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PROGRAMME SEMI ANNUAL PROGRESS REPORT

Period: 1 January – 30 June 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

Total MPTF Funds Received ¹			Total non-MPTF Funds Received	
PUNO	Semi Annual	Cumulative	Semi Annual	Cumulative
ILO	0	4,767,557	0	341,661
UNCDF	1,354,109	7,703,251	1,588,587	3,596,392
UNDP	975,475	10,991,732	0	26,034
UNHABITAT	803,771	6,050,099	0	0

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



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UNICEF	3,424,941	8,887,611		
TOTAL	6,558,296	38,400,250	1,588,587	3,938,053
JP Expenditure of MPTF Funds²			JP Expenditure of non-MPTF Funds	
PUNO	Annual	Cumulative	Annual	Cumulative
ILO	1,181,184	2,631,562	341,661	341,661
UNCDF	1,807,145	4,654,995	182,209	2,521,089
UNDP	1,480,209	6,943,121	0	26,034
UNHABITAT	778,271	3,439,472	0	0
UNICEF	1,305,393	4,859,612	0	0
TOTAL	6,552,202	22,528,762	523,870	2,888,784

SEMI 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.
- Capacity development training provided to 2 new JPLG districts in Puntland (Galdogob and Burtinle) on Human Resources Management and Office Management and Administration.
- Local Government Human Resources Management and Employment Regulation launched in Jubbaland
- 37 local development fund projects successful 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 competencies in delivery of infrastructure services.
- Rehabilitation of the Baidoa municipality district offices and provision of office furniture and equipment created an enabling environment for service delivery.
- Developed and operationalized mobile tax payment that is currently in use in Garowe District. Records of the Garowe Municipality evidence significant growth in business tax during the first quarter of 2020. The system is also up and running in Borama and Burao as the data of the existing databases is synchronized with new digital payment system.
- A Guide to Local Taxation was developed for Federal Member States in a bid to tap tax potentials at sub-national levels. This simple, detailed and contextualized guide will be followed by trainings designed for local government leaders and their staff.
- The English versions of Twelve (12) Local Leadership Management handbooks were reviewed ahead of the upcoming training sessions, planned to take place across the States. Experience gained in the local governance program since its inception in 2008 and new pertinent policies, legislations and frameworks were duly incorporated;
- Trained a cadre of six (6) local trainers (4 M and 2F) for Hirshabelle State to produce local trainers, in an effective and sustainable manner. The trainers were equipped with Local Leadership Management (LLM), Conflict Management (CM), training facilitation and coordination skills. They shall be facilitating set modules in Hirshabelle in the near future;
- Commissioned a Training Impact Assessment (TIA) conducted in Puntland and Somaliland with focus on Local Leadership Management (LLM), Conflict Management (CM) and Gender Mainstreaming (GM). Results were encouraging and recommended approaches to further reinforce the effectiveness of the training components.

² **Uncertified expenditures.** Certified annual expenditures can be found in the Annual Financial Report of MPTF Office (<http://mptf.undp.org/factsheet/fund/4SO00>)



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- Supported Somaliland Local Government Association (ALGASL) in producing a paper on local government budgets that examined revenue and expenditure performance of 8 JPLG supported Districts in Somaliland and revealed evidences that own-source-revenue has increased by high percentages from 2008 to 2018 which enabled financing a wide range of local services including health, education, solid wastes, road infrastructure etc.
- Established appropriate preparation mechanisms towards Mogadishu Urban visioning. Task forces were established, stakeholder mapping completed, and drafting of the Mogadishu Urban report is in progress.
- Supported urban planning units of MoPW in SL, PL, SWS and JL for Urban Profiling, Land Use Mapping and Urban Regulatory Frameworks as well as strengthening capacities in those areas through various trainings.
- Urban Profiles (initially developed under MIDNIMO) were updated for Baidoa and Kismayo.
- JPLG has jointly with donors pulled together an emergency funding window to support 33 local governments across Somalia and Somaliland to undertake targeted initiatives aimed at preventing the spread of COVID 19, the civic education, providing sanitization facilities in public spaces and boosting the capacities of primary health care.
- Towards efforts to contain the spread of COVID19, mitigations measures were undertaken at sub-national level. A councilors guide to COVID19 was developed in both English and Somali language. Another guide on proper waste management was produced as well as the COVID19's fiscal impact on local governments
- In Somaliland 2020, a total amount of US\$ 3,753,562 was invested for both Education and Health Service Delivery Model (SDM). Of the total budget, 69% came from local governments, 14% from the central Government and 17% from JPLG. To leverage additional resources for basic services and further strengthen / enhance inter-governmental funds transfer for SDM funds a review was initiated to assess options of funds transfer through MoF, Puntland instead of line ministries – building of compatible government systems.
- An innovative interactive radio series to address local governments' response to COVID-19 in Banadir Regional Administration (BRA) was completed
- A successful exploratory mission to pave the way for Baidoa local government to adopt a simplified JPLG SDM in the areas of Education, and Child Protection/Youth was completed

HIGHLIGHTS OF KEY ACHIEVEMENTS

- Adoption and implementation of online platforms for trainings and dialogue forums
- Mobilization of additional funding for COVID response

SITUATION UPDATE

Implementation of the JPLG workplan has been hindered by the pandemic that has affected the world. The imposing of “lockdown” in most areas of Somalia and Somaliland as a preventive measure to mitigate the spread of COVID-19 had a negative impact on the programme since government staff and other workers could not undertake mission travel, field visits, workshops and training.

The JPLG has launched emergency response for COVID-19 together with Somali and Somaliland governments. The contribution will benefit health, water, sanitation, awareness raising and community level responses as well as coordination. Local governments in Somali and Somaliland are proactively responding to the pandemic using own, business community, diaspora and donor resources. The JPLG aims to support at least 33 local governments in parts of Somalia and Somaliland. The grants will boost local governments' operational and financial resilience for enhanced social service provision across the country. Government Task forces on COVID 19 have been formed in each State including BRA which Ministries of Interior, who are leading the prevention and response actions at local levels in coordination with Ministries of Health and other actors.



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The Somali President, Mohamed Abdullahi Mohamed, signed the federal elections law (after approval the upper and lower houses of parliament) which will lay the basis for Somalis to vote for the first time since the 1960s in parliamentary elections.

After the election of the President of Galmudug and the approval of the new cabinet by the State Assembly, the general status of the state is relatively stable. A new Minister took the leadership of the Ministry of interior. The new minister nominated a ministerial committee to oversee the process of district council formation in Adaado and South -Galkayo. The new Minister of Interior has already traveled extensively to examine the status of Local Governance across the state.

