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PROGRAMME SEMI-ANNUAL PROGRESS REPORT

Period: January to June 2021

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.
UNCF 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.
Location(s)	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: PBF: \$ 600,000
	Trac: \$ 26,034
	Other: \$ 7,653,060

PUNO	Total MPTF Funds Received			Total non-MPTF Funds Received		
	Semi Annual 2021 (1)	Cumulative	Annual 2020	Semi Annual 2021 (1)	Cumulative	Annual 2020
	1 January - 31 June 2021	From prog. start date	1 Jan – 31 Dec 2020	1 January - 31 June 2021	From prog. start date	1 Jan – 31 Dec 2020
ILO	2,660,928	7,428,485			341,661	
UNCDF	3,927,152	11,230,404	1,354,109		3,996,392	1,588,587
UNDP	3,693,412	14,685,144	975,475		80,450	
UNHABITAT	2,160,940	8,211,038	803,771			
UNICEF	3,037,080	11,724,692	3,424,941		200,000	
TOTAL	15,479,512	53,279,763	6,558,296		4,618,503	1,588,587



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PUNO	JP Expenditure of MPTF Funds ¹			JP Expenditure of non-MPTF Funds		
	Semi Annual 2021 (1)	Cumulative	Annual 2020	Semi Annual 2021 (1)	Cumulative	Annual 2020
	1 January - 31 June 2021	From prog. start date	1 Jan – 31 Dec 2020	1 January - 31 June 2021	From prog. start date	1 Jan – 31 Dec 2020
ILO	535,635	3,980,243	1,994,230		341,661	
UNCDF	1,354,109	7,054,890	2,852,931		3,996,392	1,657,512
UNDP	1,112,271	10,523,806	4,003,038		80,450	
UNHABITAT	1,128,260	6,041,794	2,252,333			
UNICEF	2,486,168	9,802,881	3,762,494		200,000	
TOTAL	6,616,443	37,403,614	14,865,026		4,618,503	1,657,512

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

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

SEMI-ANNUAL HIGHLIGHTS



In 2021, the government of Somaliland made its highest commitment for Service Delivery Model (SDM), amounting to US\$ 5,117,026.00, increasing the government's commitment to 42% (70 % contribution is from districts revenues, 12 % cent from the central government-MoH and MoE). This amount is an increase of 27% as compared to 2020 and is an indication of the government's commitment to decentralization of primary public services to the district level and a step towards the sustainability of service delivery at the local level in the longer term by leveraging more resources from the district's revenues.

HIGHLIGHTS OF KEY ACHIEVEMENTS

1. The JPLG promoted government visibility and enhanced local government-community relations for established districts (Washeikh, Berdale, Baidoa, Afmadow) in the Federal Member States (FMS) through rehabilitation of district offices. This will also enable communities to participate and influence local government decision making through having designated public offices.
2. Technical capacities for state and district public works units improved for implementation of inclusive infrastructure investments at the FMS, which reduce inequalities, disparities, and provide stability.
3. Established Public Private Dialogue platforms in capital cities of FMS to address critical constraints to business growth and economic development at the sub-national level in Somalia. Facilitated practical and joint public-private responses to the challenges faced by local governments and businesses by undertaking essential local business enabling environments reforms. This is where local government, businesses, women and men come face to face to address barriers that inhibit their business growth.
4. Hargeisa municipality registered 155 new business from large enterprises to small business; of these 16 were women owned (10% as confirmed by the Somaliland Chamber of Commerce). Business registration takes 6 days and costs from \$ 350 for grade one (import/export) to \$ 41 for small businesses.
5. Supported BRA in establishing inter-departmental coordination mechanisms within BRA to deepen inter-departmental cooperation and hence promote partnership with the wider JPLG programme.
6. Commissioned review of leadership management training programme to reflect on feedback from the application of the previous training materials and prepare ahead of the new councils coming onboard in Somaliland, Puntland and FMS.
7. Registered properties in Baidoa being integrated into the State FMIS and thus, ready to generate tax bills to the taxable properties.
8. Produced a roadmap towards decentralized revenue generation and financial management systems and convened discussions with Southwest and Jubaland state authorities.
9. Developed Solid Waste Management bylaws for the FMS and updated existing bylaws in Somaliland, Puntland and BRA for two purposes a) tightened measures to keep cities clean, healthy and to contain the spread of COVID19, b) broadening domestic revenues by imposing penalties and fines / charges.
10. Facilitated peer learning workshops in Somaliland and Puntland with focus on revenue generation, automated systems etc, where districts exchanged ideas and best practices.
11. Conducted two trainings on AIMS and BIMS in Somaliland and Puntland, to counter turnover of the technical personnel and at the same time allow districts to mainstream property registration to their routine work.
12. Rolled out FMIS to the new district, Burtinle, Puntland, and mobile taxpayment to new four districts in Puntland. This leads to maximized revenue generation amidst COVID19 pandemic and towards a coherent financial system, from district to state level.
13. Supported Garowe Municipality to procure 10,000 property plate numbers to incentivise Garowe municipality undertake property registration and thus, boost domestic revenue sources of the district
14. Implementation of city extension plans in Puntland and introducing public space planning and development
15. Preparatory work for Mogadishu citywide visioning exercise
16. The work plans for Somaliland, Puntland, FGS, all the FMS and Banadir Region Administration (BRA), although delayed, were approved
17. The first National Civic Education Workshop was organized by MoIFAR with support from JPLG. The key partners implementing civil education and JPLG were brought together to revisit the strategy, review the civil education resource kit, discuss challenges and agree on the next steps.
18. The first orientation on the Service Delivery Model /Mechanism (SDM) was organized by JPLG targeting all the FMS and BRA. The orientation has helped bring initial clarity on the concept and the expectation and commitment required from the government, including the collaboration required from the various ministries and local governments.



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SITUATION UPDATE

Implementation of the JPLG workplan was greatly hindered by late approval of the workplans and budget.

The COVID-19 pandemic that led imposing of lockdown in most countries continued to have a negative impact on the programme since government and UN staff and other workers could not undertake mission travel, field visits, workshops and training.

Online trainings and virtual meetings have been better coordinated. The use of mobile money platforms to pay taxes has ensured better revenue collection.

Political tensions due to the planned Somalia elections may further affect implementation.

NARRATIVE

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

2021 Districts Annual Workplans and Budgets

The Somaliland and Puntland, Ministries of Interior supported the participatory planning process in the JPLG supported districts to ensure consistency with the District Development Frameworks (DDFs).

During this process, the different parties of local communities participated and presented their needs and priorities. Community participation in district developments has proved to be fundamental in improving the council's relationship with the community. This has led to better, transparent, and inclusive plans. It also provided communities with the opportunity to present their needs before the councils and influence the decisions over the annual work plans and budgets in their districts.

In the Federal, Member states the signing of the workplans was delayed. A series of consultations with all the FMS and BRA, including follow up bilaterally meetings, were held to plan the priorities for the year

Local Government Laws

The South West State Local Government Law was reviewed and will be presented to parliament for approval. The Local Government Laws advance the local governance agenda and reduce potential conflict around disputed functions and responsibilities.

Decentralization

The national decentralization policy and strategy was finalized through MoIFAR-FGS including translation and dissemination to key government counterparts (Federal Ministries and Federal Member States (FMS) and Municipality of Mogadishu / Benadir Regional Administration (BRA). More consultations with FMS and citizen engagement on the policy and strategy are planned in Q3.

Decentralization Dialogue forums

In Hirshabelle, the Ministry of the Interior organized decentralization dialogue forums in Beledweyne and Jowhar with various government institutions, district mayors, civil society groups where the concepts of decentralization were discussed including division of functions / roles between districts, state and federal governments

The Ministry of Interior, Southwest State conducted a decentralization dialogue forum in Baidoa, to enhance understanding of the



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division of functions/roles among districts, state and federal government in decentralized service delivery. 100 (M:60 F:40) participants from the sectoral ministries attended. In the forum, the line ministries showcased their work at district level and discussed decentralized services that can be offered at district level and their willingness to decentralize to district authorities.

The Ministry of Interior, Jubbaland organized a decentralization dialogue forum in Kismayo for women in civil society to obtain an enhanced and shared understanding of decentralisation in the Somalia context for 130 (F:115, M:15) participants. The forum discussed the significant role of women in district council formation, importance of gender inclusion as well the decentralization process including policies, legislation, and the division of functions between districts, states and federal governments.

Outcome /result of decentralization forums in FMS

- *Increased understanding of the importance of the decentralization process*
- *Advocacy for inclusion of women in local governments*
- *Improved understanding of the concept of decentralization and division of roles between districts, state and federal governments in decentralized service delivery*

In Puntland and Somaliland, the Vice President's offices organized meetings to discuss the decentralization policies and roadmaps which ended in 2020.

