



UNITED NATIONS SOMALIA

UN Joint Programme on Local Governance and Decentralized Service Delivery (JPLG)

2nd Quarterly Report 2011

August 2011



JPLG 2nd Quarterly Report April – June 2011

Participating UN Organization(s):	UN Habitat, UNDP, UNICEF, ILO and UNCDF.	Cluster/Priority Area:	United Nations Transitional Plan for Somalia 2008 -2010 Outcome Two				
Implementing Partner(s):	Ministries of Interior in Somaliland, Puntland and the Transitional Federal Government and target District Councils.						
Joint Programme Title:	UN Joint Programme on Local Governance and Decentralized Service Delivery (JPLG)						
Total Approved Joint Programme Budget:	US\$ 37,187,000						
Location:	Somaliland, Puntland and south central Somalia						
SC Approval Date:	April 2008						
Joint Programme Duration:	Phase One – 2008 – 2010 and Phase Two 2010 - 2012	Starting Date:	01/04/2008		Completion Date:	31/12/ 2012	
Funds Committed:	2008 -2011				% of Approved:	95%	
	Through JP pass through with UNDP as AA:						
	Donor	Donor Currency		USD			
	SIDA	65,000,000 SK		7,030,268			
	DFID	5,025,000 GBP		7,749,134			
	Danida	21,000,000 DEK		3,675,212			
	Norway	6,000,000 NOK		1,002,701			
	Through JP and bilateral to UNDP						
	EU	7,000,000 Euro		8,908,590			
	Pass through funds 2009 – 2011						28,365,905
	UNDP	Italy: \$1,800,00; USAID: \$1,458,840 DK:\$693,823 Norway: \$723,606 UNDP TRAC: \$100,000 SIDA: \$132,000; BPCR: \$132,930		1,800,000 1,458,840 693,823 723,606 100,000 132,000 132,930			
	UN Habitat	Italy: 866,775 Euro		1,243,400			
	Parallel Funds 2009 -2011						6,284,599
	UNCDF			832,000			
	TOTAL APPROVED 2008 – 2011						35,482,504
Funds Disbursed:	Donor	USD			% of committed 2009/2011:	71%	
	SIDA	7,030,268					
	DFID	3,881,947					
	EC	6,051,447					
	Danida	2,672,511					
	Norway	1,002,701					
	UNDP/parallel	2,282,771			% of approved	68%	
	UNDP/USAID	1,758,428					
	UN Habitat/parallel	587,535					
	UNCDF	232,500					
	TOTAL	25,500,108					
	Expected Joint Programme Duration:	5 years	Forecast Final Date:				December 2012



EXECUTIVE SUMMARY

In this reporting period US\$8,837,048 (37%) has been disbursed against the annual workplan and budget of US\$23.8M. Of the US\$23.8M annual workplan and budget figure for 2011 there is now US\$19.2M available or committed funds, still leaving a funding gap of US\$4.6M against the 2011 annual workplan and budget.

During this quarter the JPLG team spent 458 days in Somalia with 244 in Somaliland, 191 in Puntland and 23 in south central/Mogadishu. Annex 3 of this report provides a detailed breakdown of these trips.

In this quarter a total of 611 people have been trained of which 444 were men and 167 women.

Bossaso and Galkayo district councils in Puntland have still not been re-established which means that no LDF projects can be implemented until this happens. Bossaso is expected to be re-established around August and hopefully Galkayo after Ramadan.

In Somaliland there has been a reshuffle of the government by the President and the Auditor General has detained district officials council members and a mayor (Burao, Gabiley), without any planned trial.

Somaliland has also decided to introduce more political associations and potential parties for the upcoming local elections. This coincides with an important JPLG initiative on gender capacity building with plans to increase women's participation in Somaliland. The initiative is being implemented together with the Ministry of Labour and Social Affairs through the JPLG Gender Advisor. There is however a risk, that local elections might not be held until in 2012.

2011 project tender approvals have gone ahead in both Somaliland and Puntland. However two projects are awaiting feasibility studies and two additional projects are on hold since they are to be implemented in Galkayo and Bossaso¹ districts which do currently not have district councils.

In Puntland all the 2010 investment projects were completed and handed over in Gardo (7 projects) and in Bosasso (2 project), in Garowe 5 of the 6 were completed and in Galkayo the two projects are still on-going. In Somaliland, 40% of the 31 2010 investment projects were completed and handed over.

A new conflict management training is starting in south central Somalia which also focuses on women's participation. Trainers have already been trained by JPLG through UN Habitat for this important activity to go ahead.

Environmental sector studies were completed in Somaliland and Puntland. Enterprise surveys have been carried out in Somaliland and Puntland and capacity assessments and administration trainings have also been done. In Adado a capacity assessment was also carried out to map the existing government structures and their functions.

¹ Note news this week (17 August) that Bossaso election has now been completed.



ABBREVIATIONS AND ACRONYMS

AA	Administrative Agent
AWP	Annual Work Plan
CDRD	Community Driven Recovery and Development Project
CMG	Community Monitoring Groups
DBF	District Basket Fund
DBPB	District Based Peace Building Process
DPPB	District Participatory Planning and Budgeting Process
DC	District Council
ILO	International Labour Organisation
JPLG	Joint Programme on Local Governance and Decentralized Service Delivery
LDF	Local Development Fund
LED	Local Economic Development
LG	Local Governments
LLM	Local Leadership and Management
LOA	Letter of Agreement
MC	Minimum Conditions (LDF)
M&E	Monitoring and Evaluation
MOI	Ministry of Interior
MOF	Ministry of Finance
MOFASD	Ministry of Family Affairs and Social Development (Somaliland)
MOSS	Minimum Operational Security Standards
MOU	Memorandum of Understanding
MODWFA	Ministry of Women Development and Family Affairs (Puntland)
NGO	Non-Governmental Organisation
OES	Outcome Evaluation System
PCU	Programme Coordination Unit of the JPLG
PIM	Participatory Impact Monitoring
PL	Puntland
PMG	JPLG Programme Management Group
RC	Resident Coordinator
RDP	Somali Reconstruction and Development Programme
RSL	Recovery and Sustainable Livelihoods Programme of UNDP
SL	Somaliland
SC	South central Somalia
SMA	Somaliland Municipal Association
TFG	Transitional Federal Government
TOT	Training of Trainers
TWG	JPLG Technical Working Group
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UNTP	United Nations Transition Plan for Somalia
USD	United States Dollar
VC	Village Committee

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1 PROGRESS

1.1 CONTEXTUAL CHANGES IN THIS QUARTER

In Puntland, there is a delay in the establishment of the Bossaso District Council and the Galkayo District Council was dissolved as a result of mismanagement. In order to move forward with the administration of regional and district affairs, an interim committee has been appointed. According to the existing legislation, the new Galkayo District Council will have to be established within 45 days and in order to be eligible for Local Development Funds (LDF), Galkayo and Bosaso must have functioning district councils in place. In the second quarter a district council selection took place in Dangorayo (Nugaal region). The Ministry of Women Development and Family Affairs (MoWDAFA) and the Ministry of Interior (MoI) supported the selection process in the districts. This support was intended to ensure the selections were transparent and that the Presidential Decree of 2007 that calls for 30% of councilors to be female was followed. In Dangorayo three out of twenty one Councilors selected were female.

In Somaliland, the President reshuffled the Cabinet and other important high level positions in the government. The Minister of Justice and the Minister of Public Works were moved to other positions while others lost their posts including the Minister of Youth and Sport, and the Police Commissioner. The Director General of the Ministry of Planning and the Governor of Awdal Region were also replaced. As part of the reshuffle, the Department of Rehabilitation, Reintegration and Resettlement which was under the Ministry of Interior became a separate ministry.