The working relationship between some of the federal member states and the federal government has been shaky resulting in slow progress on a wide range of peace building and developmental issues.

SEMI-ANNUAL PROGRESS REPORT RESULTS MATRIX

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

Output 1.1: Policies, laws and strategies for decentralization are drafted to clarify the division of functional responsibilities among central/federal, state and local governments

INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR
		JANUARY – JUNE 2020
# of national and sub-national agreements on the division of functions between three levels of government for selected sectors reached and articulated in legislation and policy.	6	2 ³

Output 1.2: National and sub-national mechanisms are established and strengthened that lead dialogue on policies and legal framework related to local governance and decentralization.

Number of mechanisms for inclusive dialogue on federalism and decentralization.	17	7 ⁴
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Outcome 2: Local governments have the capacity to deliver equitable and sustainable services, promote economic development and peace

Output 2.1: Structures and systems for good local governance, planning and programming are functional

Number of target districts that develop, adopt and implement, human resource management systems	24	2 ⁵
Number of target districts that develop, adopt and implement participatory planning/budgeting processes	25	20 ⁶

Output 2.2 Local government institutes (LGIs) are delivering standardized curriculum on local governance

Number of target districts with councilors and local government staff who completed at least one LGI training based on a standardized curriculum.	25	0
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³ LG of Somaliland, National Decentralization Policy

⁴ 6 MOIFAR discussions on Decentralization policy development ,1 Decentralization forum via media in JSS,

⁵ SWS, HS developed HRM

⁶ 9 in PL: 8 SL: 1 GL: Adado 1 SWS; Hudur and 1 BRA



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Percentage of participants in LGI trainings with increased knowledge on local governance (disaggregated by sex)	70%	
Output 3.1: Representation of women in local government institutions (councils and administrations) increased		
Number of districts with gender responsive infrastructure in place.	10	1 ⁷
Increase in number of women in local government institutions occupying management and leadership positions	Baseline to be determined	

NARRATIVE

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

Local Government Laws – Legal Review

The newly revised Local Government Law (law No. 23), which redrafted following extensive consultations has now been translated into English, is expected to improve the foundations of local government in Somaliland, provide stability and sustainable development, and reduce potential conflicts over disputed decentralized functions and responsibilities.

Local Government Human Resources Management and Employment Regulation

In South West State, local government employment regulations, human resources and the accompanying training modules, PEM guidelines (PEM1-5) and the LG law were printed and distributed in the districts of Baidoa and Bardaale. Trainings on the same will be conducted in Q3.

In Jubaland State, 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 Jubbaland, members of parliament, members from the cabinet ministries, the mayor of Kismayo, women's associations and civil society organizations. The HRM manual and the LG employment regulations were developed with support from JPLG and 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 those vital manuals. *“These manuals will provide guidance to the Interior Ministry 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 Jubbaland, 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.

Demarcation of the district boundaries

⁷ Garowe district – MoWDAFA offices



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

Decentralization Policy – FGS

The programme, through MoIFAR (which is leading the consultations with the FMS), continued supporting the Federal Government of Somalia to formulate the draft national decentration policy and its strategy including the sectoral decentralization plans. 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 at its initial stages and will require strong linkages with the constitutional drafting and PFM reforms.

Decentralization Dialogue forums – through local media

The travel restrictions due to COVID-19 necessitated a shift in implementation modalities and the programme supported the Ministry of the Interior of Jubbaland to conduct dialogue forums on decentralization (which are an integral part of decentralized service delivery by raising awareness and soliciting feedback on service delivery) through local media (televisions and radios). Billboards with decentralization messages were also erected 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.

Puntland Water Policy

The Puntland water policy revision process was initiated in consultation with the Ministry of Energy, Minerals, and Water.

Roads Sector Decentralisation Strategy

The roads sector decentralization strategy is now in place in Somaliland and ready to be operationalized. 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. 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.

Fiscal Decentralization

A study was carried out that recommended *“to make fiscal federalism, fiscal decentralization ‘work’ in a multi-level governance system, the involved parties will have to bring together two seemingly disparate streams (local governments in the federal structure or state-local relations within the Federal Member States) of policy discussions to consider fiscal federalism, fiscal decentralization and intergovernmental finance in Somalia in the context of a federal potentially three-tiered system multi-level governance system.”*

There are 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.



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There is need for the programme to conduct a detailed quantitative analysis of intergovernmental finances in Somalia as data are currently not available to prepare intergovernmental public sector expenditure (or revenue) profiles that would reveal federal, state and local government spending by function or revenues by type.

Four (4) Local Revenue Enhancement Action Plans in Somaliland and Puntland (two in each of the states) were revised. The plans focus on enhancing collections of livestock sales tax, property taxes, market and khat fees, and business licenses. Implementation of these four REAPs will cost \$ 462,000 within a three-year period.

Discussions are ongoing in Puntland to explore the option of channeling SDM funds through the Ministry of Finance (MoF) to the districts instead of through 3 different sector ministries. This will ensure a harmonized approach for all JPLG grants as LDF funds are already channeled through the MoF to the districts and move towards a unified government system.

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

National Experts/ Young Graduates

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 Young Graduates (YGs) 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.

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 is not only to enable young graduates to contribute to improving the performance of local governments, but also to boost their hands-on experience and, potentially, have them absorbed in the civil service once the situation permits – as has proven often to be the case in Somaliland and Puntland (currently the DG in South West State is a former Young Graduate).

Some of the young graduates deployed in the local government such as Berbera, Hargeisa, Zeila, Sheikh, Ministry of the Interior and ALGASL have already received promising commitments from their supervisors that they might be absorbed into these government institutions after the end of their internship programme in December 2020.

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	2	1	1	2	2	2	1	19
Young graduates (interns at district level)											7	1	7	8	23
Admin and finance capacity building consultants (district level)								1				6			7



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Capacity building consultants (Ministry level)		2	1	1		1				1		2		4	12
Admin and finance capacity building consultants (Ministry level)				1		1				1					3
IMC Secretariat												2	1	1	4
Legal and policy consultant														1	1
Gender consultant (short term)												1	1		2
M&E and data base consultant (short term)														1	1
Total		2	1	6	2	3	1	3	1	3	9	13	11	17	72

Induction training for newly recruited consultant and YGs

An induction training was conducted for two YGs through zoom on the governance structure in Hirshabele, the constitution, local governance Laws, systems, procedure and reporting requirements, understanding of JPLG's core functions and the role of capacity development so they understand their key functions, roles and responsibility and to be in a position to contribute impactfully to the work of the LG.