Outcome/ result of meetings in SL and PL

- *Need to review the decentralization policies and roadmaps for Somaliland and Puntland.*

Coordination of LG initiatives

Interdepartmental coordination mechanism created

The BRA and JPLG partnership is growing in terms of scope of operation and thematic focus and the need to empower relevant departments and further devolve the programme's work to 17 Districts in Mogadishu prompts a clear and systematic coordination mechanism. With this premise, the programme rendered technical support for the establishment of BRA-JPLG interdepartmental coordination mechanism – a platform where relevant departments of BRA meet to familiarize, discuss, prioritize and implement programme's activities. The rationale is to improve coordination and engagement among BRA-JPLG concerned departments through BRA programme coordination office, contribute to the realization of the program outcomes through participatory and inclusive approaches.

It is also aimed at strengthening BRA ownership in a bid to realize long-lasting results through increased involvement of relevant departments in the planning and implementation of activities. The terms of reference for the coordination mechanism were developed and endorsed by the BRA leadership. Its implementation shall be led by BRA with logistical arrangement support from the programme.

LG coordination meeting

With the overall goal of enhancing coordination mechanisms between different levels of government, the Federal Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR) in conjunction with relevant state ministries, the UN and other international agencies and donors, organized a national local government coordination meetings to discuss the progress towards sustainable local governance interventions, lessons learned and strengthening the coordination mechanisms that can deliver services and contribute to delivery of services to local. The provided a great opportunity for Somali local government partners and other local government stakeholders, including donors, to share updates, review the work being implemented and coordinate future activities. The two-day sessions provided a common vision for the future empowerment of Somalia local governments.

Outcome/results



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The key action points agreed include:-

- *Need to organize the coordination meeting on a quarterly basis.*
- *Need to expand and include sector ministers working on service delivery such as education and health*
- *Need to incentivize elected districts with district council members with projects in capacity building and infrastructure*
- *Need to operationalize LGI this year in all FMS*

Technical Working Group (TWG) on Decentralization

In Puntland, the TWG meeting led by the Puntland Vice President's office focused on decentralization of Education, Health and Water Service delivery by Puntland Social Sector Ministries to Puntland Local Governments.

Outcome/Results

- *the MoE agreed to devolve all Garowe Primary schools' management to Garowe district administration, devolve the management of seven Primary Schools to Bosaso district administration and two primary schools to Gardo district.*
- *as a pilot, the MoH will devolve the management of 15 Primary Health Care Units (PHUs) to Bossaso, Gardo and Garowe districts (five per district).*
- *The MoF and the eight Puntland districts implementing SDM also agreed to increase their financial contribution to JPLG supported SDM.*

Mr Abdiweli Ali Abdulle, the Deputy Director of Puntland Presidential Palace, said *"The JPLG programme has provided the capacity building needed by Puntland JPLG supported districts and today the Districts are well prepared and ready to take over Health, Education and Water Service delivery from the Social Sector Ministries"*.

Abdiweli also indicated that before the end of 2021, they expect to see tangible success made on decentralization of service delivery by the Puntland government

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

Local Government-led Decentralized Service Delivery Model / Mechanism (SDM)

In Somaliland, JPLG has increased the number of districts implementing the SDMs in Education and Health from 5 to 8 districts; Zeila, Sheikh and Odweine were added in both sectors. Meetings were held with sector ministries and the mayors of the eight JPLG districts about the devolved service delivery, expansion, and financing from the local resources. The focus was to influence the government's financial contributions to decentralized service delivery in Education and Health.

Outcome / Results

- *The sector ministries and local governments committed much higher figures compared to the last and past years.*
- *By 2021, the government of Somaliland has committed the largest funding for the SDMs.*
- *The government proudly acknowledged the improvements in service delivery at the district level in targeted districts over the years.*

2021 SDM funding is \$ 5,117,026 (70% from the districts, 12% from the central government-MoH&MoE) and 18% from JPLG). 27% increase from 2020 by the government.

In Puntland, the number of districts implementing SDM has increased by 2 districts (Burtinle and Galdogob). The 8 SDM target



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districts have submitted their final target facilities; 4 districts selected Health and Education, 3 districts selected Water and Education, and 1 district selected Health and Water. The SDM field monitoring (by teams from the MoI, MoH, MoE and MoW) will be carried out in these eight districts to assess the needs of the selected SDM facilities.

Outcome / Result

- *In Puntland, the Ministry of Finance (MoF) and local governments have committed to increase their contribution. In 2020 the government contribution was 21% (15% from the central government, MoF and 6 % from the local governments) as compared to only 6% by local governments in 2019.*

South West State initiated the background work on SDM in 2020 by hiring a SDM consultant who, along with MoE, commissioned the assessment of the SAD department in Baidoa. In 2021 the District Administration, the MoE, and the Ministry of the Interior signed a tripartite agreement that described the SDM project's feasibility and outlined the scope of work. MoI has worked closely with MoE and has formed a technical working group. The group has met several times to discuss and strategize how they move ahead with SDM. The SDM consultant and MoE jointly assessed the 50 public schools in Baidoa and have recommended several potential schools that can be rehabilitated. The priority is Dr Ayob School which has the largest student population where children representing minority and marginalized groups, migrants from the villages, vulnerable urban families, internally displaced persons living in the town's camps who are unable to pay the fees attend the school irregularly. This was the same school that successfully implemented the Somali government's 'Go to School Initiative', which aimed to provide free education to disadvantaged Somali pupils. The school has more female (750) than male students (490). In addition, this is the school that has a female principal. Discussions are ongoing with MoI and MoE on how the sectoral program can complement and, where possible, target the same school to have a bigger impact and better results. In addition, the SDM consultant coordinated a meeting with Mr Hassan Moalim Biikole, Baidoa District Commissioner, and Mr Mohamed Abukar Abdi, Minister of Interior of the South West Administration to ensure that the District Administration understood its role in the pilot project's implementation.

Outcome / Result

- *The meeting concluded with an agreement to work together to implement the pilot project, which, if successful, would pave the way for its expansion to all 17 other districts in the South West State*

A joint orientation session on SDMs was organized for all the FMS and BRA, by MoIFAR-FGS and the JPLG, to understand the concept and reach a common understanding on the SDM initiation and implementation process and also gain clarity on their roles and commitment required at each level of government. The lessons learnt from Somaliland, Puntland as well as the early lessons learnt from initiating SDM in Baidoa were shared. The participants included the DGs of MoI, MoE and MoH, SAD department heads, Local Governance department heads, Planning and administration department heads from MoI, directors of education and health departments, Advisors and Consultants from the FMS.

Outcome / Result

- *Initial clarity on the expectation and commitment from the government*
- *The importance of collaboration between MoI, MoF, sector Ministries and local governments before embarking on the SDM journey.*
- *The Director Generals present requested a study visit to the SDM project sites in Somaliland and Puntland which will be planned in the coming quarter*

The Memorandum of Understanding (MoU) signed between the MoE and BRA in Mogadishu provided a framework for BRA to initiate and implement basic education services, in addition to the local government Law 116. The MoU outlines the functions to be undertaken by BRA to implement basic education in 2021. JPLG supported the establishment of the Education Directorate by



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providing some basic furniture and office equipment.

Technical 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 ministries and districts.

Structures and systems for good local governance

Review of Feasibility Study Guidelines, Mogadishu Municipality

The Feasibility Study is the mechanism through which all the major decisions concerning the project are made. It ensures that all key stakeholders participate in the process, particularly the community that is to benefit from the project. The purpose of the feasibility studies is to assess the current situation and identify the most appropriate solutions to provide sustainable services to selected project areas. Furthermore, it examines different options towards making the most appropriate recommendations and decisions for the project in terms of technical, level of service, services provider option, financial arrangements, training and capacity building support to ensure sustainable services.

A review of the feasibility study guidelines for Mogadishu municipality conducted with the objective of ensuring adherence to best practices. An important aspect of the reviewed guidelines is the capability of the local authorities to fulfil commitments to *operations & maintenance* and ensure public works projects are planned cost effectively. The operation and maintenance plans illustrate what institutional arrangements are in place for maintenance and cost-recovery post the initial capital investment.

Outcome / Results

- *A manual that provides some basic guidance on how to structure cost-recovery, design and enact an operations and maintenance plan*
- *Tender documents translated to Somali; this will address the challenges contractors face in understanding the English version especially on instructions in the documents.*

Garowe Strategic Development Plan

The programme supported Garowe Municipality in developing the Garowe Strategic Development Plan. This was done in close collaboration with Puntland's Ministry of Public Works and Transport. The plan was the culmination of a series of participatory planning processes, where the community agreed on the development plans, discussed different urban issues, suggested solutions for urbanization challenges and prioritized city extension areas.

For that city-wide consultation, all urban stakeholders were involved including local and regional administrations, line ministries, youth and women groups, business community, traditional leaders, service providers and internally displaced people.