Following a recent audit carried out by the Office of the Auditor General in Somaliland, a number of Burao District officials have been detained for alleged mismanagement of funds including the Executive Secretary, Director of Administration and Finance, Director of Revenue, Director of Social Affairs and the Cashier. The detained people have not yet appeared in court. Hargeisa District was also audited and the Executive Officer is accused but has not yet been detained. JPLG is following these developments very closely to ensure proper use of LDF and administrative funds being transferred to the districts. Noting that DFID funds this year to UNCDF will be used to undertake a fiduciary risk assessment of the LDF funds, the national budget contribution to the LDF through the central bank and UNDP funds to some line ministries. It is expected this assessment will take place in the last quarter of 2011.

A Committee was formed by the President in Somaliland to provide advice on the establishment of additional political associations and then parties. The Committee recommended the establishment of additional political associations following which the President requested that the House of Representatives review the regulations governing political parties. The Committee has also recommended that local elections must take place within one year and nine months. However, dates for local elections have not been set yet by the National Electoral Commission.

In south central Somalia, following the Kampala Accord of early June 2011, the TFG Prime Minister tendered his resignation following which, the President of the TFG of Somalia



appointed the then Deputy Prime Minister and Minister of Planning and International Cooperation, Abdiweli Mohamed Ali, as the new Prime Minister of the TFG, an appointment which was approved by Parliament. The new Prime Minister is working on the composition of a new cabinet. Unfortunately shortly after on 10 June, the Minister of Interior, Abdishakur Farah, was killed in a suicide attack. This sad event will have an impact on the JPLG/UNDP implementation in terms of slowing down the time line until a new Minister is assigned.

The TFG Cabinet, under the leadership of the previous Prime Minister, Mohamed Abdullahi, had succeeded in improving the security situation in central Somalia. The central regions of Galmudug and Galgadud have relative peace and stability but still lack humanitarian assistance and other public services.

Planned activities in relation to the LDF were carried out. In Puntland major activities included preparing the ground for the implementation of 2011 LDF projects, confirming 2011 LDF projects by the target districts, initiating the procurement process - advertising 2011 projects for Garowe and Gardo and ensuring districts had put in place all requirements for the implementation of the LDF such as opening LDF accounts at the bank, and checking if AIMS are available at the districts to use for their financial reporting system. Major activities in Somaliland included districts provided quarterly reports and support to the Accountant General's office to prepare payment vouchers for the central government contribution to the LDF. Also finalization of the Letter of Agreement (LOA) between JPLG and Ministry of Finance was finalised. The 2011 LDF projects were also confirmed for the target districts and the procurement process initiated.

1.2 PROGRESS AGAINST PLANNED ACTIVITIES

1.2.1 POLICY AND PLANNING

The TFG Ministry of Interior and staff from the Benadir Administration undertook a local government procurement assessment for the Benadir Administration based on the assessment tools developed under the JPLG the data gathered will be analysed and will inform the drafting of procurement capacity building programme.

Environmental management sector studies in Somaliland and Puntland to define environmental functions, responsibilities and powers that should be devolved to local government were completed. The sector studies led to the drafting of action plans prioritizing key environmental management interventions to be implemented over the next 24 months. Taking forward the prioritized actions arising from the action plans, a draft decentralized framework for environmental management for Somaliland and a draft Natural Resource Management (NRM) Plan for Burao District which identifies key NRM interventions have been developed funded under the complimentary DFID funded Sustainable Employment and Economic Development Programme. A number of the NRM interventions identified in the Burao NRM Plan are now to be funded under the Armed Violence Reduction Project funded by the Government of Japan. The environmental sector study provided ample opportunity to link with and inform other donor-funded programmes which encompass sustainable utilization and management of productive resources for



economic development, creation of employment opportunities especially for women and youth and resource-based conflict mitigation.

The environmental sector study provided ample opportunity to link with other donor-funded programmes which encompass sustainable utilization and management of productive resources for economic development, creation of employment opportunities especially for women and youth and resource-based conflict mitigation.

Also JPLG commissioned road sector studies in Somaliland and Puntland to define functions, responsibilities and powers related to road construction and maintenance that should be devolved to local government.

In Somaliland and Puntland JPLG undertook an institutional capacity assessment of the Ministries of Public Works and Transport. These assessments, which are on-going, look into the Ministries' roles and relationships with relevant agencies, their responsibilities and their capacity to undertake these such as providing the overall policy and strategic guidance, technical capacity development and standards and specifications for public works delivery at local level. The assessments involve analysis of existing legislative frameworks and organizational structure; roles, relationships and responsibilities and in relation to other relevant sector line ministries and agencies, reporting and accountability systems, coordinating systems and recommend and define necessary reforms. The exercise will also establish capacity needs and gaps, and inform the JPLG capacity and process development efforts leading to the improvement of policy and strategic guidance and technical capacity development support and monitoring mechanisms for decentralized delivery of public works.

As part of a sub-national investment climate reform agenda in Somaliland and Puntland JPLG undertook an Assessment of the Policy and Legal Framework for Micro, Small and Medium Enterprises (MSME) and Enterprise Establishment Surveys. The reports were presented and discussed with MOI, Ministry of Finance, Ministry of Commerce, Central Bank, Chamber of Commerce and local authorities. Among the prioritized actions it was decided to pursue business licensing reform activities to be piloted in Hargeisa and Garowe.

These business reform licensing activities will lead to the following outcomes:

- Improved efficiency of business licensing services through simplification and streamlining of procedures for business licensing, and automating registry functions;
- Increasing local revenue buoyancy of business licenses; and
- A more enabling environment for business through the application of fair and transparent business licensing procedures.

JPLG also facilitated the development and finalization of Memorandum of Understanding (MoU) between the Ministry of Interior and Ministry of Education and Higher Education in Somaliland. The MoU defines roles and responsibilities between the two parties in relation to the Education sector study implementation. Dialogue with the Ministry of Health in Somaliland is still on-going to reach their agreement to undertake the health sector study. However during the review of the Somaliland Health policy, JPLG engaged in dialogues with a consultant hired to ensure that the review takes into consideration decentralization issues. Further dialogues between the consultant, Ministry of Interior and Ministry of Health



were facilitated that contributed to the updating the decentralization components within the draft health policy.

Essential Package for Health Services (EPSH) assessment preliminary findings have been finalized and will guide the EPHS planning meeting organized by Ministry of Health and JPLG (UNICEF). The organized EPHS Planning Meeting with UNICEF and other health service providers will take place from 13th to 17th August 2011 in Burao. JPLG has been invited to attend the meeting which provides a great opportunity to discuss and explore areas to enhance better coordination and linkages in the EPHS implementation in Togdher region as well as to identify strategic linkages between the two programs in district health system strengthening.

The bid process to identify potential institutions to undertake the sector studies in education, water and health in Puntland and Somaliland had few applicants leading to extension of the bid closure date. The bidding process will be finalized by September.

An agreement was signed between JPLG and the Academy for Peace and Development/Interpeace for the elaboration of the national decentralization policy in Somaliland. According to the agreement UNDP JPLG is responsible for the recruitment of an international consultant in charge of the elaboration of the policy and Interpeace will conduct meetings and forums for the validation and dissemination of the policy. Some preliminary discussions have been conducted with the Puntland Development Research Center (PDRC) to establish the same collaboration in Puntland for the elaboration of the national decentralization policy.

In Somaliland and Puntland JPLG conducted a participatory functional review of Ministries of Interior to improve the Ministries' organizational structure. The review proposed a new Ministry's organizational chart, clear functions of Ministry's departments and units and proposed job descriptions for Ministry staff to enable the Ministry to face increasing responsibilities for support and supervision of a system of local authorities.