Similarly, in Jubbaland, induction training was conducted for 4 newly recruited consultants (Planning and Administration and Finance) 2 (M:1 F:1) for Kismayo and 2 (M:1 F:1) for Afmadow on the governance structure of Jubbaland, the roles and responsibilities of local government departments, human resources, overview of work plan preparation, district annual work plans, financial reporting and the LDF system as part of building effective local government institutions and developing the capacity of local governments to deliver sustainable services.

Local Government Institute (LGI).

A national expert has been engaged to support the operationalization of Puntland LGI and the finalization of the operational / strategic plan. The strategic plan was developed in order to strengthen the LGI capacity for delivering the much-needed training for local government officials, staff and local leaders using standardized curriculum and modules and is awaiting final validation by the government. The operations of the LGI in Puntland are significantly behind and special attention will be given to this area for the rest of 2020.

Review of Feasibility Study Tools/Guidelines

The feasibility study tools/guidelines are key tools for assessing the feasibility of social and economic development projects. The 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 are 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.



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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.

Data is collected through mobile phone technology which saves time and is cost efficient. Also, digitally recording information at source is faster and reduces errors caused by illegibility or lost physical documents.

Assessment/Review of the Business Registration Processes

Business registration processes have been established in selected districts in Somaliland to promote an enabling environment for business. In April 2020 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 process which supports revenue collection. The assessment/review was aimed at addressing the need for reduced regulatory burden in businesses start up, 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, reduced harassment of businesses and corruption among officials by promoting formalization.

Business Grading Tariffs

The business grading tariffs for the different districts were reviewed together with the revenue generated from the different categories. Hargeisa district has developed an additional 64 tariffs in 2020 which are due to be presented to the council for approval and implementation. In addition, the mayor of Hargeisa appointed a committee known as the District License Assessment Committee. Its 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 comprises the directors from districts planning, revenue and internal audit departments.

The recommendations from the workshop were: -

- Unification of the business licensing grading system in all districts and
- Resolving the double entries in the billing system to ensure accuracy in reporting.

Local Government Procurement

Local government procurement remains an important indicator of local governance and governments commitments to transparency and accountability. The Ministry of Interior, Somaliland conducted a workshop with the main objectives of enhancing capacities, imparting knowledge and best practices on LG procurement and targeted 30 participants drawn from different LG heads of procurement departments and administration and finance departments. The participants were motivated to adopt the lessons from the workshop to change their district procurement environment and enhance transparency and accountability.

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, awarding contracts and preparing 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.



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- The MoI to develop an annual report on district procurement for all the LGs of Somaliland.

Technical standards and specifications for LG service delivery

The Ministry of Public Works, Somaliland facilitated a training on technical standards and specifications 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. Emphasis was laid on compliance and adherence to guidelines and specifications for quality infrastructure.

Minimum Conditions and Performance Measures Assessments

The programme in conjunction with Puntland Institute of Development Administration and Management (PIDAM), conducted the Minimum Conditions and Performance Measures Assessment for 2019/20, which covered nine districts in Puntland. Among the documents reviewed are income and expenditure statements, ledger accounts, meetings minutes, payroll sheets, attendance sheets, contracts, appointment letters, job descriptions, personnel register, bank statements and bank deposit slips, the DDFs, annual plans and budgets approval, projects approval, procurement documents and completion certificates. All the 9 districts met all the Minimum Conditions.

Infrastructure Projects

Puntland completed implementation of 37 LDF projects in 9 districts at a cost of \$ 2.02m. The projects included 12 roads, 6 schools, 4 health posts and the remaining 15 focused on building/rehabilitation community centres, markets, streets lighting based on solar energy, other districts' structures. The projects were 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 competencies in delivery of infrastructure services. In addition, the technical staff provided support in overseeing, planning and rehabilitation of non-JPLG road projects in Puntland for Yalho-Kalabayr and Harfo-Jalam roads; and the construction of new head quarter building for Puntland State Bank. This demonstrates the application of competencies and tools developed beyond the programme further advancing the institutionalization of the same.

Technical assessment of the major flood in Qardho for evaluating the damage and proposing sustainable flood management solutions was also support by the technical staff.

In Somaliland, technical supervision of the local development funds projects is on-going. The challenge experienced is the late start of these projects' due suspension of ILO engagement in the region early last year and reengagement commencing 3rd quarter of 2019. It is envisaged that the projects will be completed by the beginning of the 4th quarter.

Mogadishu Municipality has completed its first local development fund supported projects. The completion of the rehabilitation of Daynile intermediate public primary school and Rehabilitation and construction of Hamarweyn Meat Market in April 2020 has enhanced access to social services and economic amenities to the communities in the area. In the new Federal Member States, the creation of an enabling working environment for the districts is critical to facilitate basic functionality for the delivery of services.

The rehabilitation of Baidoa municipality office block was completed in January 2020 with a joint field mission conducted in February 2020 to officially hand over the building to the municipality.

The youth centre in Baidoa was also 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 in



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March and April 2020 respectively. The market will provide an enabling environment for businesses as well as formalizing business premises while the municipality hall will provide access to social amenities. The Ministry of Public Works, South West State has been critical in the delivery of these infrastructure projects 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.

The Awale stadium road, which is connected to Galkayo main tarmac road, leads to the Awale Stadium – the main arena for sports and public activities in the district. The old road was rough and impassable, especially during the rainy seasons. The community agreed to upgrade it to a tarmac road with side drainage systems. The road goes through Darawish area with many hotels and commercial buildings, and further joins the main road in front of Galkayo General Hospital. 543 people (30% female) were temporarily employed throughout the project implementation and 54% of workers were young people.

After the completion of the project, Mr. Hassan Abdi Mubasher, who frequently comes to Awale Stadium to watch football, stated, *“the youth community of this stadium are happy and thankful to project sponsors, since the path to our stadium is now smooth and clean. In the past, it used to be dusty and muddy during rainy season. This road and other improvement initiatives inside the stadium will surely increase our engagement in useful sports activities and enjoying our time in the stadium. It will also prevent the youth from joining armed groups in the area”*.

Mobile Money Platform

In a bid to modernize Somalia’s tax payment at local level, the programme is closely working with Ministries of Interior and other relevant government authorities in Puntland and Somaliland. A tech-based innovative tool has been introduced in Garowe, Burao and Borama, marking a shift from conventional currency-note based payment to digital tax payment.

