



JOINT PROGRAMME ON LOCAL GOVERNANCE AND DECENTRALISED
SERVICE DELIVERY IN SOUTH CENTRAL SOMALIA

WORKPLAN AND BUDGET
2011

2011 THEME: EXPAND AND CONSOLIDATE

Final Approved After Steering Committee

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LIST OF ABBREVIATIONS

AA	Administrative Agent
AIMS	Accounting Information Management System (in Districts)
AWPB	Annual Work Plan and Budget
BOQ	Bill of Quantities
CDD	Community Driven Development
CDRD	Community Driven Recovery and Development (project of the World Bank)
CMGs	Community Monitoring Groups
DBF	District Basket Fund
DC	District Council
IDPs	Internally Displaced People
ILO	International Labour Organisation
JNA	Joint Needs Assessment
JPLG	UN Joint Programme on Local Governance and Decentralised Service Delivery
LDF	Local Development Fund
LG	Local Government
M&E	Monitoring and Evaluation
MWFA	Ministry of Women and Family Affairs
MIS	Management Information System
MOI	Ministry of Interior
OAG	Office of the Auditor General
OES	Outcome Evaluation System
PCU	Project Coordination Unit (of JPLG)
PEM	Public Expenditure Management
PFM	Public Financial Management
PIM	Participatory Impact Monitoring
PPP	Public Private Partnerships
PWG	Programme Working Group of JPLG
RDP	Somali Reconstruction and Development Plan
ROLS	Rule of Law and Security (of UNDP)
RSL	Recovery and Sustainable Livelihoods (of UNDP)
TFG	Transitional Federal Government
TOR	Terms of Reference
TWG	Technical Working Group of JPLG
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNDSS	United Nations Department for Safety and Security
UNSAS	United Nations Somali Assistance Strategy
UNTP	United Nations Transition Plan
USD	United States Dollar

1 EXECUTIVE SUMMARY

The United Nations Joint Programme on Local Governance and Decentralised Service Delivery (JPLG) in Somalia is a five year programme from 2008 to 2012 of ILO, UNCDF, UNDP, UN-HABITAT and UNICEF. This document is the Annual Work Plan and Budget (AWPB) for the JPLG in south central Somalia and covers twelve months from January to December 2011. The total budget planned for this period is USD 4,203,629, of this amount, USD 2,886,242 is secured, leaving a funding gap of USD 1,317,187 (31 per cent) at the time of writing this document.

The JPLG is aligned to the programming frameworks of the Somalia Reconstruction and Development Programme (RDP) 2008-2012 and the UN Strategic Assistance Plan (UNSAS) 2011-2015. It is envisaged to achieve as wide coverage as resources and conditions allow with a comprehensive approach to rendering local governments as credible basic service providers and strengthening civic awareness and participation in decision making on local development.

The **overall objective** of the JPLG is that *local governance contributes to peace and equitable priority service delivery in selected locations*. The **specific objectives** are that:

- (i) Communities have access to basic services through local government, and
- (ii) Local governments are accountable and transparent.

The two specific objectives make separation between the 'supply' side and the 'demand' side of local governance. The supply side is the delivery of services by local governments to communities. The demand side is that communities demand accountable and transparent delivery of services and management of funds from their local government. Throughout the JPLG strong emphasis will be placed on the role of marginalised groups, human rights, gender and good governance principles of transparency, accountability and participation.

The current partners in the JPLG are the Transitional Federal Government (TFG)¹ as well as regional and district authorities that have been established through a legitimate election processes, as well communities and other relevant actors in the target areas.

The primary target groups for the interventions are local communities. The secondary target groups are district and regional councillors and staff, as well as staff in relevant central government institutions, notably Ministries of Interior, Planning, Women and Family Affairs, Labour and Finance. Where relevant, non-state actors will be used to assist with capacity development among the primary and secondary target groups. Note that it is important to regard this work plan as a flexible document that can be adjusted and responsive to changes in the context and lessons learnt.

JPLG developed a 'JPLG Approach for south central Somalia'² in September 2009. This approach follows three phases:

- Phase 1: No official local council with capacity in place however there could be a community driven consortium of local level leadership and capacities in place in service delivery or specific technical areas which can lead to generating a demand for social services and effective local management;
- Phase 2: Official local council and some capacity; and
- Phase 3: Official local council and capacity in place.

¹ This document refers to TFG. The mandate of the TFG will end in August 11, 2011, after which the programme will seek to engage with the successor central authority.

² This document is provided in Annex 1.

With each phase forming part of a coherent progression towards having a representative local government delivery services in an accountable, transparent and participatory manner.

The JPLG approach for south central Somalia will be three tiered in 2011:

- Scaling-up of Phase I interventions in the 16 districts of Mogadishu.
- Initiating Phase II interventions in Adado district.
- Policy and capacity development support to the Ministry of Interior (MOI) and the Transitional Federal Government (TFG) and Benadir Administration.

The **expected results** of the JPLG in south central Somalia for 2011 are:

- (i) Local government policy, legal and regulatory framework reviewed, developed/enacted.
- (ii) The capacity to govern and manage service delivery enhanced in target districts.
- (iii) All target district councils have at least one priority service delivery project funded annually.
- (iv) Communities and private sector service providers in target districts have developed capacity to ensure service delivery.
- (v) Communities in target districts have basic understanding of their rights and responsibilities vis-à-vis district councils.
- (vi) District plans in target districts reflect community priorities.
- (vii) Mechanism for community and programme monitoring of all investments funded through districts is strengthened and operational.

2 BACKGROUND

In 2009 the JPLG Programme Management Group approved the phased approach of the JPLG implementation in south central Somalia, which was later also endorsed by the Steering Committee meeting of November 2009. Based on this phased approach the approved annual workplan and budget for 2010 and now 2011 provides the framework for the re-establishment of activities in south central Somalia.

Based on previous discussions with the Transitional Federal Government in August 2010 it was agreed to incorporate Adado as a Phase II target district and that the current approach of working in Phase 1 in Mogadishu, that includes all 16 districts (plus Bermuda) of Benadir, would be deepened and added-upon and address the following points:

- Widely accepted success of the current intervention in Mogadishu, including its participatory and non-political nature.
- The importance of recognising Mogadishu's special status as the capital and having a consolidated approach to all the districts of Benadir (inter-alia to be determined by the Mogadishu City Law).
- The security situation, currently not permitting access for UN staff, thus use of robust distance management processes and not putting any partner under great risk (as determined by security assessments).
- Working through local partners whilst ensuring duty of care.

Work in Mogadishu is also coordinated with the UN Resident Coordinator's Office, using a coordination mechanism set-up for the rehabilitation efforts in Mogadishu. JPLG has taken a lead role in this coordination through the mapping work carried out.

Adado town is the regional capital for Himan region as well as the state capital for Himan and Heeb. Himan and Heeb is a clan-based administration founded in May 2008, including parts of Galgaduud and Mudug regions. The selection of Adado was based on the agreement amongst the TFG, using the selection criteria agreed upon within the JPLG which included security and conflict assessments. The estimated population of Mogadishu is two million and of Adado 200,000 people.

In August 2011 the mandate of the current TFG will expire and the JPLG Programme will take into consideration the arrangements that follow after the TFG and adjust the programme as necessary. Note that the JPLG works through the Ministry of Interior (Mol) to ensure continuity despite any changes in government (such as the TFG).

South-central Somalia remains in the UN Security Phase 4 and 5. Security Risk Assessments by the United Nations Department for Safety and Security (UNDSS) are continuously updated and prescribe and approve staff levels in and access to programme locations and beneficiaries. In addition, the JPLG has adopted the Risk Management and Mitigation tool to define the apparent programme risks and how these may be managed during programme implementation, as well as a conflict analysis tool in order to ensure that the programme modalities do not include aspects that may escalate conflict in target districts. Given this context the JPLG is committed to implement this 2011 work plan under the guidance of the Ministry of Interior and with implementation support through third party organisations.

Subsequent to the unrelated events (active fighting and kidnapping of an international NGO staff) in October 2010, UNDSS have confirmed that JPLG activities in Adado can proceed as planned using third party implementers and oversight can be prearranged for national staff to visit. Until further notice entry for international staff will not be allowed. In order to ensure conflict sensitive programming, JPLG will carry out further conflict assessments within Adado to inform all interventions.

3 OBJECTIVES

The **overall objective of the JPLG** is: *Local governance contributes to peace and equitable priority service delivery in selected locations.*

Within this overall objective, **two specific objectives** have been identified, namely

- (i) *Communities have equitable access to basic services through local government, and*
- (ii) *Local governments are accountable and transparent.*

These specific objectives underpin the focus of the programme, i.e. community-driven equitable service delivery managed by the district councils. The JPLG will facilitate delivery by communities and private sector. These objectives are further outlined in the logframe in Annex 2, with objectively verifiable indicators, expected results, targets, source and means of verification, and assumptions.

The JPLG objectives fall within the following policy document objectives:

- The Somali Reconstruction and Development Programme 2008 – 12 priority/goals of deepening peace, improving security and establishing good governance and investing in people through improved social services.
- Outcome 2 of the United Nations Transition Plan 2008 - 10 (UNTP): *‘Local governance contributes to peace and equitable priority service delivery in selected locations’.*
- Outcome 1 of the United Nations Somali Assistance Strategy (UNSAS) 2011 - 2015 and sub-outcome 1.3: *‘Local authorities have the capacity to operationalize local development plans and ensure the provision of services following the principles of accountability, transparency and participation’.*³
- The Millennium Development Goals: 2 (achieve universal primary education), 3 (promote gender equality and empower women), 4 (reduce child mortality), 5 (improve maternal health) and 7 (ensure environmental sustainability).

The JPLG will work to ensure transparent, accountable and efficient local service delivery, by working at different levels to:

1. Improve the legislative and regulatory framework for decentralised local government and service delivery in south central Somalia.
2. Improve the capacity of district councils to provide services in an accountable transparent and participatory manner
3. Improve the capacities at central government level to support decentralisation
4. Providing funding for service delivery through councils
5. Develop capacities of communities to engage with district councils and improve downwards and upwards accountabilities in Adado district.