An agreement with MOWDAFA in Puntland was signed for activities to be carried out together up to December 2011. This includes support for the ministry to:

- engage with women network groups in preparation of the district council selection process and facilitate the selection of women councilors by these network groups
- to carry out an awareness raising campaign addressing women and women network groups and civil society organizations to create an understanding of the roles and responsibilities of local councilors
- carry out training on leadership for current women councilors and women leaders in all districts where JPLG support the district selection process.

Building on previous JPLG institutional and capacity assessments, JPLG supported the Ministry of Interior and District in Puntland in the definition of a uniform District Administration's organizational chart; suggested District Administration departments' functions and responsibilities and proposed a minimum number of department staff and job descriptions for these positions.



Through UNDP, JPLG will contract an international consultant in the next quarter for the elaboration of the Ministry of Interior's Strategic Plan which will set the ministry vision, mission, goals, priorities, action plans and anticipated results for the next five years, based on a clear assessment of the Ministry existing resources and capacities. The strategic plan is both a document and a process. As a document, it sets out the ministry's vision, mission objectives, priorities and major policy for the next five years (2012-2016). It provides a road map for the Ministry, development partners, private sector and civil society and indicates where the Ministry wants to go, what it needs to do to get there, how it is going to do it, how much it is going to cost and how it will be financed. Finally, the strategic plan provides a framework to assess the performance of the Ministry of Interior.

Also through UNDP, JPLG contracted an international consultant for the revision and improvement of the districts' planning and budgeting guidelines. The consultancy will begin in August 2011 and will involve the participation of all JPLG partner agencies and national and local counterparts in Puntland and Somaliland.

In preparation for the LDF the Puntland Ministry of Finance affirmed the government's commitment to support the LDF and to transfer a portion of the national budget to district development. The Minister of Finance reaffirmed capturing the government's LDF funds in the national budget as preparations are in being put in place to transfer funds to the districts. The LoA with the Ministry was finalized and shared with regional offices for approval. The LoA will assist the Ministry with the local transfer mechanism procedure in capital transfers through LDF and capacity building for the Ministry of Finance in planning, budgeting and providing resources for local development and service delivery.

Discussions were held in Puntland with the Accountant General, MOI and the mayors over the management of LDF funds. Parties stressed the need to use the LDF Manual, and Memorandum of Understanding as a base for LDF financial management. The Mayors of Garowe and Gardo confirmed establishing LDF accounts at Dahabshil, and transferring the district's 5% contribution to the account. The Accountant General pledged to transfer the government's contribution to LDF as soon as possible to avoid any delay.

In Somaliland it was agreed during discussions between the Ministry of Finance and a Meeting with the Minister that the national budget contribution will be disbursed according to the triggers of the projects funding. Further the bidding process was discussed with ILO and finally submitted to MOI for approval and UNCDF agreed and approved. Also approval was granted of the advertised 2011 projects in Somaliland in five target districts, however Sheikh still needs approval which will take place after completion of the Sheikh Water feasibility study.

1.2.2. CAPACITY DEVELOPMENT

In Puntland and Somaliland JPLG carried out capacity assessments of all target districts. The purpose of the assessments was:

- To accurately map the district administration and their organization in the target districts.
- To identify the functions of each district department and their capacity to carry out their role in order to set up a tailored capacity development plan for each district.



In order to achieve the purpose of the assessments, the process followed was:

- To go over the legislation and previous assessments to understand the legal framework and the current structure
- To establish the core functions of the department through questions about what day to day work is done
- To establish with which ability the department has to carry out these functions – processes, experience, skills;
- To compare all the roles with Laws on local government to ensure that all responsibilities are covered;
- To analyze the information and develop a capacity development plan.

The assessments were carried out from March – May 2011 by the UNDP/JPLG team with the district authorities and with support from the Ministry of Interior. The next step will involve the Ministry of Interior and districts discussing these assessments and agreeing on the proposed way forward to increase the efficiency of the district administration in service delivery.

A capacity assessment was undertaken in Adado district to assess the socio-economic and political-cultural environment and context of Adado; to map the existing local governmental structures in Adado District and outline their mandates and functions; conduct a capacity assessment of the Adado District Council and District Administration and based on the capacity assessment to identify and develop a realistic, feasible and time-bound capacity development strategy/strategies that can be implemented over the next two years.

On behalf of JPLG, UNDP and the Civil Service Institute (CSI) in Somaliland organized a basic administrative training for the Ministry of Interior, the Ministry of Labour and Social Affairs, and the six target districts: Hargeisa, Berbera, Boroma, Berbera, Sheikh and Odweyne in April and May 2011. More than 200 participants from the ministries and districts attended the training course (see Annex 3A) and received certificates in the closing ceremony which took place on May 16, 2011. The objective of the training was to provide basic administrative tools and knowledge to the staff. Topics of the training included: human resource management, communication methods, work planning, reporting and office management. The Civil Service Institute followed up the training with intensive on the job coaching sessions to ensure that the systems from the training were set up and embedded within the target institutions. The training was welcomed by the district administrations and the ministries as a crucial step in reaching their goal of more efficient service delivery to their constituencies.

JPLG through UNDP contracted DELTA for the delivery of the same training for the partnering institutions in Puntland and in South central Somalia Research and Development Associates were contracted to implement the training activity. Twenty staff of MWFC and MOI here participated in the basic administrative training. The training was both knowledge (theory) and application skills (practice); all participants appreciated the high quality of the training.

In Somaliland JPLG supported the Ministry of Interior in the recruitment of six district consultants, to strengthen the ability of districts in participatory planning and budgeting and all other components of the public expenditure management cycle, as well as the



recruitment of an administrative and financial expert, a senior coordinator and decentralization expert and a capacity development expert for the Ministry. JPLG also collaborated with the Ministry of Labour and Social Affairs (MOLSA) in the recruitment of the senior coordinator and the gender advisor. Finally UNDP assisted MWFC in South central Somalia in filling four experts positions: Legal Expert, Child Protection Expert, Gender Advisor and Administrative and Finance Officer. The experts started their assignments in mid April 2011 and they are carrying out their roles and responsibilities according to their terms of reference. The Ministry's consultants will strengthen the ability of MOI, MOLSA and MWFC to fulfill their mandate.

Terre Solidali was contracted to:

- install the financial reporting system (X-PERT) in MoLSA – Somaliland and MWFA and the Benadir Administration in South central Somalia and;
- to ensure the maintenance and operationalisation of the financial reporting system in the Ministry of Interior Somaliland, Ministry of Interior Puntland, Ministry of Women Development and Family Affairs Puntland, and the TFG Ministry of Interior.

This system ensures that Ministries are able to report against the funds transferred to them. Terre Solidali already set up the system in MOLSA and trained the staff in its utilization. The maintenance of the X-PERT system at the Ministries of Interior as well as at MoWDFA is ongoing.

In Puntland, JPLG in conjunction with Garowe district council has developed - as the first district in Puntland - a GIS-based database of buildings for purposes of property taxation and urban planning. The property survey phase that included enumeration of all the buildings in Garowe, is now complete. The enumeration aimed at capturing key attribute information of all buildings and included among others, the ownership/occupier data, dimensions of the buildings, the services available, the building materials used and the current uses the building is under. The database now includes 8,086 taxable properties which will result in improved revenue collections and thus service delivery. A workshop was held on 10th July 2011 to present the data and maps. The workshop was attended by among others the Minister for Interior, the First Lady, and the Mayors of Garowe and Gardo.