As part of this exercise, the program conducted an exercise to upgrade spatial data of the registered property units, taxpayers’ attributes and ensure that the new digital payment is duly synchronized with the existing AIMS/BIMS/FMIS databases. As a result, existing systems’ capability to produce real time reports has been enhanced to maximize revenue generation. The system is in use and all taxes, except daily collection, are now ready to be accepted through the mobile system.

During this time of Coronavirus pandemic, Garowe municipality realized that mobile tax payment is reinforcing the measures imposed to curb spread of the diseases as it allows tax payment without visiting municipality premises. Equally important, revenue generation since its inception has remarkably increased as presented below:

Development of Guide to Local Taxation in FMS

Somalia is experiencing high level of urbanization with an increase of urban populations which poses unprecedented challenges to the already overburdened infrastructure and social facilities. The bulk of heavy lifting falls on the local governments due to their proximity to the local communities. However, these local governments are significantly hampered by their limited budgets and having a reliable revenue base is of utmost importance.

A Guide to Local Taxation informed by the Federal and State Local government laws and local governance finance policies and frameworks was developed. The guide is intended to assist local governments on how local taxation can be tapped and maximize local revenues in order to provide services in a sustainable, equitable and responsive manner. It covers key areas such as conceptualizing the potential of local taxes, legal and policy foundations for local taxes, revenue collection administration and processes, local government budget, financial reporting and auditing and detailing roles and responsibilities in revenue administration. A ToT will be organized after which interim administrations and newly formed district councils in the new FMS will be assisted in starting to collect local taxes. At



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a later stage, FMIS, the already operational system at the state level, will be devolved to district level to ensure finance and accounting uniformity.

The programme also supported the State Ministries of Interior and Local Governments build the capacity of the local government leaders, both elected and appointed, and their staff in the area of location taxation.

Training Impact Assessment conducted in Puntland and Somaliland

The program conducted a training impact assessment in the areas of Local Leadership Management (LLM), Conflict Management (CM) and Gender Mainstreaming. To trace the impact of the trainings conducted, the program contracted an independent consultancy to gauge the use of the trainings and if trainees are putting to use the knowledge and skills acquired. Principally, TIA is an integral part of the program's capacity development interventions to systematically evaluate the process, the outcome and the impact of training activities and determine its effectiveness and efficiency.

Using interviews and in-depth discussions, 5 districts were reached in both Somaliland and Puntland. The TIA revealed that trainings conducted were highly effective as they contributed to widen the knowledge and the skills of the local government staff and councilors and had positive impact attributable to local government functions. LLM allowed councilors to exercise their roles confidently whereas CM contributed in the view of recipients to reduced land conflicts across the districts. Despite that, Gender Mainstreaming has not been conducted recently in Puntland and Somaliland. The TIA recommended the need for continued and improved similar trainings.

KEY SUCCESS STORIES

- ☞ *One of the Garowe councilors facilitated the LLM and CM modules in his Constituency- Godobjire.*
- ☞ *Gabiley Human Resource Director, female said" Before taking the gender training, I used to do only Human Resource functions but after the training, I'm involved everything that other directors are doing'.*
- ☞ *A director of Social Affairs in Gabiley studied Conflict Management as a university degree after understanding its benefits, due to Conflict Management training by UNHABITAT.*
- ☞ *Bosaso Executive Secretary summarized all the Local Leadership Management training handbooks into small booklet in order the others can read and benefit the knowledge.*

Review of English version of Local Leadership Management Training Handbooks

The Local Leadership Management (LLM) are a series of trainings comprising 12 training handbooks designed primarily for local government leaders in the contemporary world to better represent their constituencies, provide civic leadership and effectively work with upper tiers of governments in a professional and responsible manner.

A recent Training Impact Assessment recommended a thorough review of the English version of the LLM training to capture the wide range of experience gained since the last review was done in 2018. This recommendation is apt as the number of districts with councils in FMS are growing steadily. Also, the JPLG light touch approach recommended these trainings for districts transitioning from the leadership of appointed officials to councilors-led local governments. The 12 handbooks were reviewed and updated taking into account homegrown examples of local governance practices, relevant legislations, policies and regulations by the Federal and State Ministries of Interior.

LLM ToT Training for Warsheikh



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In conjunction with Hirshabelle Ministry of Interior and Local Governments, the program organized a ToT training on LLM. The training had a twofold objective of supporting the Ministry to produce and retain a cadre of trainers in the area of leadership management and to convey that investing in and producing local trainers is both an effective and sustainable approach to trainings. In a 10-day training, six (6) carefully chosen trainees sent by the Ministry were trained. The training was interactive and tailor-made enriched with local experience and covered LLM, Conflict Management, training facilitation and coordination skills. At the end of the training, a mock training was run by the trainees to show that they have mastered the skills gained.

Assisting Association of Local Government Authorities in Somaliland (ALGASL) in producing a paper on LG budget brief

In a bid to document evidences of the progress made in municipal finance, the program 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. In the course of review, ALGASL consulted with existing databases, mainly, AIMS and BIMS, key local governments officials in the municipal departments and Ministry of Interior. Eventually, a detailed and well-researched paper was produced. Below gives a quick glance of the achievements in the municipal finance.

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 Gobilay made significant increase during the study period. Their annual budgets have increased by 286% and 265% respectively
- ☛ There is declining in 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 Model (SDM) during 2014 to 2018. Equally, 42% of USD 1,387,477 total health expenditure in SDM during 2015 to 2018

Land Policy Dialogue in Somaliland

Somaliland Land Policy has been on hold for some time. In order to achieve fully fledged national policy objectives, the land policy needs to be completed. To this end, the Ministry of Public Works together with JPLG facilitated a Land policy workshop which brought together different stakeholders including district commissioners from various districts. While participation was limited due mainly to the restrictions linked to Covid-19, the workshop was successful in debating of the national land policy together with addressing the need of a complementary legal framework for land governance, including urban land use planning and administration of tenure rights.

Urban planning and land management trainings in SWS, JL, PL and SL

Urban land management legislation is evolving significantly in most states, with roles and responsibilities of local and state institutions, at policy and technical execution level, being specified or reviewed and adjusted in SWS, JL, PL and SL. In these states the program delivered continued trainings to cover two main areas of focus.

1. Training of technical staff of local administrations on technical issues such as Urban Profiling, Land Use Mapping (object of the following paragraph) and understanding the Urban Regulatory Frameworks, as well as land management systems and GIS applications. The trainings were tailored to the capacity of the different states, with marked differences between northern regions, where administration can rely on wider staff and training modules



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can feed the LGI curriculum, and the southern ones, with a look at human resources and logistical support for laying the foundation for the establishment of functional urban development departments.