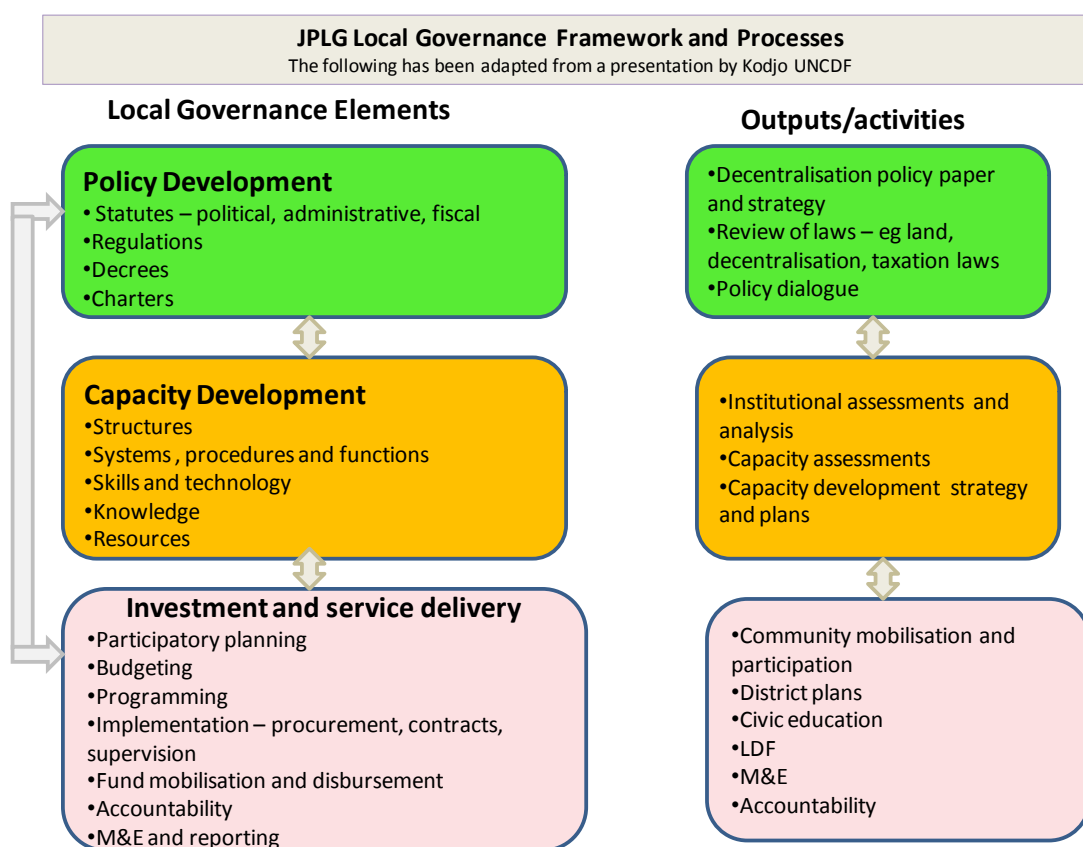
3. Note up until the end of 2010 JPLG was addressed by Outcome 2 of the United Nations Transition Plan 2008-10 (UNTP): *‘Local governance contributes to peace and equitable priority service delivery in selected locations’* and is now transitioning to the UNSAS starting 2011.

4 DESCRIPTION OF 2011 ACTIVITIES

Please note that this description of activities which follows is based on outcomes and not written in any sequential order and activities may take place in parallel to each other.

The diagram which follows shows the relationship between the JPLG activities in policy and regulatory work, capacity development and the actual investments for service delivery. It is important to note that the policy and regulatory work is informed and strengthened by the actual service delivery efforts through local governments and the capacity development efforts strengthen both the policy work and improve service delivery. It is important that these elements are not seen as stand-alone activities but rather inter-related and working in unison.

Diagram 1 – JPLG Local Governance Framework



Specific Output 1 – Communities have equitable access to basic services through local government.

Specifically output one focus is on the 'supply' side of governance aimed at initiating the establishment of appropriate policy, institutional and legal frameworks, strengthening of district and regional councils and enhancing the local government's ability to govern and deliver services in a equitable manner.

The targeted results under output one, including the major strategies and actions to achieve these results, are as follows:

Result 1.1: Local government policy, legal and regulatory framework initiated.

In 2011 a decentralisation policy will be developed from the principles agreed to in 2010. This policy will be developed by a technical team, which will include qualified, technical members of the Ministry of Interior, of sector ministries and of Benadir Administration as well as other relevant members. Once the policy is approved, it will inform the legal framework development, including local revenue generation.

The Mogadishu City Charter now called the Mogadishu City Law, will be finalised after community consultations and presented to the cabinet and parliament for approval. A plan for community consultations will be developed by MOI and Benadir administration, ensuring that Somalia's aural tradition and culture forms the foundation for planning all interventions⁴.

Support to MOI will continue with focus on the fulfilment of MOI's mandate, on streamlining and improving the capacity development interventions in 2011. Support will be given to systems set up within the Ministry of Interior and the Benadir Administration, including assessments for the possible restructuring and effectiveness of the relevant departments' current systems and structure within the Ministry of Interior and the districts.

The Management Information System (MIS) for MOI was set up in 2010 and includes a financial management systems, online contract database and indicator tracking system. In 2011 there will be further training on the systems to ensure that all the relevant staff are familiar with it to ensure its sustainability.

The Ministry of Women and Family Affairs (MWFA) will be supported with the aim of increasing the participation of women in local government affairs and their skills in management. This support will consist of assisting the Ministry to carry out the restructuring and increase effectiveness of the relevant department as well as networking of local women leaders and women organizations to ensure a linkage between the government and the civil society members in Mogadishu districts.

Result 1.2: Up to 24 districts have legitimate Councils established and operational in selected locations

Equipment will be provided to Adado district and Benadir Administration to assist them in delivering services and provide core functions.

Result 1.3: Target district councils' capacity to govern and manage service delivery enhanced.

A comprehensive capacity assessment will be carried out in Adado to ensure that JPLG is able to support capacity development to improve the district's capability to undertake its functions. JPLG has a district capacity development package⁵ covering the public expenditure management (PEM) cycle. This package forms the foundation that JPLG will build on in 2011 and on which the capacity development activities of JPLG will be systematised. Training will be provided to the key government staff on local level PEM and basic administration. In 2011 the JPLG will facilitate the planning process to ensure that the five year District Development Framework is prepared plus an Adado Annual

⁴ Note that both the decentralisation policy and Mogadishu City Law are being prepared in dialogue with the team preparing the consultation draft constitution.

⁵ See Annex 3 for this document and a description of the JPLG capacity development modules.

Work Plan and Budget (AWPB) for 2011 is prepared in the last quarter of 2011 a further AWPB for 2012 is completed.

Basic financial management training will be done within the Benadir Administration and Adado district, as included in the district planning and budgeting capacity building package. In addition, a capacity assessment will be carried out to agree on the feasibility of starting the development of a more systematized budgeting and financial management at district level in Adado and for the MoI/Benadir Administration for the oversight of regional financial flows.

In 2010 district council and civil society representatives from each district in Mogadishu received training in Managing Conflicts and Differences and in 2009 trainings were held in Local Leadership and Management skills. Trainings will be continued and built-upon in 2011. This serves as an important space for district leaders and community representatives to improve dialogue on district development build their capacity and assist the district committees in working together and resolving issues. Leadership and management training will be provided for the Benadir Administration and the District Commissioners. In Adado capacity building workshops will be held on Managing Conflicts and Differences, Local Leadership and Management skills, and Gender in Local Governance.

As part of the JPLG Phase 1 efforts in Mogadishu, the GIS-based mapping of the 16 districts will be expanded. Currently the maps focus on public infrastructure including status, present use and other key details. This exercise builds on the existing district profiles, updating and enhancing knowledge on the status of repair of public infrastructure in all the districts of Mogadishu. Results will be consolidated and further developed to include mapping of local institutional capacities (including human resources), basic economic opportunities and bottlenecks (also those for the private sector) of the district. This information will form a baseline of the district development status and contain a joint stakeholder vision on the directions of the district development planning.

Through partnership with the Ministry of Labour, guidelines and manuals on the basic labour standards will be developed and the Ministry's capability to deliver training and monitor/enforce application at the district level will be supported. Training will be provided for the Mayors and relevant council committee members and council departmental staff on basic labour standards.

Result 1.4 Target district councils have increased awareness about options of revenue generation.

In the development of the decentralisation policy local level revenue raising will be addressed⁶.

An assessment of the current local government revenue raising potential and systems for the same will be undertaken in Adado.

In Adado district the civic education programme will include content on awareness raising to communities on their responsibility to pay taxes and for services delivered by the local authorities plus the need for the local authorities to be accountable and transparent in their functioning.

⁶ Cross reference to 1.1

Result 1.5: All target district councils have at least one priority service delivery project funded annually.

Support towards delivery of priority service delivery projects in Mogadishu Districts (continuation and expansion of the Phase I during 2010): This intervention builds on the lessons learned from previous JPLG interventions supporting service delivery in Mogadishu. The service delivery and public infrastructure projects will continue in the 16 districts of Mogadishu plus the Bermuda enclave. Support will be scaled up, allowing for more and larger interventions, security permitting. This will include support to ensure improved construction quality, use of appropriate building materials and techniques and management of larger rehabilitation works. A new round of district level consultations will be held between all stakeholders in all districts to reach agreement on the key service infrastructure projects. Project selection will draw from the results of a full participatory planning and project prioritisation process carried out in 2008 – 2009. The process will involve key roles for the District Commissioner and civil society (elders, religious leaders, women and youth representatives, representatives from minority groups and the business community). Funds and security allowing larger strategic service infrastructure projects will be implemented in collaboration between district authorities and community groups. Project proposals are evaluated based on sustainability criteria including financial and management plans and their level of contribution to improved service delivery, local living conditions and livelihood opportunities.

In line with the JPLG strategy, the Phase I projects will be implemented through partnerships between a local service provider, district authorities and community representatives. Contracts to carry out rehabilitation works will be issued directly by the service provider to a local construction company. A 'local leadership consortium' will be established from among all stakeholders in each district to carry out participatory project monitoring.

Support towards delivery of priority service delivery projects in Adado District (Phase II): Support will be provided to procure and implement priority projects identified in the Annual Workplan and Budget through the participatory district development planning process adapted to the context in south central Phase II districts. Adado district will receive an allocation of US\$ 50,000 to be used towards the delivery of the identified projects.

The district structures such as, the district departments and district committees with roles and responsibilities for designing, procuring, delivering, operating and maintaining public works and services will be provided with formal training and on-the-job mentoring. They will be engaged in a facilitated process to design, specify, tender and award contracts, supervise implementation and delivery, and to make necessary arrangements for the operation/maintenance of priority works and services. Community monitoring user groups will be established in the locations where the projects are to be undertaken and engaged in a participatory monitoring process. JPLG will engage local service providers to undertake this work and to undertake third party monitoring to monitor the activities.

Result 1.6: Communities and private sector service providers in target district have developed capacity to deliver services.

Adado district will be supported to undertake pre-qualification proceedings to identify suppliers and contractors that are qualified to engage in the supply of goods, works and service delivery contracts for the district. This will enable the district maintain a list of approved suppliers and contractors which should be kept under constant review by the tender committee and renewed annually at the beginning of each financial year to remove defunct service providers.

To expand private sector participation in service delivery, local councils will be supported in carrying out an open tender process through public advertisements and notices to explain opportunities for private sector and communities to do business with them through public procurement.

Specific output 2 – Local governments are accountable and transparent.

Output two will focus on strengthening of the ‘demand’ side of governance, such as to build understanding and capacity among communities enabling them to engage in the participatory planning process, in monitoring and evaluation of delivery of services, supported by appropriate tools and mechanisms to hold councils accountable. The major activities in 2011 will include the following:

Result 2.1: Communities in target districts have basic understanding of their rights and responsibilities vis-à-vis district councils.

Civic education is crucial in assisting the local councils to be accountable and transparent, and increases community participation once they understand their rights and responsibilities. The civic education strategy will take into account mechanisms and activities to reach the most vulnerable and marginalized groups such as women, youth and physically challenged. The following preparatory activities will be undertaken in Adado:

- Identification of local partners.
- Situation analysis to establish the possibility and procedures for a civic education campaign.
- Develop and validate the civic education strategy.
- Launch civic education campaign in selected pilot sites.

Result 2.2: The capacity to govern and manage service delivery enhanced in target districts.

Participatory district planning processes and community consultations are important to ensure that there is accountability, equitable access to services and equitable distribution of resources. In Mogadishu, local leaders will initiate this process. It is critical that the benefiting communities understand their role in this, project funding opportunities, related incentives and their potential role in the delivery process. Attention will be given to building social capital, and addressing marginalised groups including women and Internally Displaced People (IDPs).

In Adado, the following activities will be undertaken:

- Consult with the local administration to identify the number of villages and the existing village structures eligible for the process.
- Conduct community consultation process to identify community priorities to be incorporated in the DDF.
- Conduct validation workshops to ensure that community concerns and priorities are reflected in the DDF.