Outcome / Result

- *The strategic plan was further elaborated into a City Master Plan, which defines city extension areas and lays out clear priorities for implementation.*
- *More than 95 km of new roads have been surveyed and demarcated as part of the city extension plans in the South of the city.*



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Urban Land Management Law

The Urban Regulatory Framework that the programme put in place in JPLG II, guided and supported the process of developing the Urban Land Management Law for Puntland which was adopted by the council of ministers and enacted by Puntland Parliament in 2020. To help implementation of the law, the programme supported Garowe district council to develop a bylaw and set up a procedure for the deduction of public space as stipulated by the ULML law.

Public Space

Public space – intended as both parks and recreational areas as per URF, and as the open space networks including sidewalks, squares and roads - should be an essential component in both newly planned city extensions and urban regeneration. Public space development acts as a catalyst for the enhancement of key areas, offering greater opportunities for citizens to exercise their social and economic rights, as well as adding economic value to the city, thus promoting private investment.

Participatory land readjustment

In addition, the programme helped in setting up a working committee to support the participatory land readjustment of these newly urbanized areas, allowing the deduction of 30% of the land for public uses as per Puntland's Urban Land Management Law.

The programme employs a blended method where public space through participatory land adjustment is conducted through a learning by doing approach and district engineers are trained while in the long run this will be fully incorporated into the municipal day-to-day operations and hence institutionalized.

Outcome / Results

- *5.5 hectares of land has been acquired, and will be used for public facilities including educational, security, health, recreational and institutional.*
- *During the city extension plan implementation, lots of attention has been given to protecting the environment and the natural drainage.*
- *Around 12 km of water channels and water streams has been cleared and opened to carry storm water out of the city.*
- *Some areas have also been surveyed and identified to be non-suitable for urban expansion.*

Capacity development on Urban Management

The capacity of local government is still insufficient to control and guide the highly urbanizing city technically and financially. Responding to this gap, the programme has reviewed the structure of the local government and the district engineers have been given on job training on land surveying, GIS applications, urban planning, road network planning and building permits as per the existing state legislation. A qualified urban planner and a GIS expert have also been attached to the Ministry of Public Works as technical advisors to support the local government employees.

In Garowe, following a well-established methodology developed by the Global Public Space Programme (GPSP), an assessment – in the form of a questionnaire combined with remote and field-based spatial analysis – was conducted to provide in-depth understanding of the current modes of public space utilisation, and to highlight gaps and needs in terms of public space provision for the city of Garowe. Thanks to a collaboration with the Institute for Cooperation and Basic Habitability of the Technical University of Madrid the public space network in Garowe was studied in terms of accessibility, use and users, amenities and furniture, comfort and safety, and environmental components.

Outcome / Results

- *A city-wide strategy was developed, together with a detailed intervention plan for Islam Mohamed Road, a central artery in Garowe city, connecting the main square and the wadis at the North and South of the urban core.*
- *The plan, currently being finalised in its technical components, will be presented to local authorities and communities for*



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endorsement and implementation.

In Bossaso, one of the main planning objectives of the Bossaso City Extension Plan was the provision of high-quality public space, with focus in providing public access to the coastal area. However, implementation of public space provision included in the plan has not been adequately addressed so far. Informal public spaces are still utilized by residents, through the active use of streets or vacant lots. The streets are active and promote non-motorized transportation through walking and sometimes cycling, as well as economic activities such as street vendors.

The beach is located in the northern side of the eastern extension area. While it is not equipped with services or utilities, it is frequently visited by both inhabitants of the city and local tourists.

The potential of the waterfront as an asset for tourism and local economy could be unlocked by the public space development. Moreover, the municipality has already significantly improved infrastructure and services of the Northern Bypass, the main street connecting the beachfront with the city centre. This is a great opportunity to increase connectivity and accessibility of the road, developing a people-oriented network of public spaces, as well as support the future development of the city and its extensions in a long-term perspective.

Outcome / Results

- *In the eastern side, within the first phase of the City Extension Plan, the northern and eastern by-pass have provided paved sidewalks and tree planting.*
- *The City Extension Plan identified the Bossaso Beach as a priority area for the urban regeneration of Bossaso and placed it within the first phase of development.*
- *Development of a concept note detailing the necessary steps for the implementation of the Public Waterfront as part of Phase 2 of the Bossaso City Extension plan, including options for design and implementation.*

Currently, the Puntland Ministry of Public Works is seeking to unlock additional funds to assure the implementation of the project of the public beach, together with the western by-pass of the city.

Technical support to facilitate and steer local urban development planning in FMS

As part of the ongoing institutional capacity and technical support to the urban planning department of Ministry of Public Works, the programme continued its technical support and strengthening the capacity put in place in terms of urban planning.

Outcome / Result

- *In South West State and Jubaland, as a continuation of the previous efforts, GIS experts have been put in place to form part of the planning unit.*
- *In Hirshabele and Galmudug, an urban planning technical coordinator has been embedded in the ministries to strengthen institutional capacity and support districts in terms of master plan development and implementation of urban development plans.*

Key activities to be rolled out after a first phase of technical trainings will be the Resilience Plan for key urban centers (Baidoa, Kismayo, Beled Weyne and Dhusamareb) and Risk mapping - including COVID vulnerability assessment- for other districts.

Solid Waste Management bylaws

Globally, COVID19 awakened many government functions that had not been duly focused, in the past. Under JPLG II, the programme heavily invested in solid waste management functions in Somaliland and Puntland, and partly in Mogadishu. Not much support has been provided in waste management under JPLG III but, it was felt that it is imperative to help local governments in Somalia play a crucial role in curbing the spread of COVID19 and this necessitated the programme to revive, albeit to a lesser extent,



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its work in solid waste management.

Under the auspices of State Ministries, the programme supported development of solid waste management bylaws, while the existing bylaws of Somaliland and Puntland are being updated. All were geared to ensure that waste is collected and disposed in a manner that contributes to the general wellbeing of the city residents. Desk reviews were undertaken, and wide range stakeholder consultations made across the FMS, Somaliland, Puntland and at BRA to deepen understanding on issues and processes of waste management in the respective target states, followed by validation workshops. The bylaw introduces penalties and fine charges to foster public compliance. Further, local governments have the legal mandate to issue licenses and permissions to the private operators, which also broadens tax base of the local governments.

Outcome / Results

- *Up-to-date and Covid-19 sensitive solid waste management bylaws will contribute to enhanced waste management practices that will not only improve the general wellbeing of the population but will effectively contain spread of contagious diseases.*
- *With strong political commitment backed by favorable environment, in terms of security and stability, updated and new bylaws also contributes to increased domestic revenues.*

Establishment of E-Procurement and E-Business Registration Systems

After successful development and implementation of the manual on business registration and procurement processes, the programme is embarking on supporting the FMS to design, pilot test and implement electronic business registration and procurement systems, which are expected to benefit both the government and the private sector by streamlining the processes, improving efficiency of operations, providing up to date and accurate data.

An ICT specialist consultant has been recruited to design and implement the e-business registration and e-procurement systems, to be followed by pilot implementation in Garowe and Hargeisa (for e-procurement) and, after successful pilot implementation, rolling out the systems to other districts.

Procurement Compliance Audit

The Ministry of Interior and Account General Office in Somaliland in February conducted a procurement audit assessment in 8 districts (Burao, Berbera, Sheikh, Odweine, Hargeisa, Gebiley, Zaylac and Borama). The assessment evaluated the level of compliance on local government procurement procedures/guidelines by the district procurement offices of the selected districts. The assessment facilitated the identification of gaps regarding procurement compliance and assisted the district procurement units in improving capacities to ensure the same.

Outcome / Results

- *The coordination of the assessment by the key government units resulted in improved public confidence in procurement systems and accountability in use of public resources.*
- *Improved monitoring and oversight capacity on local government procurement systems*
- *Facilitated the understanding between government structures to encourage accountability, transparency, fairness and legitimacy of local procurement.*
- *Assessed the local government procurement systems progress and challenges.*



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Local Government Institutes (LGIs) and Capacity Development

Somaliland

The Government of Somaliland - Ministry of Public Works laid the foundation stone for the LGI building in Hargeisa. The project will cost over USD 400,000 and will be fully funded from Somaliland local government budgets.

Outcome / Result

- *Development of capacity building plans to support the government led-expansion strategy in line with the LGI Strategic Plan for 2021*
- *Approved construction and operating budget.*
- *Development of a financial sustainability plan for the LGI including operating costs by MoI.*

FMS

Human Resource Management (HRM) Training

In Hirshabelle, HRM training was provided to 25 participants (M:16; F:9) for directors and departmental staff of Warsheikh district.

In Jubbaland, HRM training was conducted for Af-Madwaw local government staff and 36 women attended.

Outcomes / Result

- *Increased understanding of the concept of human resource management*
- *Introduction to HR functions and practice in the districts - role of the human resources department, rights and responsibilities of employees, recruitment and appointment, the life cycle of human resources management, budgeting and payroll management, personnel records and performance management.*

MoM/BRA.