2. Training workshops on procedural issues and responsibilities, in coordination with other relevant ministries and municipalities, were held to inform and make local and state leadership (mainly district commissioners and ministry staff) aware of the evolution of the land management legislation, share important learnings on urban planning in their local context and provide efficient tools to support the implementation of provisions of their state laws.

Urban Profiling

In the previous years, urban profiles for several urban centers in the FMS were developed under the Midnimo project whereas in Puntland and Somaliland, the programme assisted local authorities in developing urban profiles in consultation with local stakeholders.

As profiles needed to be updated, the process this time fully under JPLG, involved training and technical support to the Ministry of Public Works staff in SWS and Jubbaland states of Somalia. Apart from updating the existing profiles, the plan also included elaborating new profiles for some new districts in SWS and Jubbaland. The aim is not to replicate the work already done, but to provide opportunities for upscaling urban planning governance at different levels.

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 centers 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 hand, 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 agenda 2030. On the other hand, 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.

In Somaliland, after an in-depth workshop for refining and contextualizing the urban profiling tool, profiles for four cities are being drafted by the MoPW's urban planning unit with the programme's support and supervision. Three additional urban centers (Las Anod, Erigavo, Aynabo) will be analysed autonomously following Government led expansion to new districts. Similarly, Puntland will focus on 5 main cities.

In Puntland, the Urban Planning Unit managed to complete missions to three districts (Eyl, Banderbeyla, Galdogob) for data collection, stakeholder engagement and validation with a view to develop Urban Profiles and draft urban plans and several development activities. The Unit conducted consultation meetings with communities, in order to enrich their activities from a participatory prospective.



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In the FMS, the Urban Profiles for Baidoa and Kismayo were developed and are currently under validation (see an advanced draft of the Baidoa Urban Profile [at this link](#)⁸).

Bosasso City Extension – Phase 3

Bosasso has been successfully implementing its City Extension Plan, developed with the technical support from the programme, as a first example of application of the Puntland Regulatory Framework.

A public consultation meeting was held in March 2020 to inform the community about the efforts that the local and national government have been making with their partners. The public meeting was also used to collect valuable feedback on the possible revision of the plan, to get solutions to the existing urban problems, plan for the future, protect the environment and enhance the economic development.

The first 2 phases concentrated on the Eastern side of the city, managing the areas around the main by-pass of the city and the 3rd phase is focused on the Western side. The area presents many challenges for development, given the presence of a flooding plains. With this in mind, open areas and retention zones were strictly preserved in the demarcation and allocation of land.

Training for capacity building in use of the survey tools and planning & implementation of the urban planning works was delivered through a learning-by-doing approach to local department staff, who are now able to proceed autonomously in the supervision of the City Extension.

Mogadishu Urban Visioning Exercise

The participatory part of the Visioning Exercise in Mogadishu was postponed due to the COVID-19 pandemic and subsequent repercussion on public gatherings.

After a meeting in Mogadishu in February, a technical working task force was established joining together technical staff from the Department of Urban Planning and Engineering and other relevant departments of BRA, and UN-JPLG technical staff.

The task force is to support all the technical preparation of the Visioning Exercise. A detailed stakeholder mapping has been outlined to guide the process of pre-visioning participation (community consultation and focus group meetings) and the further selection of participants for the main workshop. At the same time, drafting of the Mogadishu Urban Report 2020 has started. The report is intended as a city profile, providing basic information and spatial analysis about the existing situation within the city, to facilitate a shared and better understanding of issues and to support prioritization of these issues by the stakeholders. Collecting, processing and monitoring data is key for an evidence-based planning approach that will lead to well-informed decision-making for the city's future - long, medium and short term.

COVID-19 restriction and cautionary measure made the task force concentrate on desk analysis, remote GIS data collection, and collation of relevant resources through review of city plans, strategies and actions as developed by regional and federal administration and projects and frameworks from national and international- public and private - players active in Mogadishu.

Strategies for collaboration between BRA, SWS, HS and federal government were also outlined, to initiate a dialogue between the administrations involved in the Mogadishu Metropolitan area.

⁸ Link to draft Baidoa Urban Profile



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Somaliland Urban Planning for social Infrastructure: Hargeisa City

The Hargeisa District Council, with support from JPLG, carried out a mapping survey to assess the status of the social services facilities in Hargeisa city focusing on health, education and water sectors. This survey aimed to map the number and assess the capacity gaps of the primary schools, health centers, and water points in the city, and to come up with doable recommendations to improve the quality of service delivery in these sectors.

The survey identified that the number of female teachers in the schools was far lower than males, even though there is a high population of female students in the schools. Other issues identified include; high dropout rates of both male and female students, a significant shortage of health facilities in the city, poor condition of the health facilities in terms of the infrastructure, services provision, and medical equipment. It was also noted that many of the water points in the city are privately owned.

Guidelines for Municipal Waste Management.

As the COVID-19 pandemic is disrupting the lives of people across the globe, there are challenges with the disruption or failure of urban basic services, including the collection, treatment and disposal of waste, which is essential for hygiene and public health. The changes to daily routines are altering the amount and type of waste generated from households and public spaces with potential threats from infectious and medical waste including masks, and used tissues, contaminating the municipal waste stream.

To guide Somali local administrations to adequately and safely dispose of the collected waste from households and medical facilities dealing with COVID-19 treatment, the programme drafted Guidelines for Municipal Waste Management.

Building upon the By-Laws that the programme helped to develop earlier for BRA, PL and SL, these guidelines aim at providing immediate changes in waste management operations using existing resources and finding quick-win solutions for maintaining continuity in operations as well as efficiency.

The guidelines are also meant to support local administrations in taking the lead in mitigating risks to people involved formally and informally in the city's waste management operations and those benefiting from such services.

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 on the job training and coaching to local government staff. 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 on the functional assignments in the departments of the target districts in accordance with Law No. 7 of local government and increased capacities.

In Somaliland, the Vice President's (VP) office together with the Ministry of Interior organized the regular health/education SDM monitoring visits to four districts (Hargeisa, Boroma, Gabiley, and Berbera). The participants included senior officials from government, representatives from the VP's office and JPLG and other UN staff. The main objective was to monitor the progress decentralized service delivery at the district level and assess the challenges and opportunities. Overall, the mission revealed that there is commitment and interest by the Somaliland government in decentralized service delivery. There was clear synergy and integration between the departments, demonstrating ongoing ownership and accountability. Local governments were eager to take up more roles and responsibilities of



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service delivery from the central ministries. Sustainability was demonstrated in the sites visited as most of the recurrent costs, such as the staff salary (cleaners, guards), utility bills, and sanitation kits, were borne by the local government, including top-up salaries of the headteachers.

