowhar	Independent consultant
38.	District and Mol		1-5 December	15	15	30	Human Resource Management	Jowhar	Independent consultant
39.	District and Mol		8 - 10 November	16	12	28	Office Management and Administration	Warsheikh	Independent consultant
40.	MOILG		3 - 5 November	11	3	14	PPPEM	Dhusamareb	Independent consultant
41.	BRA/MOM, and District		26-28 November	21	9	30	PPPEM training	BRA	LGI
42.	BRA/MOM, and District		24-26 November	21	11	32	OM&A training	BRA	LGI
43.	MOI		23 November	9	22	31	Introduction workshop for greater involvements of women in public service decision making process	Dushmareb, Galmudug	MOIFAR Gender Advisor
44.	MOI		27 September	13	20	33	Introduction workshop for greater involvements of women in public service decision making process	Kismayo, Jubaland	MOIFAR Gender Advisor
45.	MOI		14 October	6	24	30	Introduction workshop for greater involvements of women in public service decision making process	Baidoi, SWS	MOIFAR Gender Advisor



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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			
46.	MOI		22 October	0	24	24	Introduction workshop for greater involvements of women in public service decision making process	Jawhar, Hirshable	MOIFAR Gender Advisor
47.	District and MOI		26-28 October	19	2	21	Office Management and Administration	Afmadow, Jubaland	District Consultant
48.	Ministry of Interior, Staff from the district/municipality	Civil servants	11 th Oct – 2 nd Nov 2020	11	2	13	Local Leadership Management, Conflict Management and Gender Mainstreaming ToT	Mogadishu	UN-Habitat/Ministry of Interior
49.	Ministry of Interior, Staff from the district/municipality	Civil servants	27 th Oct – 11 th Nov 2020	14	1	15	Local Leadership Management and Conflict Management ToT	Hargeisa	UN-Habitat/Somaliland Ministry of Interior
50.	Ministry of Interior, Staff from the district/municipality	Civil servants	22 nd Aug – 2 nd Sep 2020	23	6	29	Local Leadership Management, Conflict Management and Gender Mainstreaming ToT	Warsheikh	UN-Habitat/Hirshabele Ministry of Interior
51.	Ministry of Interior, Staff from the district/municipality	Civil servants	7 th – 22 nd Nov 2020	6	9	15	Local Leadership Management, Conflict management and Gender Mainstreaming ToT	Jowhar	UN-Habitat/Hirshabele Ministry of Interior
52.	Ministry of Interior, Staff	Civil servant	11 th – 29 th Nov 2020	17	8	25	Local Leadership Management, Conflict Management and Gender Mainstreaming ToT	Kismayo	UN-Habitat/Jubaland



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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			
	from the district/municipality							Ministry of Interior	
53.	Ministry of Interior, Staff from the district/municipality	Civil servants	16 th Nov – 3 rd Dec	24	6	30	Local Leadership Management, Conflict Management and Gender Mainstreaming ToT	Adaado	UN-Habitat/Galmudug Ministry of Interior
54.	Ministry of Interior/Local Government/Municipal finance admins	Civil servants	26 th – 28 th Oct 2020	11	2	13	Guide to Local Taxation ToT	Virtual	UN-Habitat/Ministry of Interior
55.	Ministry of Interior/Municipal finance admins	Civil Servants	4 th – 5 th Nov 2020	9	1	10	Guide to Local Taxation ToT	Baidoa	UN-Habitat/South West Ministry of Interior
56.	Ministry of Interior/Municipal finance admins	Civil Servants	4 th – 5 th Nov 2020	12	0	12	Guide to Local Taxation ToT	Kismayo	UN/Habitat/Jubaland Ministry of Interior
57.	Ministry of Interior/Municipal finance admins	Civil Servants	4 th – 5 th Nov 2020	6	4	10	Guide to Local Taxation ToT	Jowhar	UN-Habitat/Hirshabele Ministry of Interior
58.	Ministry of Interior/Municipal finance	Civil Servants	4 th – 5 th Nov 2020	9	1	10	Guide to Local Taxation ToT	Dhusamareb	UN-Habitat/Galmudug Ministry of Interior