In Somaliland, JPLG in conjunction with the municipality of Hargeisa has updated the existing Hargeisa building database to include all the new building properties that were erected after 2006 when the last property enumeration was undertaken. The amount of additional taxable properties added to the database is 17,000, which would represent a considerable additional potential income of property tax. This database will be incorporated in to the Billing Information Management Systems (BIMS) which is already being used in Hargeisa for billing property tax and public utility services.

For south central Somalia, in preparation for the second phase of the Participatory District Rehabilitation in Mogadishu, JPLG through UN-HABITAT organized a Training of Trainers (ToT) workshop on *Leadership Skills for Conflict Management and Inclusive Local Development* which took place from 17 to 26 May. The three trainers who will hold workshops for all districts in Mogadishu attended the ToT. The ToT and the curriculum for the subsequent workshops is a new product designed to be centered on conflict



management while also incorporating elements from local leadership and gender and the involvement of women in local governance.

JPLG through ILO also continued to support capacity development of the district public works departments to improve decentralized public works which typically account for over 70 percent of district investment funds and to do so in ways that optimize the local employment, enterprise and economic opportunities. To date this support has been delivered through a tailored training package on project cycle management covering project design, procurement and implementation; as well as on-the-job mentoring and technical advisory support. The on-the-job mentoring is provided through technical advisers engaged through the Ministry of Public Works and Housing.

The District Public Works Department engineers receive mentoring/on-the-job support to supervise and monitor the 2010 investment projects; and prepare the designs and bill of quantities (BOQs) for the 2011 investment projects. The levels of qualification and capability of the district engineers varies across the districts and thus their levels of learning also vary, however improvements are clear in the technical design, BOQs prepared and in their supervisory and reporting skills. The district administrations remain challenged in retaining qualified engineers on their staff due to low wages. To overcome this, outsourcing engineering services and including their costs into the JPLG should remain a possibility. At the Ministry of Public Works and Transport low morale and interest amongst counterpart staff compounded by low wages has presented challenges in skills and capacity development despite of sustained effort.

Visits were made to Garowe district office and the Ministry of Interior office to assess the knowledge and the skills of the people who received training during the previous LDF training in April 2011. The training was held for the Mayors, finance and planning staff, Ministry of Finance, the Auditor General and Mol staff in Garowe in April 2011 (more than 80 people). The objective of the training was to increase participant's knowledge on the LDF, and ensure successful implementation of the LDF. The results of the assessment showed that:

- Trainees are familiar with the LDF process and gained significant knowledge in managing the LDF;
- Trainees were holding reference materials on the LDF such as manuals and essential hand outs which would enable them to clarify certain issues and gave them the confidence to implement the LDF the next quarter.

In Somaliland preparation took place of forms and procedures of the LDF Capacity Building Window of the Districts and an action plan was developed to support the Districts to identify capacity building gaps. An upcoming mission will go to the Districts and will work to support the Districts on the implementation of the action plan of the capacity building in the Districts.

A meeting took place in Garowe between JPLG partners (UNCDF, UNDP and UN HABITAT) and Terra Solidali preparing to train more district staff in using AIMS and ensure that the financial reports for the LDF funds are produced. There is a need to speed up this training,



and complete the task before the release of LDF funds by August, as districts will need to do financial reports using AIMS.

It is recognized that capacity to deliver services must be built among communities and the private sector in order to strengthen the supply of capacitated service providers. Village committees were therefore supported to appoint community resource persons (CORPS) for their villages to be trained in project cycle management (PCM) to support and increase effectiveness and competitiveness in service delivery. In Puntland, 46 Community Own Resource Persons (CORPS) representing their Villages were identified by the village committees and District Councils with technical support from JPLG through UNICEF partners. The CORPs were trained on PCM and equipped with skills on how to facilitate civic dialogues, discussions on rights and mobilization campaigns at community level. The acquired skills will enable them to coach other community members in their villages, carry out mediation between the local government, development agencies and the community, monitor project progress and document most significant change stories at the community level and pass them on to supporting agencies and ensure they are kept safely, in collaboration with the village committees. Also they were trained to advocate for individual and community needs, informal counseling and social support of the weak and marginalized members of the community. The training also equipped them with skills to assist the community during the re-planning sessions in contributing to district plans and validation of Districts annual work plans.

The following table provides a cumulative summary of the training data undertaken through JPLG to date in 2011. In this quarter a total of 611 people have been trained of which 444 were men and 167 women. A further breakdown of the training data is available in Annex 3 of this report.

JPLG TRAINING NUMBERS BY ZONE FOR 1ST AND 2ND QUARTER 2011

	Somaliland			Puntland			South Central		
	M	F	Total	M	F	Total	M	F	Total
Quarter 1	69	30	99	93	3	96	0	0	
Quarter 2	314	158	472	128	8	136	2	1	3
Total	383	188	571	221	11	232	2	1	3

GRAND TOTAL: 806 people trained to date in 2011 with 606 being men and 200 being women.

1.2.3. SERVICE DELIVERY

The district public works departments were supported and mentored through the contract management of the 2010 service delivery projects i.e. contract supervision, verification of technical standards, certification and preparation of payments certificates as well project completion and hand over processes. In Puntland all of the 2010 investment projects in Gardo and Bossaso were completed and handed over and are operational. In Garowe five of the six projects which were completed; the remaining tree planting project which was tendered later than the others as it required technical input to be drawn in from the Ministry of Environment, is progressing well. While in Galkayo there have been problems with the



contractor responsible for the two projects which resulted in delays which have been resolved and works are on-going.

In Bosasso the fire fighting project prioritized for 2010 project was substituted for three road projects which were approved and designed and tender documents prepared.

In Somaliland, 40% of the 31 2010 investment projects were completed and handed over and are in the process of becoming operational. It is anticipated that all projects will be completed in the next quarter. A few outstanding projects remain in Somaliland – in Odweine tendering for the hospital equipment project is on-going; and in Borama the Amoud water berket was substituted for a road project as it was funded by another development partner.

During the reporting period JPLG supported all the target districts in both Somaliland and Puntland to finalize the preparation of the designs, bills of quantities and tenders for the 2011 investment projects all of which being service delivery projects. The tendering process was commenced through an open publicly advertised tender and the projects are as follows:

Somaliland 2011 Projects:

Borama:

- 1) Road improvement project - Sheikh Ahmed Salaam- Sheikh Makahil -750m
- 2) Road improvement project - Sheikh Osman – 1150m
- 3) Road improvement project - Sheikh Ali Jawhar - 2000m
- 4) Water project (Berket), Abuqays.

Hargeisa:

- 1) Road improvement project - Jeelka to Daam

Berbera:

- 1) Road improvement project (Section-1), Berbera Town – 500m
- 2) Road improvement project (Section-2), Berbera Town -500m
- 3) Market rehabilitation, Laasa-dawo.

Sheikh:

- 1) Water project system, Sheikh town – Tender process pending feasibility study

Burao:

- 1) Construction of Primary School , Sheikh Bashir section (East)
- 2) Construction of Primary School, Mohamed Ali section (West)

Odweine:

- 1) Road improvement project, Odweine
- 2) Water project (Berket), Galoley
- 3) Water project (Berket), Obsiye



Puntland 2011 Projects

Bosasso and Galkayo 2011 investment projects have been suspended until a new council is in place, as per minimum conditions set out to access the Local Development Fund (LDF).

Garowe:

- 1) Rehabilitation of primary school Yoonbays
- 2) Road rehabilitation-Suldan Said
- 3) Road Rehabilitation-Horseed/Wadajir Waaberi – Tendering pending feasibility study
- 4) Garbage collection point, Hodan.

Gardo:

- 1) Road Rehabilitation-Upper Hingood
- 2) Construction of primary school, Kaambo
- 3) Construction of minimarket, Qoryacad
- 4) Road rehabilitation, Wadajir.