The construction of the maternal-child health (MCH) facility in Gabiley that had started eight months earlier during the previous monitoring visit was now completed and functional, with 28 staff all being paid by the local government. A total of 3,000 patients had accessed the facility, and two deliveries had already taken place in the MCH. In Gabiley, a new “Child Protection” unit was created based on the recommendations from the previous monitoring visit. In Hargeisa, a new MCH was built that would provide services to nearly 70,000 people.

Contributions from the local governments for essential health and education services have increased substantially. Hargeisa municipality which started the SDM in 2019, investing \$200,000 for health and education increased its contribution to \$ 913,000.00 in 2020. For this, the Hargeisa municipality received a letter of appreciation from the Vice President of Somaliland for their outstanding commitment to the health and education SDM.

There was much interest expressed by local authorities to expand the SDM to other sectors such as WASH and Child Protection (CP). This interest is an indication of their appreciation of the importance of having and managing such essential services at the local level as a solution towards responding to local problems.

From a gender perspective, Berbera has taken a step forward to increase gender balance by nominating female heads of departments, especially in Berbera local municipality.

Some of the recommendations from the visits included:

- The need to develop a monitoring strategy and tools to monitor the implementation of the SDMs
- JPLG to support the Ministry of Education (MoE) to establish strong linkages between JPLG and other education programmes.
- JPLG to discuss with the MoE on devolution and roll out 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 of education.
- Establish integration on planning between the Ministries and local governments
- Develop practical and realistic ways that relevant stakeholders can start to channel support through JPLG /local governments.
- Better documentation of the achievements

Local Government led SDMs:

SDM in Somaliland

The local Government-led SDM is a co-funding mechanism intended to support local governments to carry out basic devolved functions. In Somaliland, the programme currently supports six districts in the decentralized services, namely Hargeisa, Berbera, Borama, Gabiley, Burao, Hargeisa and Zeila (a new addition in 2020). Significant progress was made in stimulating district ownership and investment in local service delivery which, has widely been acknowledged by the local communities in terms of easy access to service providers and immediate response of service delivery issues.

A review of the overall contribution for the government-led- service delivery from 2014 to date, indicates the total SDM investment for both health and education is \$ 9,710,804. The local government and line ministries contribution was \$ 6,708,004 (69 %), and the JPLG UNICEF contribution is \$ 3,002,800 (31 %). The chart below presents an overview of the two sectors.



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The SDMs interventions have benefitted a total of 80,800 students (45% girls) in 310 primary schools and over 128,000 women and children from 72 health facilities.

In 2020, the total SDM contribution for health and education in Somaliland is US\$3,753,562. Contributions of the local and central government have increased to 84 per cent compared to 63 per cent in 2019. The local governments have progressively increased their contributions.

	Districts	Education Budget (\$)	Health Budget (\$)	Total Budget (\$)
1	Hargeisa	729,193.10	436,525.00	1,165,718.10
2	Berbera	545,338.00	528,276.00	1,073,614.00
3	Gabiley	339,920.00	295,200.00	635,120.00
4	Borama	214,060.00	187,000.00	401,060.00
5	Burao	207,638.00	148,800.00	356,438.00
6	Zeila	121,612.00	0	121,612.00
Total 2020 budget		US\$ 2,157,761.10	US\$ 1,595,801.00	US\$ 3,753,562.10

In education, the programme regularly supports 808 support staff (guards and cleaners) paid by local governments and 428 teachers' top-up incentives while, in health, the programme regularly supports 235 staff who receive salaries and incentives from local governments, 80 of them are medical staff, and 155 are the support staff.

Besides the staff support, SDMs support the below areas:

- Education: upgrading/construction of classrooms, the establishment of sanitation facilities, provision of classroom furniture, and hygiene, and sanitation kits for schools. During the reporting period (January to June 2020), a total of 75 primary schools were rehabilitated and or additional classrooms constructed (accounting for over 60% of the district resources), while construction of one new primary school in Gebilay is ongoing. At the same time, 682 sets of classroom desks are ready for distribution to the schools in need.
- Health, besides the routine service delivery support (both medical and non-medical staff salaries, utility bills for health centers, hygiene and sanitation tools and supplies, health education sessions as well as the provision of medical drugs), the programme also supports the construction/upgrading of health facilities, provision of ambulances and vehicles for operations, recruitment of medical and support staff as well as the provision of medical supplies. As a result of the joint efforts, 11 health posts were fully rehabilitated across the five SDM districts, while the construction of five new health centres is ongoing with funds coming from both JPLG and district revenues.

The Vice President of Somaliland presented JPLG with a Certificate of appreciation for their effective role in the decentralization of basic primary services in Education and Health, and for the efforts made towards effective good local governance in JPLG targeted districts. The VP also acknowledged JPLG's work when he visited all districts for a monitoring mission supported by the JPLG.

SDM in Puntland

Staffing challenges led to delays in implementation of SDMs. The 2020 SDM budget for each district was agreed on. Due to the floods that devastated Qardho district and caused the destruction of several facilities, the Education and Health ministries both requested some additional funds hence the district will receive additional funds for 2020 while



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the other three districts will receive an equal share. An equal amount was also allocated for the two water SDM districts.

The SDM prioritization exercise was conducted through emails and phone call meetings with the line ministries and districts due to COVID-19 restrictions on face to face meetings.

Mission to Baidoa - SDM in NFMS

The objective of the mission was to explore options and pave the way for Baidoa local governments to adopt a simplified government led decentralized SDM in the areas of Education and Child Protection/Youth sectors contextualized to Baidoa, SWS and the government (Ministry of Interior, Ministry of Education, Ministry of Women and Social Welfare and Baidoa Municipality) committed to that. Discussions on operationalization are ongoing.

OUTCOME 3: LOCAL GOVERNMENTS DEMONSTRATE IMPROVED ENGAGEMENT OF CITIZENS, WITH AN EMPHASIS ON WOMEN AND MARGINALIZED GROUPS

Gender Training

As part of efforts to improve gender parity and social inclusion in local governance, the program supports the institutionalization of gender mainstreaming and is in the process of developing a training module for responsive local governments for Puntland.

Gender Improvement Plan

In South West State, the development of the gender improvement plan for districts is underway. This plan will empower female staff and make local governments a friendly work environment for women.