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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			
	admins								
59.	Ministry of Interior/Municipal finance admins	Civil Servants	15 th – 19 th Nov 2020	13	14	27	Financial Management Training	Hargeisa	UN-Habitat/Somaliland Ministry of Interior
60.	Ministry of Interior/Municipal finance admins	Civil servants	19 th – 21 st Dec 2020	24	1	25	Internal Audit Training	Hargeisa	UN-Habitat/Somaliland Ministry of Interior
61.	Ministry of Public Works/Municipality		11 th – 13 th July 2020	21	3	24	Urban Planning procedures and responsibilities	Kismayo	UN-Habitat/Jubaland Ministry of Public Works
62.	Ministry of Public Works/Municipality		17 th Nov – 1 st Dec 2020	17	13	30	Rapid Urban Profiling to the technical Coordination ToT	Diinsor	UN-Habitat/South West Ministry of Public Works
63.	Ministry of Public Works/Municipality		3 rd – 9 th Aug 2020	20	5	25	Urban Planning guidelines development	Baidoa	UN-Habitat/South West Ministry of Public Works
64.	Ministry of Public Works		27 th – 28 th Feb 2020	21	4	25	Rapid Urban Planning and Urban Planning - Lower Shabelle	Mogadishu	UN-Habitat/Ministry of Public Works
65.	Ministry of Public Works		3 rd – 4 th Feb 2020	21	4	25	Rapid Urban Profiling and Urban Planning - Bokol	Hudur	UN-Habitat/South West Ministry of Public Works
66.	Ministry of Public		15 th – 16 th Jan 2020	16	4	20	Rapid Urban Profiling and Urban Planning – Lower Juba	Kismayo	UN-Habitat/Jubaland Ministry



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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			
	Works/							of Public Works	
67.	Ministry of Public Works/Hargeisa Municipality		16 th June	10	0	10	Urban Profiling tool	Hargeisa	UN-Habitat/Hargeisa Municipality
68.	Ministry of Public Works/Hargeisa Municipality		23 rd Nov 2020	21	9	30	Validation workshop on Land Policy	Hargeisa	UN-Habitat/Hargeisa Municipality
69.	Ministry of Public Works/Hargeisa Municipality		26 th May 2020	18	12	30	Urban Regulatory Framework review	Hargeisa	UN-Habitat/Hargeisa Municipality
70.	Ministry of Public Works/Hargeisa Municipality		20 th June 2020	19	11	30	Land law development workshop	Hargeisa	UN-Habitat/Hargeisa Municipality
71.	Ministry of Public Works/Hargeisa Municipality		22 nd May 2020	14	0	14	Urban Regulatory Framework Training	Hargeisa	UN-Habitat/Hargeisa Municipality
72.	Ministry of Public Works		04 th Aug 2020	26	7	33	Borama Urban Profile Validation	Borama	UN-Habitat/Somaliland Ministry of Public



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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			
								Works	
73.	Ministry of Public Works/Hargeisa Municipality		04 th Aug 2020	9	0	9	National Urban Planning	Hargeisa	UN-Habitat/Hargeisa Municipality
74.	Ministry of Public Works/ma		15 th March 2020	11	13	24	Urban Planning Inception workshop	Hargeisa	UN-Habitat/Hargeisa Municipality
75.	Ministry of Public Works/Hargeisa Municipality		10 th July 2020	19	11	30	Urban Planning Validation workshop	Hargeisa	UN-Habitat/Hargeisa Municipality
76.	Ministry of Public Works/Hargeisa Municipality		22 nd July 26 th July 2020	19	11	30	Land Management	Hargeisa	UN-Habitat/Hargeisa Municipality
77.	Ministry of Public Works		15 th – 19 th April 2020	20	2	22	Urban Regulatory Framework Training	Garowe	UN-Habitat/Puntland Ministry of Public Works
78.	Ministry of Public Works		5 th – 13 th April 2020	23	2	25	Land Management System Training	Garowe	UN-Habitat/Puntland Ministry of Public Works
79.	Ministry of Interior, Staff	Civil servant	11 th Oct – 2 nd Nov 2020	11	2	13	Local Leadership Management, Conflict Management and Gender Mainstreaming ToT	Mogadishu	UN-Habitat/Ministry of



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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			
	from the district/municipality	s						Interior	
80.	Ministry of Interior, Staff from the district/municipality	Civil servants	27 th Oct – 11 th Nov 2020	14	1	15	Local Leadership Management and Conflict Management ToT	Hargeisa	UN-Habitat/Somaliland Ministry of Interior
81.	Ministry of Interior, Staff from the district/municipality	Civil servants	22 nd Aug – 2 nd Sep 2020	23	6	29	Local Leadership Management, Conflict Management and Gender Mainstreaming ToT	Warsheikh	UN-Habitat/Hirshabele Ministry of Interior
82.	Ministry of Interior, Staff from the district/municipality	Civil servants	7 th – 22 nd Nov 2020	6	9	15	Local Leadership Management, Conflict management and Gender Mainstreaming ToT	Jowhar	UN-Habitat/Hirshabele Ministry of Interior
83.	ALGASL Staff	Community Score Card: Hargeisa Community Committees "Volunt	June 2020	70	60	130	Orientation Training of Community Score Card Committees on RapidPro system, the SMS reporting process, and the background of the project.	Hargeisa	Association of Local Governments Authorities (ALGASL) in collaboration with the ministry of interior.