ILO undertook rapid feasibility studies and cost benefit analysis for the following four projects: i) Sheikh water supply; ii) Hargiesa road improvement project, iii) Jeelka to Daam; Bosasso water project and iv) Garowe road project. The aim of these studies is to develop simple processes and tools to introduce into the district investment planning and project preparation process to allow priority project identification and description based on a clear problem definition and justification and fitting within a broader strategic development framework of the district during the annual planning cycle. The methodology covers technical feasibility, socio-economic and environmental impact assessment as well as simple cost-benefit analysis methodology. The outcome of these studies will inform investment planning and decision making; and inform the development of a simple toolkit comprising guidelines/criteria for when to apply which tools and processes to be integrated in the district planning guidelines currently under revision.

JPLG through UN-HABITAT has signed an Agreement of Cooperation for the implementation of a solid waste management in the four target districts in Puntland. After some delays, the project will start in September. The project to be implemented by the international NGO CESVI covers specified projects, as well as policy, regulation and oversight, public private partnership arrangements, development of long-term plans for solid and liquid waste, and awareness raising.

Also JPLG through UN-HABITAT has signed an Agreement of Cooperation for the second phase of the Participatory District Rehabilitation in Mogadishu, which will start in July 2011.



Burao DC Office Rehab

In Somaliland, the rehabilitation and expansion of the District Offices in Burao and Sheikh have been completed. In Burao the works were completed by the end of May 2011 and in Sheikh by early July. The official opening was initially scheduled to be held in July but has now been postponed to mid August 2011.



Sheikh Office Rehab



Bossaso Office Rehab

In Puntland, the rehabilitation and expansion of the Bossaso District Council Offices was completed by 15 July 2011. The official opening is being planned. Kindly refer to section 3.3 for various photographs and with one opposite.

The procurement process for LDF projects has taken place in Garowe and Gardo districts during the month of June and July. Eight projects have been advertised (see above) in Gardo and Garowe, and bids were opened in a competitive and transparent manner. By August, districts will submit the procurement results including contracts with the contractors, that will pave the way the start of LDF the 3rd quarter of the year.

The LDF procurement process for Somaliland 2011 projects in five districts will be starting in July with advertisements in Borama, Hargeisa, Berbera, Buroa and Odweine and bid openings will take place on 3/08/2011 in the respective district bid committees. Only Sheikh District will be delayed awaiting the outcome from the feasibility study of the Sheikh water project.



1.3 PROGRESS AGAINST GENDER STRATEGY

1.3.1. POLICY AND LEGISLATIVE LEVEL

JPLG has set up agreements to disseminate the gender policy and strategy throughout Somaliland in 2011. The Gender Advisor who recently joined MOLSA is working on the simplification of the gender policy for publication and distribution especially dissemination in regions and districts.

1.3.2. PROGRAMMING AND ANALYSIS

JPLG is collaborating with MOLSA to increase women's representation in District Councils throughout Somaliland in the future local government elections. Plans have been set up to:

- mobilize women's groups/networks to advocate for greater representation for women at district levels
- carry out gender equality workshops for local government officials, elders in the communities and religious leaders
- identification and mobilization of women leaders aspiring to be decision makers
- training on management and leadership for potential women's leaders and
- advocate with political parties to increase women's membership.

1.3.3. IMPLEMENTATION

In Puntland, MoWDAFA completed an awareness raising campaign to increase women representation in the three districts of Bosasso, Dangaroyo and Galkayo. Dangaroyo District Council was successfully established with three women out of twenty one councilors. Bossaso and Galkayo District Council establishment is still under process whereby the process of selection in Bossaso District Council is progressing with proposed five women out of twenty seven Councilors.

1.4 PROGRESS AGAINST THE CONFLICT ANALYSIS

Having the LG procurement guidelines in place has provided a sound basis for managing and diffusing potential disputes during the tendering process and contract implementation. In times of dispute the districts have been able to fall back on the guidelines to determine and resolve disputes.

The unresolved issue of establishing Bossaso District Council and the recent abolition of Galkayo District Council might negatively affect these districts' implementation of the LDF. The issue has been raised with the Puntland Ministry of Interior on different occasions and during the LDF training and the JPLG review Workshop in early May 2011. Similarly the issue has been discussed with the Puntland Mayor's association which currently constitutes the mayors of Garowe, Gardo, Bossaso and Galkayo districts to unify their efforts and act as a pressure group on the government to speed up the re-establishment of Bossaso and Galkayo districts. Also the absence of District Councils in Galkayo and Bossaso was raised with the Ministry of Interior in July by the JPLG Senior Programme Manager during her visit in Garowe. The Ministry of Interior confirmed its commitment to establish a district council for Bossaso by August, and hopefully for Galkayo soon after Ramadan. Lack of district councils for Galkayo and Bossaso excludes their participation in the 2011 LDF.



2 ACHIEVEMENTS AND RESULTS

The following provides a summary of 2nd quarter 2011 results and activities and reported against the JPLG log frame and undertaken by UN Agencies with local and central governments.

3.1 OUTCOME 1.1.: LOCAL GOVERNMENT POLICY, LEGAL AND REGULATORY FRAMEWORK IN THE 3 ZONES OF SOMALIA INITIATED.

(By Agency)	Outcome 1.1/2 nd quarter of 2011
UN-HABITAT	<p>Somaliland</p> <p><u>Land policy and Land Law</u></p> <p><i>Land Policy</i> The draft Land Policy Discussion Paper completed for ministerial review before the start of public consultations in all regions on the policy options and issues. A senior international consultant to be fielded in July to support process and progress with policy.</p> <p><i>Land Management Law</i> Drafting of the Issues and Options paper on land management law revision is ongoing by the Law Reform Advisory Group. This component is delayed due to the capacity shortages of the Land reform Secretariat. A senior international consultant to be fielded in July to support process.</p> <p><u>Hargeisa Land Dispute Tribunal</u> Operational Support provided to the Hargeisa/Maroodijeex Land Dispute Tribunal, through the current Agreement of Cooperation with MoPW. The slightly delayed district field work commenced in the Hargeisa district of Gaan Libah, including awareness raising, meetings with key persons and institutions and supervising files and procedures.</p> <p>During the first two quarters of 2011, 26 new cases have been registered with the Hargeisa/Marodijeex land Dispute Tribunal.</p> <p><u>Planning Standards and Building Codes</u> The MoPW has reviewed and provided comments on the Planning Standards and Building Codes documents. These are currently undergoing a final technical review by UN-HABITAT.</p> <p><u>Hargeisa City Charter (HCC)</u> During the second quarter the Parliamentary Security and Internal Affairs Committee met with the Hargeisa Local Government, the Ministry of Interior, the Ministry of Public Works and members of the House of Representatives to discuss and reach preliminary agreements on how to tackle the main outstanding issues and propose a way forward for the Hargeisa City Charter, in preparation of a workshop to be held in July. A senior international consultant to be fielded in July to support process.</p> <p><u>Municipal Finance Policy</u> Kindly refer to outcome 1.3.</p> <p>Puntland</p> <p><u>Land policy and Land law</u></p> <p><i>Land policy</i> The outcomes of the Land Policy Conference in 2010 have been reviewed to identify the main issues for public consultations. The first round of public consultations is scheduled to start in Bosasso in July. The public consultation will include public and private sector, as well as civil society. Radio broadcasts are also planned.</p>