JPLG will continue to assist the district to use the DDF as a planning tool to inform all investments in the district, for example, the Community Driven Recovery and Development Programme of the World Bank, will also fund selected priorities from the DDF in Adado.

An assessment of local enabling environment for micro, small and medium enterprises will be undertaken of the policies, regulations and by-laws set by local councils that impact on businesses in Adado. Based on the assessment findings districts will be supported in identifying and

planning/implementing possible interventions to improve the operating environment and encourage increased investment in key productive sectors.

Result 2.3: Basic mechanisms for community and programme monitoring of all projects funded by the development fund strengthened.

In 2011, the JPLG will focus on the establishment of and functioning of monitoring user groups amongst beneficiary communities for all projects delivered through the JPLG funds. Tools will be developed and capacity to manage them strengthened amongst communities to monitor their council's plans, procurement and ensure implementation is carried out in a transparent and accountable manner.

The service provider for the service delivery projects will be trained in facilitation techniques and in Participatory Impact Monitoring (PIM). The community and local government will get assistance in formulation of a monitoring plan for the service delivery projects.

In Adado, the following preparatory activities will be undertaken:

- Consult communities on the development and validation of the criteria for identifying community monitoring groups.
- Establish and train community monitoring groups (CMGs) jointly with the local councils and the contractors in PIM.
- Develop mechanisms to ensure follow-up and implementation of the concerns raised by the community.
- To ensure that there is follow up of the concerns raised by the community, the capacity of the community monitoring groups will be built to capture, document and report on the progress made on and feedback to the district councils. This will enhance the district council's accountability to its citizens.

Result 2.4: Public reporting meetings in up to 24 districts annually

Public meetings ensure that district authorities report to the community on the progress of the district annual work plans. They also provide the community an opportunity to raise their concerns.

The following preparatory activities will be undertaken in Adado district:

- Sensitize the local councils on the objectives and the roles of the public meetings.
- Consult community monitoring groups and other stakeholders to gain consensus on the purpose, objectives, and their roles in public meetings.
- Develop participatory process guidelines in relation to public meetings.
- Build local council capacities in undertaking participatory meetings and dialogue.

Support the district in organizing and holding one public meeting to report on the progress of the District Annual Work Plans and budget in terms of achievements, challenges and the way forward.

5 PRINCIPLES FOR IMPLEMENTATION

Basic principles of JPLG

The following basic **principles** will guide the implementation of activities:

- **Harmonisation.** Harmonisation of all processes and practice for public expenditure management at local government level and for capacity development remains a key principle of the JPLG.
- **Coordination.** Maintaining effective coordination through regular meetings between the UN agencies, the government partners and donors to ensure efficient management and utilisation of resource is a key principal for the joint programme. Overall coordination between the UN agencies takes place in the Programme Coordination Unit (PCU) in Nairobi, which communicates to all partners and maintains open and regular discussion with donors.
- **Learning-by-doing:** The principle of learning-through-doing remains as the core of the approach of the JPLG. This approach to capability development is complimented with formal training, on-the-job training and mentoring. The lessons learned through actual practice will be used to inform and review of process and tool development and up-stream policy development.
- **Capacity development linked to investment funding:** Complementary to the learning-by-doing capacity development approach is an investment fund accessible to target districts to undertake service delivery projects to be dispersed through a basket fund allocation mechanism. This will enable the target districts to practically go through an on-the-job learning process of the full district planning and investment cycle which culminates in the delivery tangible prioritised projects.
- **Criteria for district selection and phasing of interventions:** The phased approach to south central Somalia will continue to guide district selection and engagement. Based on initial security and capacity assessments JPLG will engage districts on the following basis: Phase 1: No official local council with capacity in place however there could be a community driven consortium of local level leadership and capacities in place in service delivery or specific technical areas which can lead to generating a demand for social services and effective local management; Phase 2: Official local council and some capacity; and Phase 3: Official local council and capacity in place; with each phase forming part of a coherent progression towards having a representative local government delivery services in an accountable, transparent and participatory manner.
- **Predictability:** Assurance of a certain minimum of annual allocation through the District Basket Fund⁷ and other mechanisms announced at the beginning of the annual planning and budgeting process for district investment to facilitate multi-year planning.
- **Transparency and Accountability:** Transparency of operations is a guiding principle for all actors and stakeholders involved in order to set good governance standards. Appropriate checks and balances are embedded into all the local public expenditure management processes under development to ensure accountability at all level. Anchoring processes at community level ensures communities hold their councils accountable. Capacity support will continue to be provided to develop community participation and monitoring.
- **Simple, Action and Solution Oriented:** Systems, processes, tools and procedures designed are context specific and are always as simple as possible to facilitate action while ensuring attention to accountability, efficiency and quality. Given the peculiarities of the context, the design allows sufficient flexibility to allow solutions to address potential challenges without compromising accountability, efficiency and quality. Simple guidelines/manuals are and will continue to be developed to allow the councils to carry out planning, budgeting, implementation service delivery, monitor, control and report within a reasonable time frame and at a reasonable cost.

⁷ The Local Development Fund will supersede the District Basket Fund.

- **Ownership and institutionalisation:** All interventions, processes, systems and procedures are/will be designed (reformed) with full engagement and endorsement of the government partners and other relevant stakeholders (including private and civil sectors and communities) to ensure ownership and for the ultimate adoption as national practice. This will be complimented with the requisite policy and institutional reforms and knowledge, skill and competency development.
- **Building and working through local and central government institutions** vis-à-vis setting up parallel structures to ensure functions, knowledge, skills and capacities are retained in these institutions.
- **Commonality in approach and practice across agencies:** Adherence to common practice in critical areas including procurement, recruitment and remuneration of local partners, consultants. The JPLG will continue to work through a common work planning mechanism through regular planning meetings of all UN partner agencies and government.

Implementation strategy for major programme components

- **Policy, systems and regulatory framework review and development:** Supportive policy, legal and regulatory frameworks are essential to facilitate delivery of decentralized local service delivery and good local governance. Where policies exist these will be assessed, reviewed or reformed and then harmonized (where in conflict) through a guided process engaging all stakeholders. This process will be informed by local practice (as well as international and regional best practice), specific context, and ongoing JPLG interventions on the ground. However, in the situation where policy, legal and regulatory frameworks are absent support will focus on the development of structures, processes and tools on the ground to guide policy formulation if/when conditions allow.
- **Development of a capacity development strategy:** A more comprehensive capacity development strategy will be developed, presenting a coherent approach to developing institutions, core competencies, knowledge and skills for effective local governance and decentralised service delivery in the short, medium and long term. The strategy will guide further improvement of the district capacity development package already in place as well as the approach and methodology for its implementation.
- **Development of the Local Development Fund (LDF):** Work to develop a Local Development Fund mechanism – a fiscal transfer modality of resources from the treasury to local government – will be initiated should conditions allow and thereby replacing the District Basket Fund mechanism of direct capital transfers to the districts.
- **Development of capacity among communities to participate in the planning and delivery of services:** Developing the demand-side of governance remains primary a tenet in the JPLG's approach. Empowering communities to become active participants in planning and delivery of services through deliberate efforts to establish and strengthen community structures giving communities a voice in how they are governed will continue; as will a sustained civil education programme on the roles and obligations of citizenry and their local governments.
- **Broadening private sector engagement in deliver services:** Recognising the important role of the private sector as a partner in the delivery of services and in stimulating local economic development, the programme will support the development and use of procurement tools to broaden private sector engagement in local service delivery. This will be complimented by awareness creation amongst the private sector of procurement opportunities and the procurement process.
- **Nurturing local economic development:** JPLG will support local councils develop their role in promoting economic development. Districts will be supported in identifying areas of potential

for economic development and interventions to create an enabling environment to exploit them i.e. improving economic infrastructure and local business regulations to stimulate increased investment in key productive sectors within their administrative boundaries.

6 GENDER STRATEGY

The JPLG seeks to incorporate gender as a core value underpinning governance and human development. As such gender issues will be addressed in three ways within its realm of work: (i) at the policy and legislative level; (ii) in programming and analysis; and (iii) in implementation. The JPLG will assist the Ministry of Women and Family Affairs to ensure women are involved in governance and decentralisation. JPLG will work with MWFA to involve women's organization on gender issues, such as the Somali Women's Organisation.

Policy and legislative level

- Ensure that gender is appropriately incorporated into all relevant legislation and policies pertaining to local government, service delivery and land, including dispute settlement and restitution mechanisms.
- Ensure that local government practices are consultative, participatory and actively encourage the involvement of women and marginalised or vulnerable groups and that this is outlined in the law.
- Ensure that plans and services are sensitive to the specific needs of women and marginalised or vulnerable groups.

Programming and analysis

- Ensure that gender analysis is included in the district development plans for phase II districts as well as design and provision of services, through proportionate participation of women at all stages of the identification, planning, implementation and monitoring and evaluation.
- Ensure that women benefit from the economic opportunities that are usually created through the agreed development projects
- Ensure that the municipal finance systems that are being established are capable of producing gender disaggregated data, reports, and enhance gender-based revenue collection, budgeting and planning as a part of the ongoing system development.
- Ensure close co-ordination and collaboration with other gender-specific activities and related programmes.

Implementation

- Support the MWFA to take a lead role at the national level, and to work together with the Ministry of Interior and District Councils. Including: decentralisation reform and Mogadishu City Law.
- Work in conjunction with the MWFA to set up a network of women chair people from district women representative groups in all Mogadishu districts.
- Ensure that civic education activities are gender sensitive and responsive.
- Assist the Ministry to ensure that all the outreach programmes are gender sensitive and ensure gender sensitization is conducted at the community level Ensure that gender sensitivity is applied to all UN interventions across the board, and do not aggravate gender disparities.
- Work to ensure an appropriate level of representation of women in meetings, trainings or consultations.
- In developing training materials and curricula, ensure that gender issues/concerns are addressed.
- Ensure that UN staff is adequately gender sensitive and responsive and that internal policies and procedures are applied.
- JPLG will support the development and implementation of human resource recruitment guidelines that ensure gender equity.

- JPLG will support the administration to set and implement targets of a minimum 30 percent for selected or elected female district councillors (there is currently no target) resulting in little to no female representation on local councils.

7 COMMUNICATIONS STRATEGY

The JPLG developed a Communications Strategy in 2009 and its expected outcomes are:

1. To build trust and buy-in from Somalis in what Local Governments can do for them.
2. For Somalis to demand better performance from their Local Governments.
3. To assist Local Governments to be more participatory, accountable and transparent.

The communication strategy outcomes will be achieved through messaging which will be targeted for specific audiences. The main communication objectives for the people of south central Somalia will be to:

- Raise awareness about the roles of Local Governments and the citizens' role in demanding services and better performance from their Local Governments.
- Increase participation from the people in their Local Governments processes.
- Create a sense of ownership over what the Local Governments are doing for their communities.
- Increase peoples' demand for Local Governments to perform with greater participation, accountability and transparency.

Other audiences targeted in the communications strategy will be the local governments themselves, central government, donors, local media, diaspora and international media.

The following activities are to be carried out for each target audience in 2011:

- Awareness raising among the people of south central about the roles of Local Governments and their roles in demanding services and better performance from their Local Governments. This will be carried out through civic education programs and public meetings.
- The public meetings organized by the districts councils will serve to share work with public, provide feedback and increase accountability.
- Cross exchange visits and study tours will be encouraged and documentation of council projects and successes will be undertaken.
- Award schemes for best performing district councils will be carried out and video scripts will be developed from the success districts work.
- Access to local and international media on the JPLG work will be enhanced and success stories will be developed and shared out to the donors and other stakeholders.