Following the mapping and capacity assessment of potential training providers that may partner with the LGI in the provision of training of the local governments, the Somali National University has been selected as a training provider in accordance with its mandates and relevant training experience

Outcome/ results

- *Improved LGI functionally / operationalisation*

Induction training for newly recruited selected council members

The JPLG supported induction training for newly formed district council members in Wajid (formed in April 2021) to enable them understand their roles, functions, and responsibilities to better serve their districts.

PEM trainings

The Local Government Planning and Public Expenditure Management (PEM) system and corresponding government manuals were developed for SWS and training on them provided to Wajid district council and staff. This advanced the adoption of a harmonized and standardized participatory planning system within a comprehensive policy framework for local governments. 30 participants (M:23; F:7) were in attendance.



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Technical Capacities on Delivery of Infrastructure Works Services

Technical capacities for staff in public works and contractor(s) from Galmudug, Hirshabelle, Jubaland and South West States on the project cycle of infrastructure investments improved. The content included contract management for buildings and roads, project feasibility studies, road network, planning, prioritizing and budgeting, procurement for works (tender documentation/specification roads/buildings) and technical supervision/quality assurance of infrastructure works services. Additionally, technical capacities for Mogadishu municipality on building codes and roads specifications were enhanced.

The capacity building workshops designed to provide participants with knowledge on identifying the main tasks involved in implementation, including timelines and responsibilities for infrastructure investments. Participants became familiar with some examples of project implementation and the processes involved in upgrading contract management to reduce risk in the tendering process and costs to both clients and contractors. In addition, upgrading skills of local small to medium scale construction companies in the civil works sector to participate in the local construction industry in a fair and transparent manner was done. The training provided participants with an overview and understanding of how to implement the projects in the annual work plan, as part of implementation of the district PEM cycle.

Outcome/Results

- *Clarified the roles and responsibilities for state and districts on the management of the road projects to ensure smooth implementation.*
- *Improved capacities of district engineers and contractors on contract management for buildings and roads; project feasibility study; tender documents & specification.*
- *Improved capacities on road network planning, prioritizing and budgeting.*

Guide to Local Taxation

Tax compliance exists in Somalia, but unevenly so. To narrow this gap, the programme developed a guide to local taxation to streamline in a strategic manner municipal finance and revenue management in Somalia. The guide was developed in 2020 as a step towards improved revenue management and tapping into untapped potential sources of revenue. This year, 50 (14 Female) participants from local tax administrators and other local governance officials were trained in Afmadow, South Galkacyo, Adaado, Berdale and Hudur in Jubaland, Galmudug and South West States of Somalia.

Outcome / Results

- *A roadmap was drafted and approved highlighting key strategic interventions on operationalizing the guide to local taxation.*
- *The proposed action points will help new districts in FMS to start collecting revenue, better account for it and generally improve tax administration.*

Strengthened fiscal systems for service delivery and local investment

Enabling environment for investments

Feasibility assessments were conducted in four districts (Washeikh, Berdale, Baidoa, Afmadow) for rehabilitation of infrastructure for creating an enabling environment for the district councils and service delivery. In the new Federal Member States, the creation of an enabling environment for the districts has been crucial to facilitate the delivery of services. The construction and rehabilitation projects in 10 districts, 8 in FMS and 2 in Mogadishu are successfully ongoing and most are nearing completion with technical supervision / monitoring by the districts public works units and technical oversight by the Ministry of Public Works. Further, the trained technical staff provided support during the feasibility studies, tendering and procurement process and backstopping supervision of the ongoing constructions and rehabilitation of infrastructure services works. The procurement process carried out



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demonstrated the improved capacities on procurement, transparency and accountability.

Outcome / Results

- *The capacity building provided to technical staff and contractors has improved their skills in handling and delivery of infrastructure services works.*
- *The application of competencies and tools developed by the programme is further advancing the institutional capacities.*
- *In Baidoa, construction of Berdale district offices is 99 % complete*
- *In Hirshabelle, rehabilitation of Warsheikh district main office hall, disability ramp, emergency exit door and renovation of existing district fencing / wall are at 55 % completion.*
- *The programme has successfully completed LDF projects from the 2019-20 fiscal year in Somaliland and Puntland*

Intergovernmental Fiscal Transfer (IGFT) System

The Ministry of Interior with the support of the Ministry of Finance, Accountant General Office, and Somaliland bank has distributed funds to 101 districts {78 D districts appointed on presidential decree plus 23 (7 - grade A, 4 - grade B, and 12 - grade C districts, including JPLG target districts)} through the IGFT system. This became possible due to the Districts Subsidy Regulation No: 01/2020 that was developed by MoI in collaboration with MoF, Office of Accountant General, Auditor General and the sectoral ministries with the support of JPLG. The regulation has enhanced recurrent IGFT and increased allocations to sub-national budget of to 12.5% of the National Budget. The allocation of the funds is based on a formula with a number of criteria.

Government Audits

The Puntland Auditor General Office conducted an audit of the Covid-19 Emergency Response projects, which were implemented in twelve districts (including 9 JPLG targeted districts and 3 that were financed by the Puntland Government) through the systems that JPLG had been supporting such as the IGFT. The report is awaiting validation.

The Somaliland Office of the Auditor General submitted the signed audit report for Local Development Fund (LDF) projects that were implemented during 2017 - 2020. The report contains the Audited Financial statements and identified internal control weaknesses and notes that project funds have in all material respects, been used in conformity with the conditions laid out in agreements.

Fiscal Decentralization

During the recently conducted annual workshop, the Puntland Ministry of Finance discussed achievements and challenges of implementing the Fiscal Decentralization Strategy. Participants from the Vice President's office, the sectoral ministries (health, education, water, and energy), the Ministry of Women Development and Family Affairs, and the Ministry of Interior attended the meeting.

Outcome / Result

- *The need to expedite the implementation of fiscal decentralization to ensure sustainability and timely delivery of public services at the sub-national level was stressed.*
- *The capacity of local governments in Public Financial Management was noted as not strong enough*
- *Lack of commitment from the sectoral ministries to devolve the power to local governments.*
- *The Ministry of Education presented that it was starting to transfer a set of the responsibilities to certain local governments, such as Garowe and Bossaso, to see whether these districts were able to implement new functions.*

Revenue Mobilization Action Plans

The Ministry of Interior, Federal Affairs and Democratization (MoIFAD), Puntland supported development of revenue mobilization



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action plans in two new districts – Eyl and Bander Bayla. The objective of the plans is enhancing revenue planning, collection and administration capacity of the districts, so as to meet the growing public demand for basic services. At the same time, MoIFAD conducted a graduation assessment in Bossaso and Garowe districts. The experts evaluated whether districts met the graduation criteria to be less dependent on LDF funding and start applying for more comprehensive funds from both the government and donors. This will enable the rest of the districts to benefit from the freed LDF to enhance capacity and contribute to the government's expansion strategy, as well as provide equitable decentralized service delivery at a district level. The results of the assessment are awaiting validation.

The Ministry of Interior of Somaliland conducted revenue mobilization monitoring activities.

Business Registration

The Mogadishu Municipality developed communication action plans for business licensing and registration. The methods and activities proposed in this communication action plan will assist the municipality in defining communication mechanisms, engagement tools, feedback channels tailored for various stakeholders and target audience groups. The Municipality of Mogadishu plans to scale up the implementation of its new guidelines for issuing registration and licenses of businesses. The municipality recognizes engaging the business community in knowing benefits, penalties, requirements and steps for business licensing is essential to ensure that guidelines are accessible, understood and adhered to.

Accordingly, this plan provides a structure to guide and plan for consistent and clear communications with key stakeholders, engaging key audiences and enabling mechanisms to capture their concerns, issues, ideas, and needs throughout the implementation course of this Plan.

Outcome / Results

- *The communication plan will offer a systematic and strategic approach for actively engaging and reaching out to diverse actors, including local business, property owners, landlords, local citizens, local governments, trade unions, contractors, vendors, academia, civic groups, and other relevant entities (collectively referred as "stakeholders") within Mogadishu.*

Hargeisa municipality provides business registration and licencing and has significantly improved the process with registration taking a maximum 6 working days. During the reporting period 155 new business registered from large enterprises to small business (16 of which are women owned as confirmed by the Chamber of Commerce). Business registration costs from \$ 350 for grade one (import/export) to \$ 41 for small businesses.

10% of newly registered businesses(January – June 2021) in Hargeisa are women owned

AIMS and BIMS Training

AIMS and BIMS are an automated financial management system introduced by the programme. While the programme is supporting transition to IFMIS, some districts still use AIMS/BIMS and are in the process of gradual scale up.

Given the low remuneration for local governments staff, it has also been part of the programme's thrust to provide continuous trainings to the technical staff working on these automated systems. In conjunction with Somaliland Ministry of Interior, the programme conducted four days training on technical aspects of AIMS and BIMS for 9 Districts.