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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			
		eer Groups'							
84.	Ministry of Interior	District Staff from Social Affairs and Plannin g Depart ments of the 8 JPLG districts	August 2020	30	20	50	Successfully conducted Civic Education Orientation training to the staff of the JPLG districts. 50 Participants from 8 districts were provided basic knowledge on Civic Education at the local governance view. At the same time, participants were practically trained on community engagement approaches, especially, during the community consultations as well as the community awareness campaigns.	Hargeisa	Ministry of Interior
85.	Ministries of Health and Interior	Districts : Staff of the Social Affairs depart ments for all the 11 districts of the COVID- 19.	August2020	95	25	120	Successfully conducted an orientation Training on COVID-19 Prevention and Control Measures for the Staff of the Local Governments. 120 Participants from 11 districts in six regions were provided basic knowledge on COVID-19 preventive, control, and response measures with the technical leadership of the ministry of health in collaboration with the ministry of interior	Burao, Hargeisa and Borama	Ministry of Health



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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			
86.	Ministries of Health and Interior	Senior Staff members of the 11 districts targeted on the COVID-19	August 2020	32	8	40	Specialized training on Public Health Emergencies management was given to the senior staff of the districts including the executive secretaries and the Departmental directors	Hargeisa	Ministry of Health
87.	District Social Affairs staff training		8 th - 15 th December 2020	33	12	45	District Social Affairs Training on Service Delivery	Garowe and Galkayo	Ministry of Interior-Subcontracted - Pidam Institute
88.	Different parts of community including students, teachers, women, traditional leaders and religious leaders.		27 th November – 9 th December 2020	3440	2119	5559	Civic Education Sensation Campaign	Jariiban, Bander Beyla, and Eyl	PDRC
89.	Different parts of community including students,		27 th November – 9 th December 2020	163	197	360	Civic Education Trainings	Jariiban, Eyl and Bander Beyla	PDRC



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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			
	teachers, women, traditional leaders and religious leaders.								
90.	Different parts of community including students, teachers, women, traditional leaders and religious leaders.		27 th November - 9 th December 2020	278	622	900	Civic Education Sensitization through theatre	Jariiban, Bander Beyla, and Eyl	PDRC
91.	Traditional Leaders		23 rd December - 3 rd January 2021	180		180	Dialogue on women’s participation in Local governance	Jariiban. Bander Beyla and Eyl	PDRC
92.	Different parts of the community		23 rd December 2020- 3 rd January 2021	700	1300	2000	Civic Education Public film-screening forums	Jariiban, Bander Beyla, and Eyl	PDRC
93.	Civic Education Trainings		20-22 January 2021	16	24	40	Civic Education Training for Primary Teachers	Jariiban	PDRC
Total:				6,510	5,059	11,569			



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ANNEX 4. COVID-19 DATA: SOMALILAND

Summary of key Interventions Completed: August to November 2020													
S/No	Target Activities	Zaila	Borama	Gabiley	Hargeisa	Berbera	Odweine	Sheikh	Buroa	Laas'aano od	Aynabo	Erigavo	Total
1	Number of schools with renovated/rehabilitated latrines	4	8	5	20	8	8	9	8	7	5	6	88
2	Number of health centers renovated/rehabilitated latrines	8	6	6	20	8	8	5	12	0	5	14	92
3	Number of schools with hand washing constructed /renovated at district	5	10	10	20	8	6	6	10	6	5	6	92
4	Number health centers hand washing constructed/renovated at district	4	6	6	16	14	10	4	12	7	5	4	88
5	Number of hand washing points established at public places at districts	9	36	25	20	8	15	15	30	40	30	32	260
6	Number of campaigns carried out at the district (both urban and rural)	8	20	8	17	10	8	8	0	5	4	10	98
7	Number of local government staff receive monthly salary	6	10	8	10	8	6	8	8	8	10	10	92
8	Number of health professionals at the district health centers receive monthly	8	10	10	16	10	8	8	8	10	8	14	110



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	salary													
9	Number of extra-subordinate staff at the district health centers receive monthly salary	8	10	8	16	10	8	8	9	10	8	10	105	

ANNEX 5: JPLG DONORS (PHASE III)

DONOR	AMOUNT CONTRIBUTED (\$) (JULY 2018 TO DATE)
DANIDA	12,451,094.26
DFID	3,938,052.64
EU	3,629,302.86
NORWAY	15,057,596.30
PBF	600,000.00
SDC	9,726,938.99
SIDA	11,807,795.99
USAID	1,485,000.00
TOTAL	58,695,781.04