8 INSTITUTIONALISATION OF PROCESSES AND PROCEDURES

JPLG will work with the local district administrations through service providers and in close consultation with the local leadership structures to strengthen local governance. The support includes putting in place effective systems, structures and tools that will enhance transparency and accountability of the local government procedures and processes in delivering basic social services. Efforts to institutionalise procedures and processes will involve a substantial capacity development and mentoring approach to build local institutions, reinforced with a sustained civic awareness campaign to promote good governance.

Training will be conducted as much as possible through national organisations, local NGOs and experts in Somali language in order to enhance understanding and ownership. The JPLG will be sensitive to the absorptive capacity of the various institutions it will support.

At the central level the JPLG is supporting the development of appropriate legislative policy for decentralisation, as articulated in the Transitional Federal Charter by defining principles and consolidating the decentralisation of powers, including the necessary financial decentralisation to support the delegated functions.

JPLG will support the development and institutionalisation of Districts Development Framework (DDF) in target districts through community participatory planning processes, and basic public financial management and procurement systems. The DDF will provide the framework for investment. JPLG will provide investment funding for service delivery through a District Basket Fund directly to target districts, in order to demonstrate the planning, budgeting and delivery of services. In this manner, the JPLG will promote a common development framework for fiscal, local and external resource mobilisation, allocation and improved service delivery. When conditions allow, a fiscal transfer mechanism, Local Development Fund, will be established to replace the DBF funding mechanism.

In addition, opportunities for local economic assessments will be explored for the districts to increase local economic thus enhancing revenue generation for service delivery. While the JPLG covers a five year period, a continued need for external support for service delivery is anticipated. The aim for sustainability would be reached at the stage where the government own source revenues and intergovernmental transfers will cover the recurrent budget and part of the development budget.

9 CONFLICT ANALYSIS

The conflict analysis includes:

- i) the risk assessment which evaluates the risks for United Nations and other international partners implementing the JPLG and which is updated in the quarterly reports, and
- ii) a conflict analysis which details how the JPLG could potentially create conflict and how these areas will be mitigated against within the JPLG.

In 2008, JPLG stated that *“while the overall risk levels in south and central regions are relatively high, the opportunity costs of not supporting state building and the re-establishment of institutions that deliver basic functions and services, the re-establishment or strengthening of the rule of law will be significant. Moreover, not providing direct assistance to the poor, the vulnerable and the marginalized segments of Somali society to strengthen their livelihoods will significantly contribute in further destabilization of Somalia and endanger the overall objective of the transition process.”* Following further decline in the security situation from 2008 onwards, JPLG will engage based on its phased approach and costs of engagement will have to be borne by the recipient groups themselves. JPLG will engage where the activities are welcome and where there are willingness to reform as well as security and access.

Although the Djibouti process brought some solutions to power sharing at the central government level, fighting between TFG (and supporting groups) and militant groups continue and no overall strategy for reconciliation seems to be at hand. Access of humanitarian aid remains extremely difficult and nearly all development support has been thwarted in the current volatile situation.

The conflict analysis below has identified potential areas of conflict that JPLG can create, implications for the JPLG if these reach their potential and steps in place address/mitigate. These will be reviewed on a quarterly basis.

POTENTIAL AREAS OF CONFLICT GENERATED BY JPLG	IMPLICATIONS	MITIGATION FACTORS
District Selection Process	District identified for political reasons rather than the agreed upon criteria resulting in politicization of JPLG inputs and leaving out districts that meet the criteria. Disengagement by district council and loss of interest. Increased risk of misuse of resources by investing in non-priority sectors/projects making citizens less interested in engaging in the public expenditure management process.	Transparent and agreed to criteria for district selection in place, and made known to all stakeholders. This criterion has been applied throughout the duration of the JPLG. Conflict assessments.

POTENTIAL AREAS OF CONFLICT GENERATED BY JPLG	IMPLICATIONS	MITIGATION FACTORS
Consultants placed in Ministries and local governments.	Difference in remuneration package for consultant to government staff salaries leading to resentment and ineffectiveness of the consultants involved. No institutionalisation of capacities and functions provided/undertaken by consultants displacing ministry or local government staff and not contributing to the development of capacities within the institutions themselves. Resulting in capacity substitution.	The JPLG will continue to ensure that consultancy positions are discussed with the host agencies and scope of work agreed upon; consultants are placed within the organisation's organigram supporting the relevant heads of department. The performance of consultants is assessed against counterpart capacity improvement; and assessed is assessed annually and payments linked to outputs/performance.
Project prioritization and selection (elite capture)	Poor investments and non alignment to development objectives in the DDF. Marginalization and disenfranchisement of some groups leading to hostilities between communities and district councils; or between two communities. Loss of credibility in the process due to elite capture.	The JPLG will continue to make it conditional for districts to engage communities in project prioritization and validation processes in order to access funds for the delivery of priority projects. Districts will be required to provide evidence of such consultations. Annual public meetings will be facilitated by the JPLG to ensure that citizens are informed on expenditures by the District Councils.
UN Agency coordination	Loss of interest in JPLG. Promoting mandate at the expense of the programme. Lack of coherence of approach to government support and engagement.	The JPLG has developed a standard capacity development package in terms of contents as well as costs. The JPLG has one integrated work plan and budget creating ownership and collective responsibility amongst the UN agencies Agreement on JPLG principles and ground rules.
Self appointed leaders with no mandate	Proliferation of such scenarios. Ad hoc sub-national administrations not connected to central government. Service delivery becomes uncoordinated and fragmented. Poor investments and non alignment to development objectives. Poor investments and non alignment to development objectives.	JPLG to ensure dialogue and agreement with MOI on sites/locations in which JPLG operates.

POTENTIAL AREAS OF CONFLICT GENERATED BY JPLG	IMPLICATIONS	MITIGATION FACTORS
Procurement	<p>Manipulation of and disregard for the procurement process leading to lack of competitiveness and opens the door for incompetent contractors and collusion in contractor selection encouraging clan/relationship based selection.</p> <p>Compromising quality of works as selection not based on merit resulting in potential hazards and conflict.</p> <p>Citizens lose faith in the procurement process as it is skewed towards certain individuals/companies. This inhibits the development of a vibrant/thriving private sector.</p>	<p>The JPLG is working on improving the procurement process and regulatory framework for DC. Capacity development is being undertaken for relevant DC staff and committees on managing proper procurement procedures.</p> <p>JPLG will continue to play an oversight role in the procurement process in central government institutions as well as within the DC. There are clear pre-conditions/ steps to be met by the DC as well as the contractors in the procurement process.</p> <p>JPLG will ensure that there is monitoring by relevant user groups/ communities of every project implemented through the funds provided and payment to the contractors will be upon certification and verification by the user group/community as well as a UN appointed entity.</p> <p>JPLG will undertake training of service providers to familiarize them with the procurement processes.</p>
Recruitment	<p>Not merit based hence poorly qualified persons performing key functions.</p> <p>Lack of objectivity as far as performance and service delivery is concerned.</p> <p>Clans/communities and individuals demanding positions even when the persons they are pushing for are not competent.</p> <p>Difficulties in removing non-performing staff due to poor enforcement of HR guidelines as well as possible security threats.</p>	<p>JPLG will continue to promote use of merit based recruitment process by ensuring that positions under the JPLG are filled through a competitive process with UN agencies staff overseeing/part of the process.</p>

10 MONITORING AND EVALUATION

The JPLG M&E system is in place and has been functioning since 2009 and includes the following components:

- Monitoring and Information System (MIS): The online and excel format MIS database is set up in the Ministry of Interior to assist with their monitoring and oversight functions of local governments. The MIS was set up in the Ministry of Interior/TFG during 2010 and ongoing capacity development and backstopping support to operate the MIS is provided from the M&E Specialist in the JPLG Programme Coordination Unit. The MIS consists of two main parts: i) ongoing monitoring of the JPLG indicators and targets whereby data is collected from target districts and entered by Ministry of Interior quarterly and reported in the JPLG quarterly reports ii) data entry to record key information related to the capital investment projects in the districts and also reported in the quarterly reports.
- In south central in terms of indicator data – this will be collected and entered into the MIS for Adado (target district) in 2011 and once JPLG implementation begins there. In terms of contract data the phase one project data for the 16 districts in Mogadishu will be entered starting in 2010 and ongoing and once projects/contracts start up in Adado this data will also be entered into the MIS. The MIS can be accessed online through www.jplg.org and the website also has a document section including annual and quarterly reports.
- Outcome evaluation system (OES): The OES which collected baseline data during 2009/2010 and which will later conduct 6-monthly missions to the new target district of Adado to verify both some of the output indicators as well as the outcome indicators of JPLG.
- Reporting system which includes three quarterly and one annual report: JPLG follows the reporting formats from Multi Donor Trust Fund and all JPLG donors have agreed on the format and frequency of reports. The reports essentially report on progress against the annual work plans and budgets. The reports also include achievements and results by outcome (as per the JPLG logframe/JPLG Workplan); Contract data (including payments made); Indicators (also in MIS); available budget; expenditures and training data (number of participants and males and females).
- M&E expert in place in Ministry of Interior to support Department of Planning (with support from the JPLG M&E Specialist) including collecting contract, indicator and training data and identify documents for uploading in MIS as well as uploading data (indicator and project) on to the MIS website.
- Community Participatory Impact Monitoring (PIM): which includes participatory reporting from the local governments to their communities will to be carried out by through the village committees and commence in Adado district in 2011.
- M&E Third Party Service Provider: will be in place from late 2010 to monitor the progress in the JPLG annual workplan and report on progress, issues and delays.
- JPLG Mid-Term Review: is planned for the 1st quarter of 2011 with the aim to assess the progress of the JPLG against the project document and possible benefits of continuing the JPLG beyond 2012. The MTR will also include a review of the JPLG M&E System.

In addition for Mogadishu, UN-Habitat has an engineer on the ground tasked with continuous monitoring of consultations, bill of quantities and designs, tenders and rehabilitation/construction works.

M&E Plan for 2011:

- 1) Introduce indicators from the first quarter of 2011 in the new south central Somalia target district of Adado (data collection will take place quarterly or annually depending on the indicator and will be carried out by either Ministry of Interior - Planning Department or the Outcome Evaluation System).
- 2) Start data analysis of indicators once implementation has started in Adado.
- 3) Ongoing data entry and data analysis of district service delivery projects from Mogadishu and Adado.
- 4) Ongoing capacity development of M&E expert in the Ministry of Interior either in Garowe or Nairobi until training can take place in Mogadishu.