Similarly, a 3-day training was conducted in four Districts in Puntland.

Topics covered

- *Installation of AIMS and BIMS, data entry, customers registration, setting up zones and subzones*



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- *Generating bills of property taxation and business licenses.*

Attended by staff from the revenue and taxation departments of the target districts, the training was significantly practical to enable technical people ensure that systems are up and running and won't be affected by staff separating or leaving from the districts.

Outcome / Result

- *The trainings were designed to mainstream property registration to the routine work of the local governments.*
- *Besides tapping property taxes from the already registered properties, staff were empowered to register new properties, land and businesses as new title deeds or new businesses are registered. This is less costly and an easy strategy to maximize domestic revenues.*

Rolling out IFMIS and Mobile Tax Payment

Success achieved in upscaling AIMS and BIMS to FMIS yielded positive results towards a coherent, uniform, and standardized financial system in Puntland. Through Ministry of Interior, and Ministry of Finance, the programme deployed FMIS in five Districts namely Bossaso, Gardo, Galkayo, Garowe and most recently, Burtinle. FMIS was installed, followed by on-the-job training and relational database of AIMS, BIMS and IFMIS.

To facilitate smooth transition of the system, the two systems are in use concurrently for the next couple of months. Furthermore, the mobile taxpayment introduced by the programme was also rolled out to new districts.

Output / Result

- *5 districts (Bossaso, Gardo, Galkayo, Garowe and Burtinle) in Puntland are using mobile tax payment system to collect property taxes, business license taxes and public transport taxes.*
- *Amidst COVID19 pandemic, mobile taxpayment became very relevant.*
- *Reduction of physical interaction between taxpayers and municipal officers,*
- *Simplification and improvement of revenue collection processes.*

5 districts (Bossaso, Gardo, Galkayo, Garowe and Burtinle) in Puntland are using mobile tax payment system

In the face of spatially growing districts in Puntland, mobile tax payment remains an efficient and faster option for taxpayers to settle their tax obligations.

Decentralized revenue generation

The programme has been working to improve financial management systems and at its inception, BIMS and AIMS were introduced in Somaliland and Puntland. These automated systems drastically changed the status quo and assisted districts to handle financial transactions efficiently and effectively. At the same time, they improved accountability and transparency, as both systems offer timely information for the decision-makers. As part of the Public Financial Management Act, an integrated FMIS was introduced in Somalia. Hence, the program is supporting operationalization of FMIS, which is currently active at state level. FMIS is basically an automated computerized system designed to help public institutions in managing financial transactions, from budgeting to financial reporting. However, use of FMIS has not yet been rolled out to district level. Thus, the programme has taken the initiative to implement one of the recommendations from the local government finance policy. This is part of the effort to ensure use of consistent and uniform financial reporting that is aligned with local government financial operations of the State and Federal government of Somalia.



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Outcome / Result

- *A roadmap for decentralized revenue generation was developed in conjunction with Jubbaland and Southwest states authorities.*
- *This move furthers modernization of revenue and expenditure management of the country and ensures one financial system is in use across all tiers of government.*
- *Once FMIS is devolved at district level, local governments' revenue from property taxes is anticipated to increase significantly.*

Garowe property registration and FMIS

The programme has been supporting local governments in undertaking property registration in Puntland. To keep property registry of the district up to date, the programme worked with Garowe municipality to carryout property registration in the most expanding sections of the City.

Outcome / Result

- *Close to 17,000 properties were captured in the database and both their spatial and attribute data were uploaded into the FMIS.*
- *The programme supported Garowe municipality to procure 10,000 property plates to install and fix into the newly registered properties.*
- *This endeavor maximizes domestic revenue of Garowe district and helps finance demanding social service delivery prompted by the unprecedented spatial and population growth.*
- *Property plates being installed also facilitates property identification, hence simplifies tax collection campaigns.*

Integrating registered properties with the FMIS

In Baidoa, the programme assisted State authorities to undertake property registration in order to boost domestic revenues. Over 21,000 properties were registered and to commence tax collection, the programme is working closely with the Ministry of Finance to upload the information of registered properties, both spatial and attribute data, into the Financial Management Information System (FMIS) of the State. Data cleaning, data verification and testing were performed in SWS. Demo exercise is now set to happen after testing is completed.

Outcome / Results

- *The State Ministry of Finance will be able to generate automatic tax bills that can be easily addressed to the taxpayers.*
- *The Ministry's effort to raise domestic revenues is going to increase sharply and cost of revenue collection will be lessened, as opposed to the traditional revenue collection.*

21,000 properties registered in Baidoa, SWS State

Peer-to-peer learning on Fiscal matters

Over the years, districts gained a wide range of experience pertaining to the areas supported by the programme and it was deemed worthwhile to organize a platform where these experiences are shared. In Somaliland and Puntland, peer learning workshops were organized and held in Berbera and Garowe respectively. Officials from the taxation, administration and finance and internal audit departments of the districts were brought together to share their city's experience, mainly in the areas of municipal finance, analyze challenges and together identify possible ways of addressing them.



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Lessons shared

- *Various ways of making local governments sustainable, able and accountable entities for local governance*
- *Ways of enhancing local revenues through effective tax administration and expenditure management*
- *The role of digital payment and how it is vital for improved accountability and transparency*
- *Operationalizing internal audit units,*
- *Participatory budgeting and importance of inclusivity, pro-poor planning, public participation and the process of developing district development framework.*
- *Importance of automated systems – such as AIMS, BIMS and FMIS - and how they helped not only raise revenues but also account for funds and provide reports in real time.*
- *Mobile money payment system and how it has hastened tax administration, transparency, and accountability.*

The experience sharing sessions made clear to everyone the importance of local governments in terms of service delivery and improving livelihoods. It was also clear from the workshops proceedings that local leadership is a key factor in achieving effective service delivery and gaining community trust - a vital element for resource mobilization and partnership.

Through these peer learning workshops; experience thrives and replication to the other districts is instigated. This also assists Districts to identify foreseeable challenges in adopting changes and introduce appropriate proactive measures to ensure that positive results are attained.

Local leadership is a key factor in achieving effective service delivery and gaining community trust.

Strategies, Plans and Systems to accommodate rapid urban growth

Public Spaces

In Hargeisa, the need for public, open and green spaces are dire. A well distributed network of public spaces can bring many benefits to an urban area, such as:

- Helping to integrate communities
- Tackling climate change
- Preventing flooding
- Reducing air pollution exposure
- Boosting health
- Providing leisure amenities

Public spaces and green networks were also the areas of focus identified for Hargeisa's development during the Hargeisa Visioning Week, held in September 2019 with a vast participation of stakeholders.

Within this framework, the program supported the design of a large parcel of land in Hargeisa District, with a view towards filling the public space gap for Somaliland's Capital.

In Mogadishu, the citywide visioning exercise is planned to take place in the third quarter of this year. However, preparatory work is on track. Technical teams and taskforces were identified and put in place. The concept note of the implementation was reviewed and updated and initial discussions initiated with BRA and Ministry of Public Works. The plan and rationale of the visioning exercise was presented to a broad audience including donors and development partners, and comments and feedback received were fully incorporated in the final version of the concept note.



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Disaster risk vulnerability assessment and community adaptation action plan

In Puntland, disaster risk vulnerability assessment and community adaptation action plans were developed for five districts (Burtinle, Qardho, Garowe, Banderbayla and Eyl) to help local councils and communities to carry out district-level vulnerability assessments and to assist local governments and communities develop community-based adaptation action plans for disaster management

Output / Result

- Disaster risk vulnerability assessments carried out and community adaptation action plans developed for 5 districts

Collaboration between central/federal, state governments, local governments and non-state actors for improved service delivery

Public Private Dialogue

To support implementation of regulatory reforms to improve the business environment and foster the culture of using dialogue, a Public Private Dialogue Hub was established in the FMS. This will encourage an environment of constructive dialogue aimed at building knowledge, trust, motivation, and capacity of relevant entities as well as support to:-

- Implementing innovative public-private dialogue instruments and mechanisms to address local development challenges.
- Ensuring integration and sustainability of public-private dialogue values and mechanisms.
- Implementing an outreach and advocacy campaign to institutionalize public-private dialogue and achieve high-priority local business enabling environment reform.
- Conduct mass media campaigns and awareness raising messages on business registration.