	<p><u>Urban Land Management Law</u> Public awareness campaign and consultations on the urban land management law will initiate in July. This component is delayed due to the capacity shortages of the Land reform Secretariat.</p> <p><u>Municipal Finance Policy</u> Kindly refer to outcome 1.3.</p>
UNDP	<p>Somaliland</p> <p><u>National decentralization policy</u> An agreement was signed between JPLG and the Academy for Peace and Development/Interpeace for the elaboration of the national decentralization policy in Somaliland to essentially agree that UNDP/JPLG will do the policy drafting and APD the consultative process.</p> <p><u>MOI organizational restructuring</u> In Somaliland UNDP conducted a participatory functional review of Ministries of Interior to improve the Ministries' organizational structure. The review proposed a new Ministry's organizational chart, clear functions of Ministry's departments and units and proposed job descriptions for Ministry staff to enable the Ministry to face increasing responsibilities for support and supervision of a system of local authorities.</p> <p><u>MOI strategic plan</u> UNDP JPLG contracted and international consultant for the elaboration of the Ministry of Interior's Strategic Plan which will set the ministry vision, mission, goals, priorities, action plans and anticipated results for the next five years, based on a clear assessment of the Ministry existing resources and capacities.</p> <p><u>MOI capacity development</u> In Somaliland UNDP supported the Ministry of Interior in the recruitment of six district consultants, to strengthen the ability of districts in participatory planning and budgeting and all other components of the public expenditure management cycle, as well as an administrative and financial expert, a senior coordinator and decentralization expert and a capacity development expert for the Ministry.</p> <p><u>MOI and MOLSA basic administrative training</u> UNDP and the Civil Service Institute (CSI) in Somaliland organized a basic administrative training for the Ministry of Interior, the Ministry of Labour and Social Affairs in April and May 2011. Twenty participants for each Ministry attended the training course and received certificates in the closing ceremony which took place on May 16, 2011. The objective of the training was to provide basic administrative tools and knowledge to the staff. Topics of the training included: human resource management, communication methods, work planning, reporting and office management. The Civil Service Institute followed up the training with intensive on the job coaching sessions to ensure that the systems from the training were set up and embedded within the target institutions. The training was welcomed by the ministries as a crucial step in reaching their goal of more efficient service delivery to their constituencies</p> <p><u>MOLSA capacity development</u> UNDP also collaborated with the Ministry of Labour and Social Affairs (MOLSA) in the recruitment of the senior coordinator and the gender advisor. MOLSA established a recruitment committee including UNDP to make long listings, short listings, written tests and oral interviews</p> <p>Puntland</p> <p><u>National decentralization policy</u> Some preliminary discussions have been conducted with Puntland Development Research Center (PDRC) to establish the same collaboration in Puntland for the elaboration of the national decentralization policy.</p>



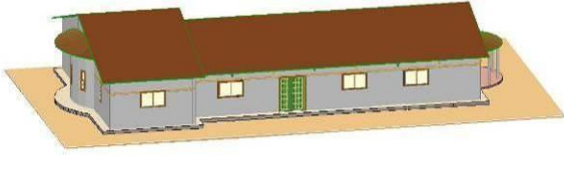





	<p><u>MOI organizational restructuring</u></p> <p>In Puntland UNDP conducted a participatory functional review of Ministries of Interior to improve the Ministries' organizational structure. The review proposed a new Ministry's organizational chart, clear functions of Ministry's departments and units and proposed job descriptions for Ministry staff to enable the Ministry to face increasing responsibilities for support and supervision of a system of local authorities.</p> <p><u>District restructuring</u></p> <p>Building on previous UNDP institutional and capacity assessments, UNDP supported the Ministry of Interior and the District Councils in Puntland in the definition of a uniform District Administration's organizational chart; suggested District Administration departments' functions and responsibilities and proposed a minimum number of department staff and job descriptions for these positions.</p> <p><u>MOI and MOLSA basic administrative training</u></p> <p>UNDP contracted DELTA for the delivery of the basic administrative training for the partnering institutions in Puntland.</p> <p>South central Somalia</p> <p><u>MOI and MWFC basic administrative training</u></p> <p>In south central Somalia UNDP contracted Research and Development Associates to implement the training activity. Twenty staff of MoWDFC and MOI participated to the basic administrative training and received certificates in the closing ceremony which took place on June 26, 2011. The training was both knowledge (theory) and application skills (practice); all participants appreciated the training very much.</p> <p><u>MWFC capacity development</u></p> <p>UNDP assisted MWFC in South central Somalia in filling the four experts' positions: Legal Expert, Child Protection Expert, Gender Advisor and Administrative and Finance Officer. The experts started their jobs in mid April 2011 and they are undertaking roles and responsibilities according to their ToRs. The Ministry's consultants will strengthen the ability of MOI, MOLSA and MWFC to fulfill their mandate</p> <p>All zones</p> <p><u>PEM revision</u></p> <p>UNDP JPLG contracted an international consultant for the revision and improvement of the districts' planning and budgeting guidelines. The consultancy will roll out in August 2011 and will involve the participation of all JPLG partner agencies and national and local counterparts in Puntland and Somaliland.</p> <p>Terre Solidali was contracted to: a. install the financial reporting system (X-PERT) in MoLSA – Somaliland and MWFA and Benadir in South central Somalia and; b. to ensure the maintenance and operationalisation of the financial reporting system in Ministry of Interior Somaliland, Ministry of Interior Puntland, Ministry of Women Development and Family Affairs Puntland, and the TFG Ministry of Interior. This system ensures that ministries are able to report against the funds transferred to them. Terre Solidali already set up the system in MOLSA and trained the staff in its utilization. The maintenance of the X-PERT system at the Ministries of Interior as well as at MoWDFA is ongoing.</p> <p>Procurement of goods for MoLSA, MoWDFA, Ministries of Interior and MWFA is ongoing.</p>
ILO	<p><u>Local government procurement – Support to implementation of LG procurement regulation</u></p> <p><u>Somaliland/Puntland</u></p> <p>The findings from the LG procurement audits carried out in SL and PL in the first quarter informed the revision to the tendering procedures and refresher training provided to the district Executive Secretaries, Procurement Officers and Internal Audit staff, and District Engineers.</p>



	<p>South central Somalia</p> <p>The Ministry of Interior and Benadir Administration undertook a local government procurement assessment based on the assessment tools developed; the data gathered will be analysed and will inform the drafting of local government procurement guidelines.</p> <p><u>Sector Studies – Environment</u></p> <p><u>Somaliland/Puntland</u></p> <p>Environmental management sector studies in Somaliland and Puntland to define functions, responsibilities and powers that should be devolved to local government were completed.</p> <p><u>Sector Studies - Roads</u></p> <p><u>Somaliland/Puntland</u></p> <p>ILO commissions the road sector studies in Somaliland and Puntland to define functions, responsibilities and powers related to road construction and maintenance that should be devolved to local government.</p> <p>Ministry of Public Works and Transport Institutional Capacity Assessment</p> <p>In Somaliland and Puntland ILO commissioned an institutional capacity assessment of the Ministries of Public Works and Transport. These assessments will review and make recommendations on the Ministries roles and relationships with relevant agencies, their responsibilities and their capacity to undertake these i.e. providing the overall policy and strategic guidance, technical capacity development and standards and specifications for public works delivery at local level. The assessments involve analysis of existing legislative frameworks and organizational structure; roles, relationships and responsibilities vis-a-vis other relevant sectoral line ministries and agencies, reporting and accountability system, coordinating systems and recommend and define necessary reforms. The exercise will also establish capacity needs and gaps, and inform the JPLG capacity and process development efforts leading to the improvement of policy and strategic guidance and technical capacity development support and monitoring mechanisms for decentralized delivery of public works.</p>
UNICEF	<p>UNICEF facilitated the development and finalization of Memorandum of Understanding (MOU) between the Ministry of Interior and Ministry of Education and Higher Education in Somaliland. The MOU defines roles and responsibilities between the two parties in relation to the Education sector study implementation. Dialogue with the Ministry of Health in Somaliland is still on-going to gain their agreement to undertake the sector study in health. However during the review of the Somaliland Health policy, UNICEF engaged in dialogues with consultant hired to ensure the review takes into consideration decentralization issues. Further dialogues between the consultant, MOI & MOH were facilitated that contributed to the updating the decentralization components within the draft health policy.</p> <p>Essential Package for Health Services (EPSH) assessment preliminary findings have been finalized and will guide the EPHS planning meeting organized by MOH & UNICEF. The organized EPHS Planning Meeting with UNICEF, Mediar, and SRCS will take place from 13th to 17th August 2011 in Burao. JPLG has been invited to attend the meeting which provides a great opportunity to discuss and explore areas to enhance better coordination and linkages in the EPHS implementation in Togdher region as well as identify strategic linkages between the two programs in district health system strengthening.</p>