11 MANAGEMENT AND COORDINATION ARRANGEMENTS

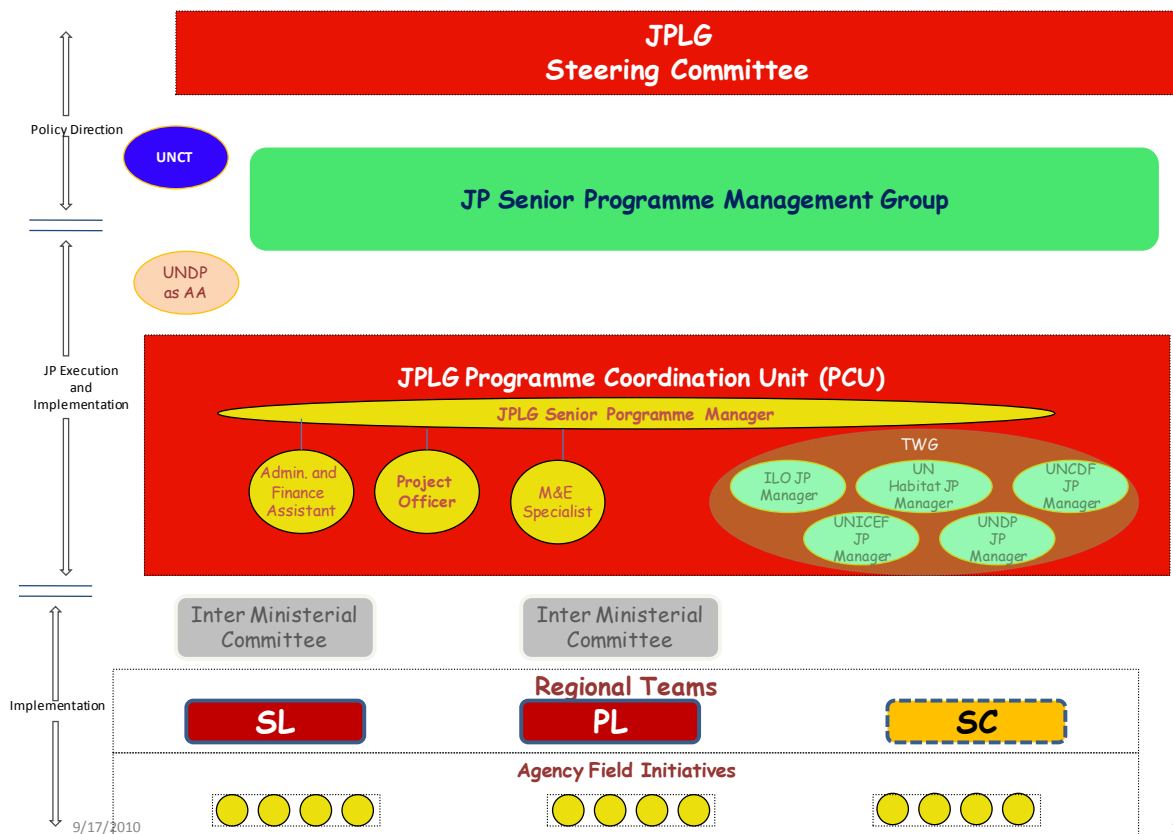
The JPLG is implemented by five UN agencies across Somalia. The funding modality and subsequent management arrangements for the JPLG funds were described and agreed to in the project document as using the UNDG's Joint Programme mechanism of pass-through with UNDP as Administrative Agent (AA). All the standard legal agreements have been signed between the UN Agencies to activate this mechanism however to date only 55 percent of the total JPLG funds are utilising this efficient mechanism.

The management and coordination structures for the JPLG as described in the Project Documents include the following:

- Steering Committee (SC): The main function of the Steering Committee is to provide strategic direction to the JPLG and approve annual work plans and budgets. This committee is co-chaired by UN-Habitat and the Ministry of Interior. Members include the Government, JPLG donors and the participating UN Agencies. The Steering Committee meets annually.
- Senior Programme Management Group (PMG): The main function of the programme management group is to make executive decisions based on matters concerning participating UN Organisations to the JPLG and provide programmatic harmonisation. This meeting is chaired by the Senior Programme Manager with heads/deputy heads of UN Agencies as members and the technical working group as observers. The programme management group meets approximately every three to four months.
- Project Coordination Unit (PCU): The main functions of the programme coordination unit are to provide strategic support to the implementation of the JPLG. The PCU is also responsible to coordinate and prepare the annual work plan and budgets and support the overall implementation of the M&E framework as well as provide leadership in the integration and harmonization of UN Agencies and government activities. It has an important role in liaising with the JPLG donors and joint fund raising for the programme activities on behalf of the JPLG partner agencies. The PCU also coordinates with the AA to ensure timely disbursement of funds and follow-up on expenditures. Members include the Technical Working Group made up of all UN Agency project managers, the Senior Programme Manager, M&E Specialist, Admin/Finance and Communication Officers. The PCU meets regularly and at least every two weeks.
- UN Assistance Strategy for Somalia (UNSAS): As the JPLG is the main implementation instrument for the local governance targets of the UN Country Team in Somalia (UNTP Outcome 2 between 2008-2010 and UN Assistance Strategy for Somalia Outcome 1 starting in 2011), the subsequent UN mechanisms for monitoring and reporting are supported by the data and reports generated through the JPLG M&E system. The PCU coordinates closely with the regional JPLG teams to ensure that UNCT monitoring requirements are met and duplication is avoided.

The following diagram provides a summary of the JPLG management and coordination arrangements:

Diagram 2 – JPLG Organogram



12 WORKPLAN AND BUDGET

The 2011 JPLG Work Plan and Budget is based on consultations between the participating UN agencies, local counterparts as well as experiences to date. The planned budget for south central Somalia 2011 totals US\$ 4,203,692 with a current budget shortfall of US\$ 1,317,187 (31 percent).

The following summary tables provide an overview of the planned 2011 JPLG Work Plan and Budget by UN agency, donor and budget categories for south central Somalia.

The actual Work Plan and Budget is attached in Annex 4.

Table 1 Total Budget by UN Agency

UN AGENCY	US\$
UN HABITAT	1,806,856
UNDP	1,623,862
UNICEF	356,575
ILO	416,337
TOTAL	4,203,629

Table 2 Total Budget by Donor

DONOR	US\$
EC	512,684
SIDA	560,856
DFID	70,000
DENMARK	200,000
NORWAY	75,000
ITALY	1,099,711
UNFUNDED	1,317,187
Fees/security	368,191
TOTAL	4,203,629

Table 3 Total Budget by Budget Categories		
	BUDGET CATEGORY	AMOUNT US\$
	Human resources	
1a	Salaries local staff	85,797
1b	Admin/support staff	
1c	Salaries/consultants international	210,600
1d	Per diem Somalia	10,300
	Travel	
2a	Local	40,765
2b	International (travel for short term consultants/experts)	184,787
	Equipment and supplies	
	Local procurement	36,600
	Local Office	
	Operations and maintenance	73,867
	Other costs and services	30,672
	Works, contracts, grants, training	
6a	Contracts and partnerships	1,113,000
6b	Grants to DCs	1,070,000
6c	Training and capacity building	979,050
	TOTAL	
	Fees and security	368,191
	GRAND TOTAL	4,203,692

13 ANNEXES

1. JPLG Approach for south central Somalia
2. JPLG Logframe
3. Capacity development modules
4. Annual Work plan and Budget for 2011

Annex 1 JPLG Approach for south central Somalia

FINAL DRAFT 9TH October 2009

JPLG Approach for south central

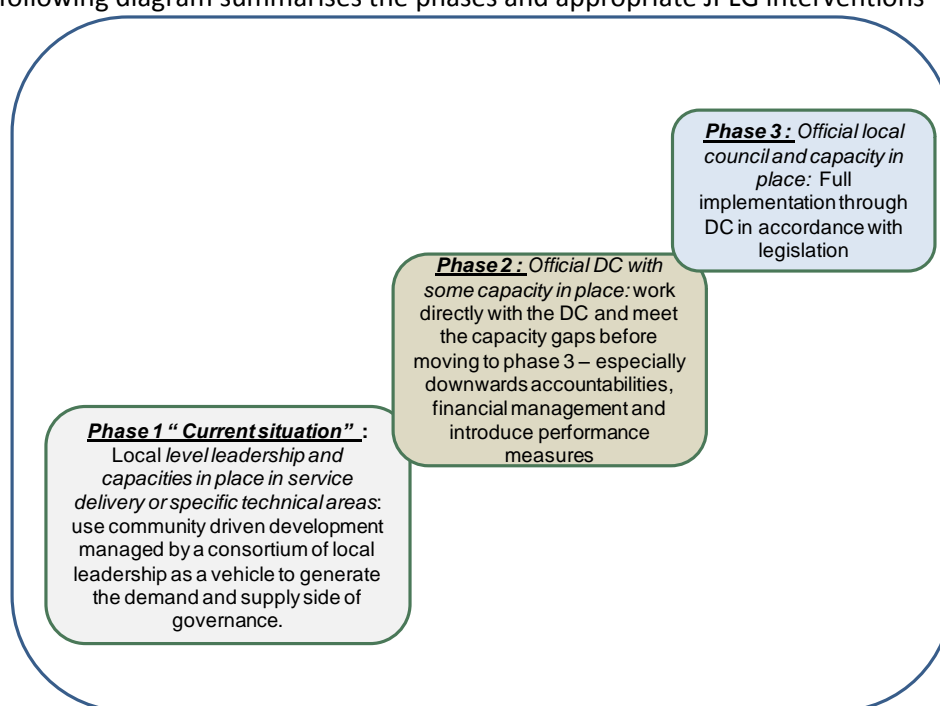
The purpose of this document is to describe the approach for JPLG implementation in south central Somalia. This document is the merging of an earlier paper produced by the JPLG in October 2008 titled “Overall Criteria for Engagement in South Central Somalia⁸” and some recommendations from the JPLG study titled “Final Roadmap for Harmonisation, April 2009” as well as drawing from the collective experience and based on the current situation in south central Somalia.

This document is proposing a phased approach and based on the initial capacity assessment results, a district can enter the program at any of the three platforms. For south central, we recommend entry at phase 1. Each phase is part of a coherent progression towards having in place a system of representative local governments, delivering basic services in an accountable, participatory and transparent manner to their citizens. Each phase describes the conditions of entry as well as corresponding relevant interventions for that step.

The phased approach is to strengthen local governance and describes possible scenarios for district administrations as:

- **Phase 1 “Current situation”:** Local level leadership and capacities in place in service delivery or specific technical areas.
- **Phase 2:** Official local council and some capacity.
- **Phase 3:** Official local council and capacity in place.

The document then describes appropriate interventions for each phase that can be applied by the JPLG. The following diagram summarises the phases and appropriate JPLG interventions



The table on the following page summarises the phases in more detail, as well as the conditions required engagement and then corresponding JPLG interventions in each phase.

⁸ Note the criteria has been updated and adjusted slightly from the original text.

Representative local governments delivering basic services in an accountable, participatory and transparent manner			
Capacity assessment of district to include assessing validity and capacity of district before JPLG starts working in a district – then to...	Criteria for engagement in Phase 1	Criteria for engagement in Phase 2	Criteria for engagement in Phase 3
	No active conflict occurring that leads to any security risk for development activities.	No active conflict occurring that leads to any security risk for development	No active conflict occurring that leads to any security risk for development activities.
	Security assessment and clearance by UNDSS to take place before UN can engage.	Security assessment and clearance by UNDSS to take place before UN can	Security assessment and clearance by UNDSS to take place before UN can engage.
	Implementation modalities and type of activities determined in a transparent manner where relevant local leadership with the respect of the people, will come to an agreement with the UN.	Valid district councils are in place and their authority respected by the wider community.	Valid district councils are in place and their authority respected by the wider community.
	Groups controlling the area and the local leadership consortium have extended an invitation and where secure access can be guaranteed by these groups.	Willingness among all relevant stakeholders to engage in participatory process to develop plans and implement projects and improve downwards accountabilities.	Willingness among all relevant stakeholders to engage in participatory process to develop plans and implement projects and improve downwards accountabilities.
			The district council will establish a district administration based on merit based recruitment and human resource policy in place.
	Phase 1 "Current situation"	Phase 2 Valid local council and some capacity for example:	Phase 3 Valid local council and capacity in place for example:
	Local level leadership and capacities in place in service delivery or specific technical areas.	The council is established with the councilors in place	The council is established with the councilors in place
		The council is recognised by the authority of the region	The council is recognised by the authority of the region
		The council is committed to participatory planning and implementation	The council is committed to participatory planning and implementation
		The council is willing to improve downwards accountabilities by for example: publish and publically announce plans, budgets, accounts and audit reports	The council is willing to improve downwards accountabilities by for example: publish and publically announce plans, budgets, accounts and audit reports
		The council executive committee members are in place and functioning	Willingness to continuously improve capacities and functions as per the Local Government Act
		Basic accounting and reporting systems and staff available to operate the system are in place	The council is compliant with JPLG MIS indicators.
		Willingness to build capacity of all council functions as per Local Government Act.	
JPLG interventions:	Phase 1 - Commence with a stakeholder analysis of the district to determine who and where the respected local leaderships groups are and a picture of who is controlling what, what services are currently being provided and by whom and how. The result will be an up to date district profile. Then undertake an audit or baseline of existing technical skills in these local level consortia and determine what can be done to improve local level accountabilities and service delivery. Build on respected local level coalitions to plan and program services and encourage public private partnerships. Provide local level leadership training and capacity development in accountable planning and delivery of services. In summary - use community driven development as a vehicle to generate the demand and supply side of governance.	Phase 2 - meet the capacity gaps before moving to platform 3 – especially downwards accountabilities, financial management and introduce performance measures.	Phase 3 - Full implementation in accordance with legislation.