Outcome / Result

- *Local governments developed communication action plan on business licensing and registration guidelines that supports businesses and LGs to improve the business environment.*
- *Introduced the first round of Public Public-Private Dialogues in 8 Districts in the FMS and Mogadishu Municipality.*
- *Formed thematic working groups comprised of public and private sector representatives to advocate for local reforms. These included improving the system of local taxation, local procurement, security, roadblocks, access to basic services, etc.*
- *Initiated training for members of thematic working groups to be able to engage on local public-private dialogue.*
- *Monthly awareness campaigns on importance of business registration for districts business operators.*

Education Conference

BRA, in coordination with JPLG, convened the first high-level Conference on Education Development in the Benadir region since 1991. The conference was attended by 200 participants from Benadir Regional Administration, the Upper House of the Federal Parliament and the education community such as the Somali Universities Union, the Somali Education Umbrellas Union, the Benadir Regional Schools Union, the Somali Teachers Union, the Somali Chamber of Commerce and Industry, Civil Society Organizations, parents, youth and students. The main objectives of the conference were: -

- To provide a platform for discussion and reflections on challenges, causes and consequences of underperforming and low attainment of primary and secondary education
- To identify how policies, practices, and performance trends around primary and secondary education can be made more competitive, competent, equitable, and inclusive
- Generate ideas and viable solutions for the next steps, and exchange best practices and perspectives from Benadir and beyond to improve primary and secondary learning quality in Benadir Region.

Outcome / Results

The principal outcome of the two-day conference was a "joint communique", covering a nine-point call to action based on



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recommendations that emerged from plenary sessions, panel discussions, opening and closing addresses.

- *Strengthening cooperation between the Education Actors and the Banadir Regional Education Directorate*
- *Unifying the education umbrellas and public certification system and set up a high-level technical committee for that purpose*
- *Considering a second chance offer to students who do not attend final exams if they have satisfactory excuses*
- *Establishing a regional level examinations committee that will deal with examinations and their complaints.*
- *Ensuring the ownership of all schools in Banadir Region with the basic foundations of education and possessing a license from the Regional Directorate of Education.*
- *Creating specific procedures to protect the safety of students, teachers, staff, and education facilities to reduce the effects of the COVID-19 and reduce its threats*
- *Establishing a regional level committee to study the feasibility of implementing distance learning, especially in emergencies.*
- *Holding the Banadir Regional Education Conference twice a year and presenting the progress, shortcomings, challenges, and lessons related to primary and secondary education in the Banadir region.*
- *The Education Directorate shall provide support and encouragement for private education providers relevant to their services to the public*

District Level Multi-Sectoral Coordination Forums

The Somaliland government supported and coordinated the quarterly District level multisectoral coordination meetings across the districts of Burao, Berbera, Gebilay, Borama and Hargeisa. At the regional and district levels, key government officials participated along with the development and humanitarian partners in each target district. They reviewed the progress on service delivery, challenges, and tentative plans for the second quarter. This forum enhanced the synergy of working together for better service provision to local communities and tackling the existing challenges, including duplication of resources from the different development partners, misunderstandings and misinformation among the district and regional coordinators of the different ministries and civil society organizations.

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

Women's political participation

Conference on inclusion

In Somaliland, the Ministry of the Interior, with support from the programme organized conferences on Gender Equality and Social Inclusion in Local Elections with the aim of increasing the representation of women in the political and decision-making processes. The conference brought together women candidates from 6 regions, mayors from 11 districts, prominent traditional leaders from all regions, elders, civil society organizations and non-state actor, including NAGAAD Network and NOW Women's Umbrellas. Participants had the opportunity to discuss the current challenges and obstacles facing women in the May elections. One of the key issues was the non-refundable registration fee of US\$2,500, which stopped women from participating in the election.

During the conference, the Vice President of Somaliland, H.E. Abdirahman Abdillahi Ismail (Saylici), underlined the government's commitment to support women candidates by stating *"We are here to encourage the importance of increasing the political participation of women. As a government we allocated quotas for women at the regional level. Unfortunately, the parliament disproved the quota of the election bill."*

"We are here to encourage the importance to increase women political participation. As a government, we stand to allocate quotas for women at regional levels. Unfortunately, the parliament rebutted the quota of the election bill. Quota rejection was a huge



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setback, but we are still committed to support women candidates and take affirmative action to exempt registration fees. I hope this will enable more women to run in the upcoming election.”

Rejection of the womens quota in the election bill by the Somaliland parliament

Outcome / Result

- *The conference welcomed the president's decision to waive the registration fees for female candidates*
- *Call for political parties to actualize their commitment to support women candidates during registration and campaigning.*
- *The conference appealed to public and private media outlets to support women candidates during the campaign period*
- *The conference congratulated the clan leaders who supported the female candidates and called for continued support during the election period.*

Capacity building / training for women candidates

The Ministry of Labor, Social and Family Affairs in Somaliland with technical and financial assistance of the programme supported female candidates running for the local government council elections. The target districts included Zayla, Borama, Gabilay, Salahlay, Hargeisa, Berbera, Burao, El-afwayn, Erigavo, Lasanod and Taleex. The activities aimed at creating strong links and collaborations between women candidates and key stakeholders in their districts included: -

- Capacity building of 15 women candidates from 6 regions on basic skills required during the campaigning process, mainly on campaign planning, strategy, public communications, messaging and visibility
- Organized networking and advocacy sessions in Zayla, Borama, Gabilay, Salahlay and Burao between the female candidates, regional government/ district officials (governors and mayors), traditional elders, youth and the local citizens (electorate).
- Provision of IEC materials (posters, banners, t-shirts, and caps) and visibility documentary videos on female candidates that were aired through the National TV
- Technical support to community organizers and mobilizers by providing them with practical lessons towards effective and peaceful campaigning skills in their communities.
- Facilitating high-level public dialogues among large communities, including women, youth, businesspeople, clan elders and government officials in their respective regions and districts.
- The MoI also facilitated a policy dialogue to support female candidates
- The government officials pledged to ensure female candidates' safety and security during the campaign periods
- Female candidates were supported to plan, organize, and hold public gathering meetings in Borama, Zeila, Gabilay, Salahlay and Burao to ensure that the wider community receives the message and is also informed about their plans and visions for the betterment of their community members.

Mr Mohamed, the Governor of Awdal, said, *“We were looking forward to working with female candidates’ together. It is also in our hearts to fight against gender disparity and empower women in order to ensure that the entire community is developed, and vulnerable groups access their rights. I will stand alongside the female candidates using all efforts available.”*

Outcome / Result

- *750 general electorate, mostly consisting of youth and women were mobilized in 11 constituencies in five regions.*
- *Proven strategies for effective community mobilization campaigns were provided to youth mobilizers of local government candidates through mentoring sessions.*
- *225 party observers were oriented and provided the necessary logistical support*
- *Harmonized, integrated, separate and individual messages were developed, edited, disseminated and ultimately shared through effective media.*



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- IEC materials including 1000 stickers, 1000 T-shirts and 1000 scarves with messages were printed and distributed
- 20 billboards were installed in 20 different locations to promote the visibility of the candidates

3 women candidates (out of 221 seats) were elected in the 2021 local elections in Somaliland

In Puntland, the Ministry of Women's Development and Family Affairs (MoWDFAFA) organized a conference on women's political participation focusing on gender inequalities in local governments and promoting women's participation in the 2021 local elections in Puntland, with 73 (F: 48; M: 25) participants, including mayors of local governments, MoIFAD, women's NGOs, the champion's office and traditional elders.

Outcome / Result

- Agreement was reached between the key stakeholders on the need to increase the representation of women in local councils.
- Need to provide capacity building / pre-election training for female candidates in local elections was noted.
- The conference called on traditional elders and chiefs of clans to support more women candidates in the local council elections.
- Need for awareness campaigns to encourage women to help each other was noted.
- The conference urged the government to be responsible for promoting gender equity in elections, including creating an enabling environment for all.
- The conference called for greater collaboration between key political actors in promoting women's participation
- Need for political associations to adopt gender-sensitive procedures as per the TPEC Gender Equity and Social Inclusion Policy Guideline was noted.

Gender mainstreaming Manual for Local Governments in Puntland

A gender mainstreaming manual for local governments was produced and validated in Puntland to empower local government to be better equipped to deal with gender mainstreaming at all levels as well in the delivery of decentralized services.

Civic Education

National workshop on Civic Education in Mogadishu

A National Workshop was organized by MoIFAR with support from JPLG that brought together the DGs from the four new FMS, representatives from Local governments from each state and the two NGOs implementing Civic Education. The workshop focused on refreshing the participant's knowledge on the Government's National Strategy on Civic Education and the Civic Education Resource Package (Wadahadal). Civic education is being implemented in 4 districts (1 in each FMS) and they shared the achievements and challenges in implementing the activities. In addition, MoIFAR also invited Puntland Development & Research Centre (PDRC), an NGO implementing civic education in Puntland, to share their experiences.

Outcome / Result

- The key recommendation from the workshop included the following:
- The FMS to provide feedback on the strategy and resource pack
- MoIFAR and the FMS to establish and strengthen Civic Education Steering Committees at the Federal and State level
- MoIFAR, the FMS and BRA to revisit the National Civic Education Strategy and revise the Wadahadal package with support from JPLG. Consultants would be hired to review the package.