3.2 OUTCOME 1.2.: UP TO 24 DISTRICTS HAVE LEGITIMATE COUNCILS ESTABLISHED AND OPERATIONAL IN SELECTED LOCATIONS

(By Agency)	Outcome 1.2./2 nd quarter of 2011
UN-HABITAT	<p>Somaliland</p> <p><u>Office rehabilitations:</u></p> <p>Burao District Offices: Works for the “Expansion and Improvement of the Burao Municipal Offices” started on 1 December 2010, and were substantially completed by the end of May 2011. The original contract sum of US\$ 45,555.18 was amended to US\$47,663.98 to cover the additional cost of an improved roofing design with clay tiles, and the increased height (40cm) of the Council Meeting Hall requested by the Mayor. A number of additional minor variations and improvements were incorporated, with their costs covered by Burao Municipality.</p> <p>The opening ceremony was initially planned for early July, but due to the absence of several key figures from the Somaliland Government and the unavailability of the UN Resident Coordinator, the function has now been rescheduled to 5 September.</p> <div style="display: flex; justify-content: space-around; align-items: center;">   </div> <div style="display: grid; grid-template-columns: 1fr 1fr; gap: 10px;">      </div>

Sheikh Municipal Offices: The subcontract was awarded to Homestar Construction Company, at an amended cost of US\$ 26,157.71. Works started in Mid February 2011, but despite a 70% completion rate by mid May 2011, the Contractor has been slow in completing the remaining works, including the finishing touches and snag list.

The official opening, initially also scheduled for early July, has now been postponed to mid August 2011.





Ministry of Labour & Social Affairs

Following the merger of the former Ministry of Labour and the Ministry of Family Affairs & Social Development in mid 2010, the UN JPLG was requested for assistance in office upgrading by the new Minister of Labour & Social Affairs (MoLSA). The Ministry is an important partner in the implementation of gender training and other related components of the JPLG, while it is also collaborating with JP partners in other activities. In recognition of the key role

played by MoLSA, it was agreed that the proposed expansion would be implemented under the JPLG in 2011. A preliminary engineering assessment was conducted, and a site plan and tentative scope of works was drawn up in August 2010.

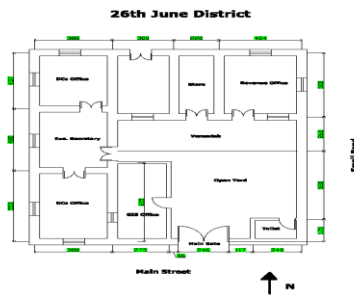
After coordination with the International Organization for Migration (IOM), it was agreed that IOM will carry out a rehabilitation and expansion of the existing office space and provide equipment and furniture. Through the UN JPLG, UN-HABITAT will implement the construction of an additional building, with offices for 24 staff, conference room, Minister's offices, and sanitary facilities. The design, approved by MoLSA in mid April 2011, allows for future expansion through the addition of a second floor, with office space for an additional 24 staff.

The engineer's estimate for the project is US\$ 68,489, including a 10% contribution from MoLSA. After a re-discussion of some of the design elements, it is expected that construction will start in September 2011, with completion by the end of January 2012.



Hargeisa Sub-District Offices

Decentralized billing and payment systems will be piloted in Hargeisa in 2011. Sub-District Offices will be prepared for this enhanced role in revenue collection. Assessments have been carried out at 5 existing DOs, and plans have been developed for the installation of payment counters and billing offices, together with minor additional office improvements in readiness for the proposed change. This new activity has also been included in the JP workplan and budget for 2011; estimated costs is 5 x 12,000 = US\$ 60,000. Following the recent addition of 3 new Districts, additional budget has been set aside to establish new district revenue offices.



Puntland

Office rehabilitations

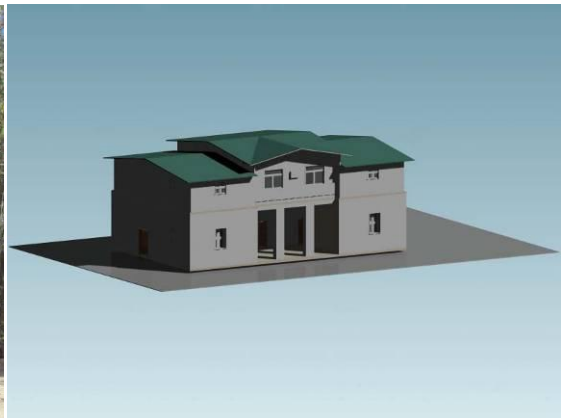
Bossaso District Council Offices: The subcontract was awarded to Hodan Construction company, at a cost of USD 57,314. Construction work, including the building components listed below, started by the end of February, and was substantially completed by 15 July 2011.

➤ Main Building ("Mayor's Office") of Bossaso Municipality:

- Construction of a new Upper Floor and Roof (approximate building area: 160 sqm).
- General rehabilitation of the existing Ground Floor, with an addition of 2 new toilets, new Septic tank and Soak pit, staircase, new office partition in the old meeting room, and repair of water supply system.

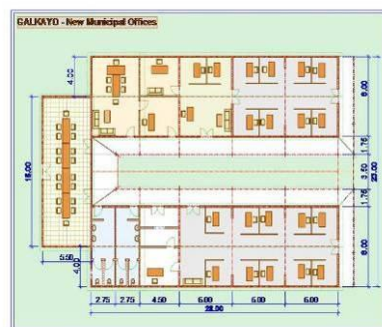
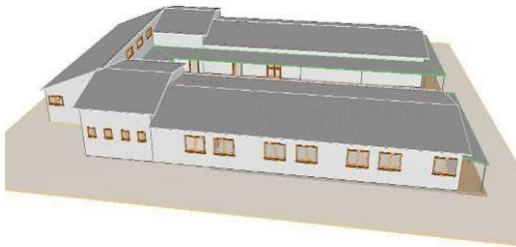
➤ Other Offices:

- General repairs of Floors, Roof and Ceiling; Paintwork, provision of in-built filing shelves.
- Rehabilitation of the old Counselor Meeting Hall, ceramic tiles paving floor and new windows.
- Repairs and improvement of the existing old Toilet Blocks and Water supply system.
- Rehabilitation of Guard Post and Generator House.





Galkayo Municipal Offices: A first assessment of the status and the possible scope of works at the Galkayo District Council offices was carried out in July 2010, while a more detailed engineering assessment was conducted in December. Conceptual designs have been prepared for 2 options: i. Rehabilitation and improvement of the existing building, and ii. Relocation of the Local Government offices and construction of new buildings. The Galkayo District council has confirmed its preference for Option ii, and has identified a suitable location for the new District Authority Office within the area of the recently vacated Hara Dayah site.