Annex 2 Logframe

Please note the logframe targets herein are those set for the three zones – Somaliland, Puntland and South Central.

Joint Program on Local Governance and Decentralized Service Delivery				
Logical Framework (5 years)				
	Intervention Logic	Objectively Verifiable Indicators	Source and Means of Verification	Assumptions
Overall objective	Local governance contributes to peace and equitable priority service deliver in selected locations			
Specific objective 1	Communities have equitable access to basic services through local government	Significantly positive results of representative surveys on improved access to basic services	Opinion surveys	
Specific objective 2	Local governments are accountable and transparent	Significantly positive results of representative surveys on improved performance of district councils	Opinion surveys	
Expected results	Expected results under specific Objective 1			
1.1	Local government policy, legal and regulatory framework in the 3 regions of Somalia initiated	No. of regions that have initiated local government policies	Policy commitments	Political will to endorse / enact local government policies and regulations
		No. of regions that have initiated local government regulations	Regulation commitments	
1.2	Up to 24 districts have legitimate Councils established and operational in selected locations	No. of legitimate regional councils established	Regional council registration with central government	(1) Stability in districts, (2) Commitment from councils and communities to go through reconciliation and council identification process
		Number of legitimate district councils established	District council registration with central government	
1.3	Up to 24 rural and urban councils' capacity to govern and manage service delivery enhanced	No. of urban councils whose capacity is improved	To be based on MIS. Will among others focus on whether functions, roles & responsibilities are in place and adhered to, including: planning, budgeting, accounting, auditing, service logs, conflict resolution mechanisms	(1) Stability in target councils, (2) commitment to capacity development process by councils
1.4	Target district councils have increased awareness about options of revenue generation	No. of district councils whose awareness is raised	To be based on MIS. Will include: 1) revenue generation options identified, 2) sources of revenue established (taxes, tariffs, fees)	Stability to undertake revenue generation activities

1.5	All eligible district councils (up to 24) have at least 1 priority service delivery project funded annually	No. of districts with projects funded	Project reports	Funding mechanism operational
		No. of projects funded		
1.6	75 communities and 25 private sector service providers awarded contracts to deliver priority projects for service delivery	No. of community service providers whose capacity is developed; No. and nature of services delivered	District project reports;	
		No. of private sector service providers whose capacity is developed	User satisfaction on quantity and quality of service	
	Expected results under specific Objective 2			
2.1	Target communities in up to 24 districts have basic understanding of their rights and responsibilities vis-a-vis district councils	No. of districts where civic education is implemented	(1) Civic education project progress reports,	Stability prevails in districts
			(2) Outcome evaluation system will address the extent to which the civic education programmes have resulted in increased awareness	
2.2	Annual district plans and budgets in up to 24 councils reflect community priorities	No. of districts with annual plans reflecting community needs	(1) District annual plans	(1) District councils committed to transparent and accountable management.
			(2) Outcome evaluation will seek to clarify whether the plans truly reflect community priorities	(2) Conflicts resolved and stability prevails in districts
2.3	Basic mechanism for community monitoring of all projects funded by the development fund strengthened	No. of projects with community monitoring component	District project reports	Communities accept role as monitoring agent
2.4	Public reporting meetings in up to 98 districts held annually	No. of annual meetings by district	District project reports	Community meetings will improve accountabilities between LGs and the people.

Activities	Activities under specific objective 1 result 1	Means	Costs (refer to work plan & budget breakdown Annex 2)	Assumptions
1.1.1	Review and facilitate the formulation of policies relevant to local government	Consultants; Staff time; Workshops		Political will to enact local government policies and regulations
1.1.2	Review and facilitate formulation, harmonisation and implementation of laws and regulations related to local government	Consultants; Staff time; Workshops		Political will to enact local government policies and regulations
	Activities under specific objective 1 result 2			
1.2.1	Facilitate community consultations and reconciliation for agreement on Council composition	Staff time; Workshops; Meetings		(1) Stability in districts, (2) Commitment from councils and communities to go through reconciliation and council identification process
	Activities under specific objective 1 result 3			
1.3.1	Assess local government capacity needs	Consultants; Staff time; Meetings		
1.3.2	Develop capacity development package (district development package)	Consultants; Staff time; material development		(1) Stability in 18 urban and 80 rural councils, (2) Commitment to capacity development process by councils
1.3.3	Implement the capacity development package	Staff time; trainings; workshops; consultants.		
	Activities under specific objective 1 result 4			
1.4.1	Asses revenue generation capacity	Consultants; staff time; meetings.		
1.4.2	Identify revenue generation opportunities	Consultants; staff time; meetings		Stability to undertake revenue generation activities
1.4.3	Develop capacity for revenue generation	Staff time; trainings; workshops, equipments		
	Activities under specific objective 1 result 5			
1.5.1	Allocate funds to eligible community and district projects (based on a funds transfer system specific to the three regions)	Staff time; workshop; districts and community grants; specialized training projects		Funding mechanism operational
1.5.2	Monitor the grant transfer system	Staff time; training on MIS		

	Activities under specific objective 1 result 6			
1.6.1	Conduct market capability assessment for private sector LG service delivery	Consultants; Staff time		
1.6.2	Design and carry out awareness creation activities for the private sector and communities on opportunities and procurement process	Consultants; Staff time		Stability prevails in districts
1.6.3	Support and mentor service providers implementation	Staff time; on-job training through infrastructural projects;		
	Activities under specific objective 2 result 1			
2.1.1	Review and develop civic education programme	Consultant; staff time; radio programme production		Stability prevails in districts
2.1.2	Implement the civic education programme	Staff time; trainings; radio air time		Stability prevails in districts
	Activities under specific objective 2 result 2			
2.2.1	Initiate review and revision of participatory planning and budgeting mechanism	Staff time; workshops		(1) District councils committed to transparent and accountable management, (2) conflicts resolved and stability prevails in districts
2.2.2	Facilitate the implementation of participatory planning and budgeting mechanism	Staff time; workshops; trainings; community dialogue		(1) District councils committed to transparent and accountable management, (2) conflicts resolved and stability prevails in districts
	Activities under specific objective 2 result 3			
2.3.1	Develop participatory community monitoring tools	Staff time; workshops		Communities accept role as monitoring agent
2.3.2	Pilot with communities the use of the participatory monitoring tools	Staff time; trainings; consultants		Communities accept role as monitoring agent
	Activities under specific objective 2 result 4			
2.4.1	Implement system for community performance monitoring of local government			

Revised benchmark	Revised indicators	MoV	Frequency of data collection	OES focus	Targets
1.1. Local government policy, legal and regulatory framework in the three regions in place					
1.1.1. Local government/ councils policies, laws, regulations and guidelines drafted, approved, disseminated and implemented	1. Revisions of policies, laws, regulations and guidelines related to LG drafted and approved (e.g. human resource management, procurement and gender)	Policy statements	Yearly	LGs, VCs and community members aware of LG regulatory framework	Names and Numbers of policies, laws, regulations and guidelines related to LG drafted and/or approved
		Published acts?		Extent to which policy takes account of wider LG representation	(Decentralization Policy, Law No 23, Procurement Guidelines, Gender Guidelines, Human Resource Guidelines, Law No 7, Law No 17?)
	2. Harmonisation of the decentralisation legal framework with the sectors initiated	Study reports	Yearly	Changing perceptions and practices of line ministries towards decentralisation	Describe how the decentralisation of the legal framework with the sectors was initiated and the number of names of sectors involved
		Draft bills			(Education, Health, Water/Sanitation, Public Works)
		Sector Study findings			
	3. LG policies, laws, regulations and guidelines implemented (e.g. human resource management, procurement, and gender)	LG minutes of meetings	Quarterly	Extent of implementation of LG regulatory framework	Names and Numbers of LG policies, laws, regulations and guidelines implemented (Decentralization Policy, Law No 23, Procurement Guidelines, Gender Guidelines, Human Resource Guidelines)
		LG by-laws			
1.1.2. Tasks and responsibilities for service delivery distributed between central and local governments	4. Number of sector ministries decentralising service delivery obligations and resources to local governments	Study reports on allocation of sector functions between central and local governments	Yearly	Extent to which service delivery obligations are allocated to LGs	(Agreement on assignment of functions) SL: 2 to 3 PL: 2 to 3
		Line ministries strategic and work plans			SC: 0

1.2. Up to 98 districts have legitimate councils established and operational in selected locations					
1.2.1. District councils established as per grade	5. Number of districts by grade with councils established as stipulated in the law	Mol and LG records of council members	Yearly	Councils perceived as legitimate by the public	SL: 19 PL: 8 SC: 0
	6. Increase in number of women and vulnerable groups represented in district councils	Mol and LG records of council members	Yearly	Improved representation of women and vulnerable groups Extent to which issues related to gender and vulnerable groups are raised	SL: 5% PL: 0% SC: 0%
1.2.2. District councils meetings held	7. Number of district councils holding and recording meetings as stipulated in the law	Minutes of council meetings	Quarterly	Improved documentation of meetings	SL: 6 PL: 4 SC: 0
				Effect of meetings on council operations	
1.2.3. District councils passing by-laws	8. Number and type of by-laws passed by district	Minutes of meetings	Quarterly	% of new by-laws passed that are implemented	SL: 70%; PL: 70%; SC: NA
		Published by-laws			
1.2.4. District council sub-committees established	9. Number of districts where sub-committees have been established as per the law	LG records of sub-committee members	Yearly	Functionality of sub-committees	SL: 6 PL: 4 SC: 0
1.2.5. Village committees established	10. Number of VCs established as per law	Mol and LG records of villages and village committee members	Yearly	Functionality of VCs	PL: 56 SL: Being collected by Mol; SC: ?
	11. Number of VCs having representation of women and other vulnerable groups	Mol and LG records of villages and village committee members	Yearly	Improvements in representation Extent to which community priorities related to needs of women and vulnerable groups are raised	PL: 54 SL: Clarify after data collection Mol; SC: ?
1.2.6. LG departments in place	12. Number of districts with departments in place as per the law	Mol and LG records	Yearly	Enhanced clarity of departmental functions	SL: 6 PL: 4 SC: 0
		LG organograms			