JPLG has now created an internal task force to see how the programme can accelerate its work in gender empowerment.

Civic Engagement and Social Accountability

Civic engagement is a strong component of the JPLG that aims to strengthen the social accountability of local governments and improve citizen engagement. During this reporting period, the program continued to invest in strengthening Civic Education in Somaliland and BRA

Civic Education in Somaliland

In collaboration with the MoI Somaliland, the programme conducted a consultative and planning workshop on civic education interventions across the JPLG districts. The technical team discussed and developed a comprehensive plan to address critical awareness raising interventions at the community level with a focus on behavior change communication that would lead to demand creation and improvements in the citizen's response to service delivery at the district level. The participants agreed to focus on selected areas such as citizens' rights and obligations, citizenship, voluntarism, hygiene and sanitation, the rule of law, safety and security, civic education with children in the primary schools as well as the local governments' role in local development.

Civic Education in BRA

JPLG supported the BRA to implement the civic education programme to promote citizen engagement, socially driven accountability, and inclusivity. Under the theme of "Bulsho Bile," meaning "communal promoter," BRA conducted 4 community meetings across the 17 districts. A total of 1,710 community members representing the various community



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groups (including women, youth, elders, businesspersons, and religious leaders) actively participated in the community meetings and shared their concerns with and about the administration. Some of the common questions were about service delivery, land issues, the need for rehabilitation/construction of roads, and incentives for street women cleaners who currently voluntarily clean the streets of Mogadishu.

BRA printed 200 posters and 1,200 brochures, which were distributed to the public during the community events. The community messages were focussed on peacebuilding, taxation, public health and safety, youth and women inclusion in governance and community self-resilience.

The programme also supported BRA to produce a dynamic civic education and citizen engagement project to strengthen accountability and trust between citizens and the local government. However, due to COVID -19, the project is now being used to support COVID response in BRA.

Civic Education in the NFMS

The civic education activity titled “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” to be implemented in the four districts in South West, Jubbaland, Hirshabelle, and Galmudug was delayed due to the COIVID -19. However, the national organizations to implement this were identified through a competitive process. The activities will soon be implemented by national civil society organizations (CSOs) in close collaboration with the FGS and FMS authorities.

Community Score Card (CSC)

The CSC is being implemented in Somaliland. It is a social auditing tool adopted to promote the responsiveness of the service providers and empower the community to monitor the quality of service delivery. It is also part of the broader local governance barometer and real-time monitoring framework. It helps community committees to give feedback to the service providers in health, water, and education sectors about the quality and other aspects of service delivery monthly. The information generated through CSC is used for administrative and policy changes related to service delivery. The CSC initiative is currently active in five districts, namely: Borama, Burao, Berbera, Gabiley, and Hargeisa (the latest addition).

A refresher training was provided to the community health and education committees on the SMS reporting procedure in coordination with the managers of health centers and primary schools, as well as the relevant district authorities. Additionally, JPLG provided an orientation session and guidance to CSC coordinating staff in the districts on how to improve the monthly data tracking, recording, and reporting.

Other Key Achievements

- MoIFAR reviewed the FGS transfers to the Federal Member States including Puntland. The report is pending finalization.
- The Learning and Monitoring Programme in Somalia (LAMPS funded by DFID) conducted a series of LDF projects verification in Puntland. Results were positive and marked as “Delivered as planned”.
- COVID -19 information, education, and communication materials as well as a guidance note for local governments on COVID-19 response were shared with all governments.
- JPLG districts have shown strong leadership in the emergency response of the COVID-19 compared to the non-JPLG districts due to the technical capacity received from the programme.



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Covid-19 Response

COVID-19 response at the district level

The programme came up with a COVID specific workplan that was used to raise extra funds for the response while also reallocating some of the funds in the 2020 AWPB. The programme then supported the governments develop concepts / proposals through providing technical guidance. Emphasis was laid on district level interventions. The funds were dispatched to Somaliland who have already commenced the work while the funds for the FMS and BRA will be disbursed within July 2020.

Councilors Guide to Covid19

To better direct local governments in this tough time, the programme developed a COVID19 dedicated manual and incorporated it in the local leadership management training document. The manual is intended for local government leaders. It will support local governments in creating awareness and sensitizing the community on the spread of COVID-19, including the role they can play in preventing its quick spread.

COVID-19's fiscal impact on local governments

The program 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 and concluded that financial support to local governments is needed in order to curb the spread of the disease at the very local level.

Awareness Raising-BRA

The programme redirected / reprogrammed the planned civic education activities to support BRA's COVID-19 response considering the increasing threat that the global pandemic posed to Somalia. The programme supported the following outcomes: i) Civic education on the symptoms, transmission and recommended prevention mechanisms for COVID-19 ii) Citizens empowerment to speak up about the COVID-19 response and how it was affecting their lives, iii) a strong evidence base on citizen opinions for BRA and other actors to inform decision-making on their COVID-19 response and iv) enhanced capacity in BRA to use radio and mobile technology for civic engagement beyond the duration of the project.

Challenges (incl: Delays or Deviations) and Lessons Learnt

- Implementation of the JPLG workplan was delayed due to the COVID-19 pandemic and restrictions imposed. This has affected many of the capacity building activities, dialogues and monitoring missions. The programme has mainly adopted to online interactions.
- 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.



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<ul style="list-style-type: none"> The implementation of some of the devolved functions (e.g. the salaries of guards and cleaners) in Puntland remains a challenge. 		
Peacebuilding impact		
Catalytic effects		
<p>Gender</p> <p>The feasibility assessment/study tools reviewed have incorporated gender aspects of consultation/participation and benefit/impact of proposed project on women has been captured. This will enhance the reporting on access to social and economic amenities on a gender basis.</p> <p>The JPLG III logframe is under revision and will incorporate specific gender indicators and how to measure them.</p> <p>At the district level, Berbera district in Somaliland has taken a step forward to increase gender balance by nominating female heads of departments, especially in Berbera local municipality.</p>		
Proportion of gender specific outputs in Joint Programme ⁹	Total no. of Outputs	Total no. of gender specific Outputs
	9	3
Proportion of Joint Programme staff with responsibility for gender issues ¹⁰	Total no. of Staff	Total no. of staff with responsibility for gender issues
	30	10
Human Rights		
<p>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).</p>		
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		
		Results (Yes/No)

⁹ Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women’s Empowerment.