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- *Revisit the gender module and introduce a new module on the role of local governments in promoting child rights,*
- *MoIFAR to advocate with MoE at the state level to introduce civil education for children in the school curriculum and,*
- *MoIFAR and the FMS to organize a technical meeting with JPLG to resolve the issues around NGO recruitment via the United Nations Partner Portal (UNPP).*

As a follow up to one of the recommendations made during the National Civic Education workshop, a dedicated meeting was held between MoIFAR, the FMS, JPLG to address the concerns related to the process of NGO recruitment through the UNPP. The FMS would provide inputs to the terms of reference development and selection criteria and nominate a representative to be part of the NGO selection technical review panel. The review and approval process would follow an off-line approach since the UNPP is only accessible to UN staff. The meeting also agreed that that the partnership with the NGO should be for a longer-term period vs just a few months and that there would be separate advertisement for each FMS.

Civic Education in Puntland

JPLG implemented a Civic Education programme in Eyl, Jariban and Bander Beyla districts. The main objective of the civic education activities 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, including encouraging the participation of women and youth in local government decision making processes. The final report of the programme for activities implemented in 2020 was submitted in April 2021.

Outcome / Result

- *4,340 participants (1,657 male and 2,683 female) from different segments of society were reached directly,*
- *2,000 participants (700 males and 1,300 females) from all the three districts were reached indirectly through evening film screening*
- *The sessions educated the community on their local governments' mandate and their rights in local governance as citizens. The community was given the opportunity to ask questions about services delivered in their locality to their local councilors and local government administration officials, including the mayors.*
- *These sessions have built the community's skills and confidence to hold their local officials accountable and share their immediate needs.*
- *The sessions also helped the local officials grasp the priority needs of their citizens, especially women, youth and marginalized groups who did not have the opportunities to communicate with their local officials directly*

Jariban district has 3 women councilors (out of 21) and 6 women in the local administration. The district has also established a youth union to represent the interests of the youth in the district and will soon build a football stadium.

The planning phase for the 2021 civic education activities has been completed, and the pre-election of gender interventions and other civic education public campaigns and trainings have been designed and agreed upon for Puntland.

Civic Education meetings in BRA

BRA organized civic education community meetings in all 17 districts of Benadir region, reaching approximately 4,250 people. Different community groups such as elders, youth, women, marginalized, religious, politicians and business sector attended the meetings. The discussion sessions were aired on TVs and radios for greater outreach of audiences. Participants were freely



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debating and talking to the Mayor / Governor, deputies, secretary-general, directors, DCs and security officials attending the sessions. Citizens appreciated the opportunity to interact directly with their leaders to share their concerns and felt that they were heard.

Concerns raised

- Solutions for road infrastructure, drainage, youth employment and social service delivery (mainly education and public health).
- The questions from youths focused on jobs and employment opportunities. They raised concerns about the absence of national and regional youth programs to create jobs and enhance their capacity.
- Women raised concerns around mother and child health care activities at the districts and support for the internally displaced persons.

Practical challenges encountered organizing such types of interactions between the Mayor, and the citizen included: -

- Security (checking and personal screening) which was time-consuming
- High community expectation that the mayor would respond to each question and concern

Other Key Achievements

- In the FMS {SWS (Baidoa, Berdale & Diinsor districts), Jubaland (Afmadow district) and Galmudug (Adado district)}, contractors completed more than 50% of the LDF projects. Each district had 1 project.
- The Government of Somaliland completed the two days validation workshop and confirmed the results of the assessment of Minimum conditions and Performance Assessment Measurement (PAM) of 8 JPLG
- The results of the District Revenue Mobilization Review of Hargeisa and Gabiley District Revenue Action Plan and achievements supported by JPLG were presented

Number of beneficiaries

The programme created opportunities for local contractors through open and fair competition. Nine contractors were awarded different projects and each contractor recruited close to 30 people from the local communities.

COVID-19 response

Most of the COVID-19 related interventions were carried out in 2020 and only a few spilled over into 2021. JPLG adopted virtual methods of interaction and any physical meetings followed the state level COVID-19 prevention and response protocols such as masking, social distancing and hand washing.

Challenges (incl: COVID-19, Delays or Deviations) and Lessons Learnt:

- Implementation of the workplan was delayed due to delays in approving the AWPB
- The COVID-19 pandemic continued to pose challenges in many of the capacity building activities, dialogues and monitoring missions especially in the new FMS.
- Gender mainstreaming and inclusion still low. Despite the efforts of the JPLG and government to promote women in local elections, the results in Somaliland were extremely discouraging
- Security constraints and limited means of travel pose limited access to newly established districts.
- Political instability and tension between the Federal Government and the FMS due to the planned general election in Somali government.
- The graduation assessments for the Berbera and Hargeisa were not conducted as envisaged. The partners are discussing the way forward.
- COVID-19 restrictions for daily operational work. Although the virtual meetings did allow more regular interactions, it was



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difficult to be physically present to oversee the activities at the local level

- Staffing shortages in the FMS

Gender

- Deployment of the 7 young female graduates with partners in districts and Ministries of Interior in Puntland
- In Somaliland and Puntland, gender conferences were organized during which discussions were held on the improvement of women's participation in local elections.
- Wajid district council has 7 women councilors (out of 21 elected/selected).
- In Jubbaland, decentralization meetings were held for women
- JPLG responded to capacity gaps by providing gender technical experts to BRA, Galmudug and Hirshabelle to support the government with on the job training and provision/injection of capacity.
- There is a continued challenge of equal representation of men and women in workshops and dialogue forums. However, the programme continues to promote gender equality and participation in its capacity development interventions in local governance.
- Civic Education has contributed to gender quality and promoting the rights of women, children, and youth. Civic education modules include chapters focusing on women's rights in local governance. Also, traditional leaders have been sensitized on women's rights in local governance and the benefits of women's participation in local governance to secure women's participation in local governance.
- In the coming months, the Civic Resource package will be revised, and one of the core modules to be reviewed will be the Gender module.
- Efforts will also be made to see how JPLG can mainstream gender in the local governance planning and implementation process

Proportion of gender specific outputs in Programme ²	Total no. of Programme Outputs	Total no. of gender specific Outputs
		31
Proportion of Programme staff with responsibility for gender issues ³	Total no. of Staff	Total no. of staff with responsibility for gender issues
		63

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 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 Programme outputs specifically designed to address specific protection concerns.	Result (Number)
	3
No. of Programme outputs designed to build capacity of duty bearers to fulfil their human	Result (Number)

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

³ 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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rights obligations towards rights holders.	3
Other	
Does the 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.	Results (Yes/No)
	Yes
Describe nature of cost sharing: The central and local governments contribute a % of funds for the LDF and SDM projects.	
Engagement with UNSOM/UNSOS	
<i>Sharing workplans of the new FMS and having discussions on interventions</i>	
Partnerships	
The NGO KAAH in the FMS and with PDRC in Puntland. The work through the civil society has allowed the citizens to openly express their opinions and make themselves heard.	
Supporting public private partnerships and dialogue forums	
Role of the MPTF	
Disbursement of funds and reporting	
Communications & Visibility	
Links to various videos and messages	
<ul style="list-style-type: none"> • https://www.facebook.com/336843256429534/posts/3684287581685068/?sfnsn=mo • https://twitter.com/wadaaqCC/status/1364897258857242627?s=08 • https://www.facebook.com/1679950702314491/posts/2579860198990199/ • https://twitter.com/LGIsomaliland/status/1409896489208455173?s=20 • https://youtu.be/oxYIvXuAJU0 • https://fb.watch/6qPeFji9Ja/ • https://www.youtube.com/watch?v=gqzoCKBhdr0&ab_channel=SAABTV • https://www.youtube.com/watch?v=k7ojaObi9-E&ab_channel=HornCableTv • https://twitter.com/slmesaf/status/1398570324795461635?s=08 • https://twitter.com/KFoodhaadhi/status/1398564733922463747?s=08 • https://twitter.com/slmesaf/status/1397197737712656394?s=08 • https://twitter.com/slmesaf/status/1397481518554046472?s=08 • https://twitter.com/somalilandmfa/status/1397238087588188162?s=08 • https://www.facebook.com/watch/?v=196290979009605 • https://youtu.be/D69VOuQsZmM • Empowered district officials championing COVID-19 response in Somaliland UNICEF Somalia • https://twitter.com/unicefsomalia/status/1360823628342919169?s=20 • https://web.facebook.com/UnicefSomalia/photos/a.381266395279957/5065083330231550/?type=3&rdc=1&rdp 	



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- <https://www.instagram.com/p/CLQszigoN62/>
- [With JPLG support, learning continues amid COVID-19 - YouTube](#)

Links to Civic Education Videos in Puntland

- [https://www.facebook.com/SomaliaPDRC/videos/217466126642606/? so =channel tab& rv =all videos card](https://www.facebook.com/SomaliaPDRC/videos/217466126642606/?so=channel%20tab&rv=all%20videos%20card)
- [https://www.facebook.com/SomaliaPDRC/videos/412834610034966/? so =channel tab& rv =all videos card](https://www.facebook.com/SomaliaPDRC/videos/412834610034966/?so=channel%20tab&rv=all%20videos%20card)
- [https://www.facebook.com/250600151626111/videos/1094145007702707/? so =channel tab& rv =all videos card](https://www.facebook.com/250600151626111/videos/1094145007702707/?so=channel%20tab&rv=all%20videos%20card)