1.3. Up to 98 rural and urban councils' capacity to govern and manage service delivery enhanced					
1.3.1. Approved annual work plan and budget (AWPB) per district	13. Number of districts with approved annual work plan and budget derived from the five-year District Development Framework (DDF)	DDF	Yearly	Number of districts using DDF as fund mobilisation tool	SL: 6 PL:4 SC:1
		AWPB			
	14. Number of districts with DDF mainstreaming gender and security	AWPB	Yearly	Extent to which attention is paid to gender and security issues	SL: 6 PL:4 SC: 1
1.3.2. Departmental work plans in place	15. Number of departments with approved departmental plans derived from the AWPB	Departmental work plans	Yearly	Enhanced practices in relation to departmental planning	SL, PL and SC: Public Works, Admin and Finance Departments
1.3.3. At least 70% of the planned results in the AWPB achieved	16. % age of results in AWPB implemented	Project progress reports	Quarterly	Quality of achieved results	SL - Borama: 70%; Berbera: 70%, Hargeisa: 70%, Burao: 70%; Sheikh: 70%; Odweine: 70% PL – Garowe: 70%, Bossaso: 70%, Gardho: 70%, Galkayo: 70%; Adado: 70%
	17. % of budget in AWPB utilised	Project financial reports	Quarterly	Efficiency of fund management	SL – Borama: 70%, Berbera: 70%, Hargeisa: 70%, Burao: 70%; Sheikh: 70%; Odweine: 70% PL – Garowe: 70 %, Bossaso: 70%, Gardho: 70%, Galkayo: 70%; Adado: 70%
1.3.4. Quarterly financial statements approved by LG Executive Committee	18. Number of districts with approved quarterly? financial statements	Financial statements	Quarterly	Efficiency of financial management	SL: 6; PL: 4, SC: 0
1.3.5. Four internal audit reports approved by district council	19. Number of districts where one internal audit reports are submitted to the council	Internal audit reports	Quarterly	Usefulness of internal audit to operations	SL: 3; PL: 2, SC: 0
1.3.6. Annual external audit report produced and approved	20. Number of districts where annual external audit report has been produced	External audit report	Yearly	Number of LGs taking up audit recommendations	SL: 6; PL:4; SC: 0
1.3.7. Fiscal transfer system developed and implemented	21. Number of districts receiving fiscal transfers as per the law	Financial statements	Quarterly	Efficiency of fiscal transfer system and effect on council operations	SL: 6; PL: 4; SC: 0

1.3.8. LG contracts awarded according to procurement guidelines	22. % of contracts awarded against targets in procurement plan in line with guidelines	Procurement plan	Quarterly	Extent of LGs adherence to procurement guidelines	Borama: 70%; Berbera: 70%; Hargeisa: 70%, Burao: 70%; Sheikh: 70%; Odweine: 70%
		Procurement committee minutes			Garowe: 70%; Bossaso: 70%, Gardho: 70%; Galkayo: 70%; Adado: 70%
1.3.9. LGs develop and implement human resource management/development (HRM/D) guidelines	23. Number of LGs where staff have job descriptions	HRM/D guidelines	Yearly	Enhanced clarity in LG staff functions and effect on performance	SL:6; PL: 4, SC: 0
	24. % increase in women filling professional positions per district	Human resource records	Yearly	Gender sensitivity in LG recruitment and deployment	SL: 1% PL: 1% SC: NA
	25. Number of councillors and staff having attended and completed capacity building activities (by district, gender, committee, department)	Training data sheets	Quarterly	Extent to which training is being applied	Hargeisa: M/F; Committee Name/Department
					Burao: M/F; Committee Name/Department
					Borama: M/F; Committee Name/Department
					Berbera: M/F; Committee Name/Department
					Sheikh: M/F; Committee Name/Department
					Odweine: M/F; Committee Name/Department
					Garowe: M/F; Committee Name/Department
					Bossaso:
					Gardho: M/F; Committee Name/Department
					Galkayo: M/F; Committee Name/Department
					Adado: M/F; Committee Name/Department

1.3.10. Registration systems in place and operational	26. Number of districts with system for collecting data on births, marriages, deaths, registration of persons, land (disaggregated by gender)	Registration data sheets	Quarterly	Availability of comprehensive district-specific data	SL: 2; PL: 2, SC: 0
	27. Number of districts with basic information on services (health, education, water, roads, communication)	Registration data sheets	Yearly	Availability of comprehensive district-specific data	SL: 2; PL: 2, SC:17
	28. Number of districts with up-to-date information on all development projects implemented in the district by sector and location	Registration data sheets	Yearly	Availability of comprehensive district-specific data	SL: 2; PL: 2, SC: 0
Result 1.4. Target district councils have increased awareness about options of revenue generation					
1.4.1. Local revenue generation improved	29. % increase in local revenue per district	Revenue forecast	Quarterly	Efficiency of local revenue collection	SL - Berbera: 10%; Borama: 5%; Hargeisa: 10%, Burao: 10%; Sheikh: 5%?; Odweine: 5%?
		Financial statements			PL – Garowe: 10%; Bossaso: 10%?; Gardho: 5%?; Galkayo: 5%?
	30. Number of LGs collecting more than 80% of the revenue forecast	Financial statements	Quarterly	Efficiency of local revenue collection	SL: 6; PL: 4; SC: 0

Result 1.5. All eligible district councils have at least one priority project funded annually					
1.5.1. LGs implementing priority projects	31. % of LG projects implemented and operational	Project reports	Quarterly	% of completed projects that are operational and utilised by intended beneficiaries	SL: 80%
					PL: 80%
					SC: 80%:
1.5.2. LGs having an asset management system	32. Number of LGs with up-to-date comprehensive asset register and Operations &Maintenance plan	Asset register	Quarterly	Improvements in asset management	SL: 6, PL: 4, SC: 1
		O&M strategy			
Result 1.6. 300 communities and 100 private sector service providers have been awarded contracts to delivery priority services and works					
1.6.1. Private sector contractors delivering services on behalf/in partnership with district councils	33. Number of LG services outsourced per district	Contracts	Quarterly	Increased establishment and effectiveness of private/public partnerships	SL:
					Borama: 3
					Berbera: 3
					Hargeisa: 3
					Burao: 3
					Sheikh: 2
					Odweine: 2
					PL:
					Garowe: 3
					Bossaso: 3
					Gardho: 2
					Galkayo: 2
					(SC not yet included)

2.1. Target communities in up to 98 districts have basic understanding of their rights and responsibilities vis-a-vis district councils					
2.1.1. Civic education coverage	34. Number of districts covered by civic education campaigns	Civic education strategy and reports	Quarterly	Extent of community awareness of LGs functions and their own responsibility towards LGs	SL: 6; PL: 4 SC:1
2.2. Annual district plans and budgets in up to 98 councils reflect community priorities					
2.2.1. Community priorities reflected in LG plans	35. Number of LGs that hold planning meetings at village level on AWPB	LG minutes	Yearly	Extent to which district plans and projects are as per community priorities	SL: 6; PL: 4; SC: 1
		AWPB			
	36. Number of LGs that hold public meetings to endorse AWPB	DC minutes	Yearly	Extent to which feedback is given to the public about LG plans	SL: 6; PL: 4; SC: 1
		AWPB			
2.3. Basic mechanism for community monitoring of all projects funded by the development fund strengthened and operational					
2.3.1. Community monitoring groups established through VC	37. Number of districts that have community monitoring groups formed and trained in participatory impact monitoring	LG records of community monitoring groups	Quarterly	Extent to which issues of community monitoring groups are raised and addressed	SL: 6; PL: 4; SC: 1
		Training data sheets			
		Community project sign offs			
2.4. Public reporting in up to 98 districts held annually					
2.4.1. LG information made public (council resolutions, quarterly activity/ project plans, financial and procurement reports)	38. Number of districts that have mechanisms for disseminating information to the public (e.g. displaying on notice boards, publishing and disseminating annual report)	LG notice boards	Yearly	Extent to which communities are aware of council plans, activities, performance	SL: 6; PL: 4, SC: 1
		Printed notices			
		LG annual reports			
		39. Number of LGs holdings reporting meetings with communities at least once a year	LG minutes	Yearly	Extent to which communities are aware of council plans, activities, performance

Annex 3 JPLG Capacity Development Modules (revision September 2010)

Basic Modules					
No	Module	Content	Target Audience	Proposed Training Time	Progress
	District Council Capacity Assessment	What is a district council capacity assessment and why is it important? The capacity assessment tools and how to apply them. Preparation for the assessment, putting together the capacity assessment teams, the actual assessment. Compiling, analysing the data following the assessment and writing the report. Feedback to the DC on the results of the capacity assessment and action plan.	Councillors, Committees, DC department staff plus MOI.	2-3 days	Capacity assessment tool developed and 7 have been completed. 6 DCs in SL and 3 in PL. Capacity assessment tool and report can be translated into a capacity assessment training module. Ownership and issuance with respective MOIs. Tool in south central needs to be developed.
1.1	Local governance Induction module	Introduction to local government, overview of LG laws in respective region, roles and responsibilities of councillors, executive, administration, DC sub-committees, representation and responsibility, functions of DC, financial, planning, admin, legislative, delivery of public services and local economic development, operations of the DC – meetings and elections.	Councillors, Committees, DC department staff.	16 hours with 4 units or 4 days	SL and PL trainer and participant manuals completed. Training completed in 6 target districts in Somaliland. Ownership and issuance with respective MOIs.
1.2	Local Leaderships and Management Skills training series	Training on 12 competencies: representation, communicating, facilitating, using power, decision making, enabling, negotiating, financing, overseeing, institution building.	Elected/selected council members, traditional leaders, and key technical staff	6 days	Ownership for government entities of materials.
1.3	Building bridges between citizens and LGs through managing conflicts and differences	Conflict and democracy, understanding the nature of conflict, conflict management strategies, dialogue and other important inter-relational skills, negotiation, mediation, other conflict management themes and future trends and suggested actions.	Elected/selected council members, traditional leaders, and key technical staff	4 days	6 SL in 2010, 1 in PL 2010, 3 potentially in PL in 2011, 17 SC in 2010. Ownership for government entities of materials.

No	Module	Content	Target Audience	Proposed Training Time	Progress
2a	Participatory planning	District profile, consolidating priorities and plans, participatory planning processes, community involvement in the planning process, preparing the district development framework and objective setting.	Councillors, relevant committees and DC department planning staff,	5 days	Manual completed and participant and trainer manuals completed. Ownership and issuance with respective MOIs.
2b	Community Consultation process	Understanding on how to conduct community consultations process with villages and tools used to facilitate the process including the forms used to report on the developed community priorities	MOI dept of planning, Councillors, relevant districts staff/committees and Facilitators	5 days	Manual completed and participant and trainer manuals completed. Ownership and issuance with respective MOIs.
3	Budgeting and financial management	Introduction to district budgeting, revenue forecast, initial budget assessment, participatory budgeting.	Councillors, DC staff	4 days	Manual completed and participant and trainer manuals completed. Ownership and issuance with respective MOIs.
4	Investment programming	Selection of priorities and projects, budget assessment of work plan, final annual work plan and budget.	Councillors, DC staff	3 days	Manual completed and participant and trainer manuals completed. Ownership and issuance with respective MOIs.
5	Procurement and implementation				
5a	Project Management	Project cycle: Design, procurement, implementation, contract management.	District Public Works & other Service Departments	7 days	Manual completed. Training carried out in 4 districts. Ownership and issuance with respective MOIs.
5b	Local Government Procurement	Procurement guidelines: Procurement planning and implementation including contract management appropriate to the goods or services being procured	Executive Secretaries; Procurement Officers, Heads of Department	7 days	Manual completed. Training carried out in 4 districts in 2010; Manual to be improved/revised in 2011 Ownership and issuance with respective MOIs.
5c	Local Government Procurement Overview	Procurement guidelines: Introduction to the procurement concepts, procedures, good practice and role of Mayors and Councils in the process.	Mayors, Councillors	2 days	Manual completed. Training carried out in 4 districts Ownership and issuance with respective MOIs.