¹⁰ 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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<p>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).</p>	<p>Yes</p>
<p>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.</p>	<p>Results (Yes/No) Yes</p>
<p>Describe nature of cost sharing: The central and local governments a % of funds for the LDF and SDM projects</p>	
<p>Communications & Visibility</p> <p>JPLG supported the decentralization dialogue forums in Kismayo through local media. https://www.facebook.com/688988557901753/posts/1914146145385982/.</p> <p>Visibility of the project activities was highlighted in social media as well as electronic media.</p> <p>Banners have been strategically placed in all events highlighting programme support</p> <p>Activities have been highlighted in social and electronic media</p>	
<p>Looking ahead</p> <ul style="list-style-type: none"> • Finalization of the National decentralization policy for the FGS • Conduct periodic mapping assessment of local service providers for selected training modules under LGI • MoWDAFA is expected to produce a draft gender responsive training manual • In GS, development of the LG HRM guideline and deployment of LG employment regulation • BRA/MOM will develop HRM tools -biometric employee data/ systems. • State level coordination meetings on LG and Stabilization to take place in Hirshabele and SWS • Conduct induction training for the LGI Advisory Board of the FGS/FMS • Development of the PEM modules for Galmudug • Support on by-laws for an enabling business environment • Adoption of local government procurement guidelines for the NFMS • Update of the customized tracking database to aid in the tracking of projects • To place consultants to support the fiscal decentralization in the Vice President Office in Puntland • To finalize LDF 2019 activities in Somaliland. • Initiate projects in Berdale district, SWS and BRA where the programme completed the feasibility studies. • Finalise review of the current IGFT between the federal government and federal member states • Review of the existing fund transfer mechanisms under the SDM through line ministries and the local development funds transfer (LDF) modality through MoF. • Coordinate government response and implementation of COVID-19 prevention activities across the JPLG districts. • Support smooth continuity for the local government-led decentralized service delivery in education, health, and water sectors at the district level. • Conduct civic education interventions • Conduct an SDMs impact evaluation after completion of the five years implementation period. • Review the education and health decentralized strategic plans (mid-term review). 	



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- Strengthen the implementation of the CSC projects across the SDMs districts.
- Facilitate the implementation of the coordination meetings, civic education activities, and trainings that have been postponed due to the COVID 19
- Work closely with the Vice President's office, MOI and line ministries to address and agree on the next steps for the districts to implement the devolved functions
- Follow up with the SWS and Baidoa, to continue the discussion on the next steps to initiate the adapted SDM model in Baidoa and initiate this discussion in BRA.
- Work closely with BRA to explore and discuss the next steps to mainstream child rights/child participation in the Mogadishu visioning exercise
- Launch of recovery interventions in response socio-economic impacts of COVID 19



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ANNEX 1. RISK MANAGEMENT

Type of Risk ¹¹	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>

¹¹ 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>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 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</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>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>			
Security risks	<p>Restricted access to field locations, especially in new Federal States, and the disputed regions of Sool and Sanaag.</p>	Likely	High	<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>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>	High	High	<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>



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Operational risks	1. Capacities of key institutions such as Ministries of Interior, and local government executive structures are not capable of operating due to severe resource constraints.	Likely	Medium	1. JPLG focuses capacity development on departments and units of partner institutions rather than individuals. Where necessary key functions will be supported in the short term with technical national consultants and support will be coordinated with other relevant partners engaging with the same institutions. At local levels attention will focus on district fund mobilization and management.
	2. Insufficient resources are made available to enable the full program's implementation.	Likely	Medium	2. The steering committee will be requested to endorse decisions of geographical targeting and the narrowing of thematic engagement. Where possible other implementing partners will be requested to use government local governance systems (developed through JPLG) in field implementation.
	3. High costs of UN field operations undermine the programme's value for money.	Likely	Medium	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 become an integral part of annual work planning. Steering Committee to monitor progress and instruct corrective actions.
	4. Corruption and misuse of funds at local level	Likely	High	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.
	5. COVID impacts on operations and LG resources undermines achievements and reduces funds available to JPLG	Likely	High	5. Maintain regular communications with all stakeholders. Ensure the delivery is adaptive to the changing contexts.



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Quality of delivery	Due to varying degrees of institutional capacity, the quality of Programme activities may vary, particularly for services provided by third parties contracted by JPLG.	Likely	Medium	JPLG adopted competitive bidding to select competent contractors. Staff, and government will undertake regular monitoring and evaluation of services provided to take corrective action. 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.
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ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Engineering site visits conducted on LDF project sites in Somaliland, Puntland & Mogadishu municipality	January, February, March, April, May, 2020	<p>The visits entail technical supervision support to the district public works units on the implementation of the infrastructure projects. Missions for quality assurance.</p> <ul style="list-style-type: none"> • In Somaliland, the projects are ongoing and the sites missions ensured technical standards were being adhered 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. 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.
Joint SDM monitoring visit with the government officials		<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. 	The level of collaboration between the central Government and district authorities was commendable, which had resulted from the line ministries giving up some of the roles in line with the devolved functions before local authorities assumed



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			<p>these roles. The local governments seemed to have a high sense of accountability in the use of resources. 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 of the SDMs • Support MoE to establish strong linkages between JPLG and other 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 stakeholders (and others) can start to channel support through JPLG /local governments. • Better documentation of the achievements
Monitoring mission to Berbera	24 th to the 27 th of February 2020	Monitoring ongoing and completed JPLG projects in Berbera and meet with the district and regional authorities.	The mission team witnessed the progress of the decentralized service delivery, the commitment of Berbera district council, as well as the added value



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			of the local Government's delivering of primary services.
Monitoring mission to Hargeisa, Gebilay and Borama districts	March 2020	Monitoring ongoing and completed JPLG projects in the 3 districts and meet with the district authorities.	The team realized the change resulted from the district involvement in service delivery, especially in health and education.

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.									
2.									
3.									
4.									
5.									
6.									
7.									
8.									
9.									
10.									
11.									
12.									
13.									
14.									
15.									
16.									



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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			
17.									
18.									
19.									
20.									
Totals:									

ANNEX 4. JPLG DONORS (PHASE III)

DONOR	AMOUNT CONTRIBUTED (\$) (JULY 2018 TO DATE)	COMMENTS
DANIDA	12,451,094.26	Includes \$ 2,178,075.01 for COVID response
DFID	3,938,052.64	
EU	1,481,672.81	Pledged \$ 1,000,000 for COVID response
NORWAY	9,412,986.40	
PBF	600,000.00	
SDC	5,964,938.99	Pledged \$ 800,000 for COVID response
SIDA	7,604,557.80	Pledged \$ 1,000,000 for COVID response
USAID	1,485,000.00	
TOTAL	42,938,302.90	