Links to the TWG Meetings on decentralization discussions

- <https://fb.watch/6iRMID4teV/>
- <https://fb.watch/6iRvi3aVwS/>
- https://m.facebook.com/story.php?story_fbid=531629851598280&id=113628276731775
- https://m.facebook.com/story.php?story_fbid=2924646504529728&id=2291405771187141

Looking ahead

- Finalization of the 2018-2023 logframe
- Finalization of the National decentralization policy for FGoS and FMS
- Review of decentralization policies and roadmaps in Somaliland and Puntland
- Finalization of a JPLG gender / youth and marginalized communities empowerment strategy
- Reporting against the AWPB
- Operational Local Government Institutes
- Urban / city visioning implementation
- Placing child rights central to JPLG
- Donor fund raising
- LDF graduation
- Future planning - DDFs
- Make fiscal decentralization work better
- Revenue generation / strategies / digital
- LDF / FMIS integration
- Environment and climate change
- Zakat systems

Human interest story

Success Story – Khadija Aden, who was elected as Mayor for Buhodle, wants to extend her vision in the local council.

Khadija Aden is a young woman who was elected by the local council of Buhodle as the Mayor of this district on 21 June. Buhodle falls in the South of Togdheer Region with no history of women participating in local politics since Somaliland's independence in 1991. Born and bred in Buhodle and taught in Las'anod, the capital city of Sool, Khadija is the second female mayor since the first local council elections in Somaliland in 2002.

Prior to this election, Khadija worked on social development activities serving as a nurse and also advocating for health development, peacebuilding and other local initiatives aimed at improving the lives of Buhodle community. Despite being the only female local councilor in Buhodle, Khadija was sensitized by the MESAF campaigning trainings as part of the JPLG women's electoral support programme which increased her advocacy skills to collaborate with other male councilors to achieve



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her mayoral position to serve Buhodle community. The JPLG Programme, which supports local governments in Somaliland, did not only provide her with campaigning and advocacy skills, it also helped her to expand her networking capacities to collaborate with more influential figures in the local council elections. As a result of these continuous JPLG efforts in the pre-election period, Khadija employed her networking strategies to influence the local councilors and convince them to select her as the mayor of the district.

Khadija explaining this strategy said *'During our first local council meeting, I proposed my plans to provide local government services with the most vulnerable which helped me to get matched vision with the most councilors who later elected me as the Mayor of Buhodle'. This proves that she had already had the strategy to serve the weakest groups in the community.*

While this shows us her willingness and commitment to extend services to the poorest and most vulnerable in Buhodle, Khadija is one of the most proactive and committed local councilors who made their positions clear during the pre-elections capacity building injection by the JPLG programme. During the training in Buhodle, she stated her vision to further extend her current efforts when she is a decision making role.

She said *'I currently provide limited guidance and consultations to Buhodle health centers but will reach the wider communities, particularly women and children, when arrive in the mayoral seat in June 2021'*

The JPLG programme helped women local council elections candidates to build their capacities on campaigning, networking and advocacy which builds on the existing efforts of the JPLG to uplift women's political participation and decisions in Somaliland. Out of the 15 women candidates, only 3 made it to the local council as the women's quota was rejected by parliament.

<https://twitter.com/slmesaf/status/1397481518554046472?s=19>

<https://twitter.com/slmesaf/status/1398570324795461635?s=08>

Empowered district officials championing COVID-19 response in Somaliland Playing a key role in preventing the spread of COVID-19

[Empowered district officials championing COVID-19 response in Somaliland | UNICEF Somalia](#)



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ANNEX 1. RISK MANAGEMENT

Type of Risk ⁴	Description of Risk	Likelihood	Potential Impact	Mitigating Measures
Political risks	<ol style="list-style-type: none"> 1. Political turmoil at each level of government undermines general security, institutional capacities of key partner institutions and a constant turnover of senior counterparts, from Federal and state ministers down to district councils. 	Likely	Medium	<ol style="list-style-type: none"> 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.
	<ol style="list-style-type: none"> 2. Developed local government systems and demarcation of responsibilities between levels of government are contradicted by legislation and constitutional reviews. 	Likely	Medium	<ol style="list-style-type: none"> 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

⁴ Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.



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	<p>3. Political commitment to devolution is illusory. Ministries refuse to devolve finances and responsibilities from the center.</p> <p>4. Donors, Federal, State and Somaliland governments are unable to agree to macro divisions of programme focus.</p> <p>5. Political and social commitment for greater gender equality fails to materialize.</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>	<p>Unlikely</p> <p>Likely</p> <p>likely</p> <p>High</p>	<p>Low</p> <p>Low</p> <p>High</p> <p>High</p>	<p>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 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. 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. 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. Dialogue and advocacy at the state level to support continued programme activities in Galmudug. 2020 has seen promising progress.</p>
Security risks	Restricted access to field locations,	Likely	High	JPLG in close cooperation with the donors engage third parties to



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	<p>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>	High	High	<p>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>
Operational risks	<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. 	Likely	Medium	<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



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	<p>3. High costs of UN field operations undermine the programme’s value for money.</p> <p>4. Corruption and misuse of funds at local level</p> <p>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>(developed through JPLG) in field implementation.</p> <p>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.</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. 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
[I.e. Programme oversight field monitoring visit]		[Monitoring of project undertaken by CO Programme oversight unit; POPP mandates that these must take place for each project minimally once a year.]	
[I.e. Project Board Meeting]		[Should take place quarterly.]	
[I.e. DIM Audit]		[Should take place annually above certain financial thresholds; organized by CO.]	
[I.e. Independent Evaluation]		[Should take place as per project document.]	
[I.e. Engineering site visit.]			
[I.e. Stakeholder Review Consultation]			



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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.	District Finance Department staff		6 th -7 th April 2021	7	3	10	Guide to Local Taxation	Afmadow	UN-Habitat/Jubaland Ministry of Interior
2.	District Finance Department staff		8 th -10 th April 2021	10	0	10	Guide to Local Taxation	Galkayo, South	UN-Habitat/Somaliland Galmudug Ministry of Interior
3.	District Finance team		8 th -10 th April 2021	9	1	10	Guide to Local Taxation	Adado	UN-Habitat/Galmudug Ministry of Interior
4.	District Finance team		30 th – 31 th May 2021	6	9	15	Guide to Local Taxation	Berdale	UN-Habitat/SWS Ministry of Interior
5.	District Finance team		30 th -31 th May 2021	8	2	10	Guide to Local Taxation	Hudur	UN-Habitat/SWS Ministry of Interior
6.	District interim administration		5 th -22 nd June 2021	9	7	16	Conflict Management	Beledwein	UN-Habitat/Hirshabelle Ministry of Interior
7.	Local council and		5 th – 22 nd June 2021	23	2	25	Local Leadership Management	Afmadow	UN-Habitat/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			
	administrati on							of Interior Jubaland	
8.	Local council and administrati on		27 th June – 5 th July 2021	27	3	30	Local Leadership Management	Galdogob	UN-Habitat/Ministry of Interior PL
9.	District Internal Audit		22 nd – 26 th June 2021	5	2	7	Internal Audit	Garowe	UN/Habitat
10.	Community Education Committees and teachers		January 2021- February 2021	54	66	120	Civic Education Training for Teachers and Community Education Committees	Jariiban, Eyl and Bander Beyla	PDRC
11.		School Children	January 2021- February 2021	46	74	120	Peer to Peer Civic Education to primary school children (pupils).	Jariiban, Eyl and Bander Beyla	PDRC
12.		Women	19-28 January 2021		60	60	Marginalized group to establish women networking.	Jariiban, Bander Beyla and Eyl	PDRC
13.		Female District Council	8-10 May 2021	0	15	15	Orientation Training and Campaign Plans Development of the Female running Candidates for the District Council Elections	Hargeisa, Barraar Hotel	NAGAAD Women's Network "Experts



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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			
		Candidates.						on women issues".	
14.	District and Mol		13 – 15 June	15	5	20	Human Resource Management	Kismayo, Jubbaland	Independent consultant
15.	District and Mol		21– 23 June	36		36	Office Management and Administration	Af-Madwow, Jubbalnd	Independent consultant
16.	District and Mol		12 – 15 June	16	9	25	Human Resource Management	Warsheikh, Hirshabelle	Independent consultant
17.	District and Mol		29- 30 June	23	7	30	PPPEM training	Wajid, SWS	Independent consultant
18.	District and MOI		23-28 June	55	15	70	Induction training	Wajid, SWS	Independent consultant
19.									
20.									
Totals:				349	280	629			