No.	Module	Content	Target Audience	Proposed Training Time	Progress
6	Monitoring and evaluation	Participatory monitoring of investment plan and evaluation of district development framework. User groups, associations, participatory impact monitoring	Councillors, DC staff	2 days	Manual completed and training materials being developed. Ownership and issuance with respective MOIs.
7	Gender in local government	Empowering women to participate in local governance	Councillors, DC staff	3 days	2 in SL in 2010, 4 scheduled for 2010-11, 1 in PL 2010, 3 scheduled in 2010-11 Ownership for government entities of materials.
8	Administration and Human Resource Management for District Councils.	Human resource management, record keeping, filing, meetings and minutes and documentation.	Councillors, DC staff	7 days	Scheduled to be developed in 2010.
9	HIV AIDS		Councillors, DC staff	To be determined	UNDP is preparing a module on this for DCs.
10	Asset management	Introduction to basic asset management and tools	Councillors, DC staff	To be determined	Scheduled to be developed by end of 2010.
11	Land Management	Land administration, management and revenue systems for local governments	Councillors, DC staff	To be determined	Scheduled to be developed in 2010.
12	Local Development Fund (LDF)	LDF process and systems	Councillors, DC staff	To be determined	Scheduled to be developed in 2010.

Annex 4 2011 JPLG ANNUAL WORKPLAN AND BUDGET

South Central JPLG Year : 2011 JPLG WPB									Time frame				Implementing Agency			
Planned Budget		DONORS														
Overall objective: Local governance contributes to peace and equitable priority service delivery in selected locations.	Total Cost US\$	EC	SIDA	DFID	DEN	NOR	ITALY	UNFUNDED	Q1	Q2	Q3	Q4	UN HABITAT	UNDP	UNICEF	ILO
OBJECTIVE 1: COMMUNITIES HAVE EQUITABLE ACCESS TO BASIC SERVICES THROUGH LOCAL GOVERNMENT																
Result 1.1: Local government policy, legal and regulatory framework initiated																
Activity 1.1.1. Review and facilitate the formulation of policies of relevance to local government																
Elaboration of Decentralisation Policy	71,860		71,860						X	X						
Restructuring of MOI (follow up existing study)	53,240	53,240								X						
Restructuring of MWFA	53,240	53,240								X						
Elaboration Strategic Plan MWFA	53,240		53,240								X					
Elaboration Strategic Plan MOI	53,240		53,240								X			284,820		
Activity 1.1.2 Review and facilitate formulation, harmonisation and implementation of laws and regulations related to local government																
Mogadishu City Charter Consultation and civic education	125,000			50,000	75,000				X	X						
Institutional Development (Region and Districts organisation chart, roles and responsibilities, minimum number of staff and ToRs) Benadir Administration and Adado	29,620		29,620						X	X						
Government Financial Management Reporting for LOAs and MIS	50,000							50,000	X	X	X	X				
Deliver basic administrative training (MOI and MWFA)	70,000							70,000		X	X					
Support to MOI through LOA	125,000							125,000	X	X	X	X				
Support to Ministry of Women	75,000							75,000	X	X	X	X				
Quarterly Workshop (outside NBI)	49,000							49,000		X		X				
Steering Committee Meeting	21,750							21,750				X				
Support development of LG procurement guidelines to integrate employment and local resource use aspects																
Consultation and drafting of guidelines & manual	15,000		15,000						X	X	X					
Training service provider contract (mentoring)	32,529		32,529								X	X				
Workshops	10,000		10,000						X	X	X					
Procurement audits (by MOI)	10,000		10,000								X					
Sub total		106,480	275,489	50,000	75,000	-	-	390,750						545,370		67,529

Result 1.2: Up to 24 district have legitimate Councils established and operational in selected locations																	
Activity 1.2.1 Facilitate community consultations and reconciliation for agreement on council composition																	
Activity 1.2.2. Support to infrastructure for regional and district councils																	
Support equipment to Adado and Benadir administration	30,000							30,000		X	X				30,000		
Rehabilitaion of Benadir admin building	60,000							60,000			X	X					
Activity 1.2.3 Support to systems development																	
A) Assessment for the installation of automated financial systems in selected districts (capacity, institutions, access etc)	80,000							80,000		X							
B) Installation of AIMS in selected districts in SC	50,000							50,000				X					
Municipal Finance W/shops	8,000						8,000		X								
<i>Sub total</i>		0	0	0	0	0	8,000	220,000						198,000			
Result 1.3: Up to 24 urban and rural councils' capacity to govern and manage service delivery enhanced																	
Activity 1.3.1 Assess local government capacity needs																	
Assess conflict dynamics	30,000							30,000			X						
Capacity Assessment in Adado	50,000				25,000	25,000			X								
Assess LG capacity needs	50,000							50,000	X	X							
Mapping of public infrastructure in Miogadishu	106,600						106,600		X	X	X						
<i>Sub total</i>		0	0	0	25,000	25,000	106,600	80,000						106,600	130,000		

Activity 1.3.2 Develop capacity development package (district development package)																	
Activity 1.3.3 Implement the district capacity development package																	
A) Deliver Building Bridges - Managing Conflicts and Differences trainings	30,000						30,000		X								
B) Deliver Local Leadership and Management Skills (LLM) training	15,000			15,000					X								
C) Deliver gender training in JPLG target district	40,000						40,000		X								
C) Deliver asset management training in JPLG target district	5,000			5,000								X					
ToTs	7,500						7,500		X								
District Public expenditure cycle training (Adado)	50,000		50,000						X	X							
Work Planning 2011 and 2012 (Adado)	10,000		10,000								X						
Deliver basic administrative training (Adado and Benadir Administration)	60,000	60,000							X	X							
TOT for LG procurement service provider	23,367		23,367						X								
LG procurement training to DC staff & line Ministries	35,000		35,000						X								
PPP orientation workshop for Mayors & DC staff	15,000		15,000							X							
TOT of local service providers on district public works project management (with PL)	20,000		20,000						X								
Deliver district public works project management training	30,000	30,000								X							
TOT training on labour standards	15,000	15,000								X							
Delivery training on labour standards to district council staff	35,000	35,000								X							
Activity 1.4.3 Develop capacity for revenue generation																	

Result 1.5: All eligible district councils have at least 1 priority service delivery project funded annually																	
Activity 1.5.1 Allocate funds to eligible community and district projects (based on a funds transfer system specific to the three regions)																	
District Basket Fund 2010 for Adado	50,000					50,000					X						
Improve service delivery infrastructure in priority urban sectors in 16 districts of Mogadishu and the Bermuda enclave	1,020,000						801,061	218,939			X	X	X				
Upgrade SWM systems in Mogadishu: Technical assessment, feasibility and private sector studies, and awareness raising, workshops, training and support to PPPs in SWM (for 1 District).	150,000							150,000									
											X	X					
<i>Sub total</i>		140,000	153,367	20,000	0	50,000	878,561	368,939						1,267,500	170,000		173,367
Activity 1.5.2 Monitor output and outcome of support																	
Implement the Outcome Evaluation System	54,250							54,250		X		X					
Implement the mid term review of JPLG	10,000							10,000		X							
Third party monitoring contract	200,000	100,000			100,000				X	X	X	X					
Result 1.6: 75 communities and 25 private sector service providers have developed capacity to deliver services																	
Activity 1.6.1 Conduct market capability assessment for private sector LG service delivery																	
Support the establishment of contractor registration body and process (link to WB/UNDP work)	35,000							35,000				X					
Support the establishment of suppliers and consultants register at district	25,000	25,000								X							
<i>Sub total</i>		125,000	-	-	100,000	-	-	99,250							264,250		60,000

Activity 1.6.2 Design and carry out awareness creation activities for the private sector and communities on opportunities and procurement process																	
Conduct PCM Training for communities	25,000		25,000						X	X							
Support local councils create awareness through open days, procurement notices	5,000	5,000								X							
<i>Sub total</i>		5,000	25,000	-	-	-	-	-								25,000	5,000
Activity 1.6.3 Support and mentor service providers implementation																	
OBJECTIVE 2: LOCAL GOVERNMENTS ARE ACCOUNTABLE AND TRANSPARENT	0																
Result 2.1: Target communities in up to 24 districts have basic understanding of their rights and responsibilities vis-a-vis district councils																	
2.1.1 Review and develop civic education programme																	
Review, adopt, translate and print civic awareness materials for Adado	5,000	25,000	25,000						X	X							
2.1.2 Implement civic education programme																	
Implementation of the civic education programme in Adado	45,000										X	X				50,000	

Result 2.2: Annual district plans and budgets in up to 24 districts reflect community priorities																	
2.2.1 Initiate review and revision of participatory planning and budgeting mechanism																	
2.2.2 Facilitate the implementation of participatory planning and budgeting mechanism																	
Support district local economic development planning & implementation of LED interventions																	
Support districts host workshops on the role of local government in creating jobs	20,000	20,000								X							
LED training to council staff and establish economic development office (with PL)	10,000	10,000							X	X							
Assessment of local enabling for MSMEs (policies, regulations and by-laws set by local councils that impact businesses)	43,204	43,204							X	X							
Enterprise surveys	10,000	10,000							X								
Local Administration training on Participatory Planning	15,000	15,000								X	X	X					
Training of Trainers (TOT)	20,000		20,000							X	X	X					
Training of Facilitator (TOF)	30,000		30,000							X	X	X					
Conduct community mobilization/Consultation and planning process	50,000							50,000		X	X	X					
Validation of community priorities	10,000							10,000		X	X	X					
Technical assistance for community Planning and Budgeting	39,781							39,781		X	X	X					
										X	X	X					
<i>Sub total</i>		123,204	75,000	-	-	-	-	99,781								164,781	83,204

Result 2.3: Basic mechanism for community monitoring of all projects funded by the development fund strengthened and operational																		
2.3.1 Develop participatory community monitoring tools																		
Review, adopt, translate and print PIM manual/ materials	3,000	3,000								X	X							
2.3.2 Pilot with communities the use of the participatory monitoring tools											X	X						
Community training on participatory monitoring	18,000		18,000								X	X						
Result 2.4: Public reporting meetings in up to 24 districts held annually											X	X						
Public meeting held annually	15,000							15,000					X					
Training of Local councils in conducting participatory Meetings	4,000		4,000								X	X					40,000	
MANAGEMENT AND OPERATIONAL COSTS																		
<i>Human Resources</i>																		
<i>International staff</i>																		
Senior Capacity Building expert	10,000	10,000								X	X	X	X					
Rehabilitation expert	54,600						54,600			X	X	X	X					
<i>National staff</i>																		
Civil Engineer, Mogadishu	18,000						18,000			X	X	X	X					
<i>Travel</i>																		
International Travel	13,550						13,550			X	X	X	X					
Mission costs										X	X	X	X					
Operational Costs	73,867		10,000				20,400	43,467		X	X	X	X	116,550		53,467		
<i>Sub total</i>		13,000	32,000	-	-	-	106,550	58,467										
TOTAL	3,835,438	512,684	560,856	70,000	200,000	75,000	1,099,711	1,317,187						1,688,650	1,424,440	333,248	389,100	
Fees and security	368,191																	
GRAND TOTAL	4,203,629																	