In addition to the design and construction of the new District Offices, UN-HABITAT is assisting in the overall planning of the 44,000m² area. For this purpose, a local task force has been established, consisting of stakeholders from the local government, business community, street vendors, and Galkayo elders.

South central Somalia

Office rehabilitations:

Mogadishu Local Government Registration Offices: Further to the request to construct new office space for the Benadir Local Government Registration Department, UN-HABITAT has been in communication with the Benadir Administration and visited the site.

The registry department is one of the main services provided by any local government. After a gap of



	and District Administration discussing these assessments and agreeing on the proposed way forward to increase the efficiency of the district administration in service delivery.
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3.3 OUTCOME 1.3.: UP TO 24 RURAL AND URBAN COUNCILS' CAPACITY TO GOVERN AND MANAGE SERVICE DELIVERY ENHANCED

(By Agency)	Outcome 1.3./2 nd quarter of 2011
UN-HABITAT	<p>Somaliland</p> <p><u>Land and Urban Management Institute of Somaliland</u> The MoPW has reviewed the draft strategic development plan for LUMI and agreed with its mandate and functions. An Agreement of Cooperation and project concept notes are under preparation based on the approved plan.</p> <p><u>Association of Local Government Authorities of Somaliland</u> Having completed the last Agreement of Cooperation between UN-HABITAT and ALGASL, discussions took place on a subsequent support phase between the partners. Terms of Reference for the agreement were finalized and the agreement has been signed by both parties. Activities in the new Agreement include support to institutional set-up, advocacy and awareness campaigns on decentralization and local governance issues, as well as further strengthening of the relations with the Association of Local Government Authorities of Kenya.</p> <p><u>Urban Planning</u> The Urban Planning Manual is being translated into Somali, and it is expected that the Somali version of the manual will be ready by August.</p> <p><u>Hargeisa road classification</u> UN Habitat, in conjunction with the municipality of Hargeisa, is involved in a road classification and road naming project. The main objectives of the project is to provide the clear hierarchy for urban roads for better transport and administrative management of the urban area in Hargeisa, which is expected to enhance economic activities and security with increased accessibility and support the establishment of a bases of for the physical address system in Hargeisa. The expected outputs for the project include a road classification map, road names for major roads and installation of road name plates on the roads.</p>



The road classification survey commenced on May 30th and lasted for a week. The team consisted of engineers from the Hargeisa Municipality, Ministry of Public works and UN-Habitat. The total number of roads selected is as follows: Trunk road (3), Primary road (18), and Secondary road (44). Some of the attribute information collected included the road dimensions (width and length of the road) pavement type and quality major landmarks on the road, whether it has street lighting and the economic activities taking place along the road, for instance the presence or absence of street vendors. A complete road classification map will be submitted to the municipal council for approval. The council is expected to allocate names to these roads and issue necessary approvals and give way to the last phase of the project which will entail the installation the name plates on the road

Municipal Finance:

Roadmap on Municipal Finance Policy for Somaliland: Following tensions in the area of Las Anod and Erigavo during second quarter 2011, ALGASL postponed the visits for discussing the roadmap document and collecting comments to these districts to third quarter 2011. Once feedback is received and incorporated, final version of roadmap will be launched.

Decree on Service-based Budgeting and Accounting Systems: Somali translation of *Budgeting and Accounting Regulations* to introduce service-based formats for Somaliland districts was finalized and submitted to Ministry of Interior for comments, which are expected to be shared and incorporated in the third quarter 2011.

Automation of Municipal Finance: Having completed the second phase of the Automation of Municipal Finance intervention in Somaliland, discussions on a third phase were held with implementing partners and local stakeholders. The new Agreement of Cooperation was signed by both parties. Scheduled activities include: the consolidation of the results achieved in the second phase, development of improved procedures and strengthening of the revenue base of districts among others.

Puntland




Municipal Finance:

Decree on Service-based Budgeting and Accounting Systems: Somali translation of the *Budgeting and Accounting Regulations* to introduce service-based formats for Puntland districts was ongoing in the second quarter of 2011. Finalization and handing over to the Ministries of Finance and Interior and other local stakeholders is expected in third quarter 2011.







	<p>Automation of Municipal Finance: Having completed the second phase of the Automation of Municipal Finance intervention in Puntland, discussions on a third phase were held with partners. The new Agreement of Cooperation was signed by both parties. Scheduled activities include the installation of full-scale automated accounting systems in the four JPLG target districts, as well as a pilot project for automated billing systems, among others.</p> <p>South central Somalia</p> <p><u>Governance Capacity Building</u> A Training of Trainers (ToT) workshop on <i>Leadership Skills for Conflict Management and Inclusive Local Development</i> was held in Hargeisa from 17 to 26 May for three trainers from Mogadishu. The workshop was held by a Senior International Capacity Building expert.</p> <p>The ToT and curriculum for subsequent workshops to be held for all districts in Mogadishu, is a new product designed to be centered on conflict management while also incorporating elements from local leadership and gender and the involvement of women in local governance. The workshops will be held starting the third quarter of 2011 and going into the first half of 2012.</p>
UNDP	<p>Somaliland</p> <p><u>Districts basic administrative training</u></p> <p>UNDP and the Civil Service Institute (CSI) in Somaliland organized a basic administrative training for the Ministry of Interior, the Ministry of Labour and Social Affairs, and the six target districts: Hargeisa, Berbera, Boroma, Berbera, Sheikh and Odweyne in April and May 2011. 25 participants from each district attended the training course and received certificates in the closing ceremony which took place on May 16, 2011. The objective of the training was to provide basic administrative tools and knowledge to the staff. Topics of the training included: human resource management, communication methods, work planning, reporting and office management. The Civil Service Institute followed up the training with intensive on the job coaching sessions to ensure that the systems from the training were set up and embedded within the target institutions. The training that took place in each district location was welcomed by the district administrations as a crucial step in reaching their goal of more efficient service delivery to their constituencies.</p> <p>Puntland</p> <p>UNDP contracted DELTA for the delivery of the basic administrative training for the districts.</p> <p>South central Somalia</p> <p><u>Adado capacity assessment</u></p> <p>A capacity assessment was undertaken in Adado to assess the socio-economic and politico-cultural environment and context of Adado; to map the existing governmental structures in Adado District and outline their mandates and functions; conduct a capacity assessment of the Adado District Council and District Administration; based on the capacity assessment, identify and develop realistic, feasible and time-bound capacity development strategy/strategies that can be implemented over two years.</p> <p>All zones</p> <p>Procurement of goods for target districts in Somaliland, Puntland and South central Somalia is ongoing.</p>
ILO	<p>Local Government Procurement Capacity Building Somaliland/Puntland</p> <p>ILO undertook a refresher training session and is providing subsequent on the job mentoring support to the Executive Secretaries, Procurement Officers, District Engineers and Tender Committees in all target districts in Somaliland and Garowe and Galkayo in Puntland in undertaking the 2011 project</p>







<p>procurement process which has to date entailed the preparation of their procurement plans following the approval of their District Annual Work Plans and Budget; preparation and approval of the tender documents for all the approved projects; and the advertisement of the tenders. During the next quarter the tenders will be evaluated and contracts awarded to successful bidders.</p> <p>District Public Works and Service Delivery Somaliland/Puntland</p> <p>2010 Contract management District public works departments received on-the job training on contract management for the 2010 service delivery projects i.e. contract supervision, verification of technical standards, certification and preparation of payments certificates as well project completion and hand over processes.</p> <p>Status of projects to date Borama</p>				
No	Project	Contractor	Progress to date	
1	Construction of 1600m Gravel Road Borama	Dhamaystire	80%	
2	Construction of Water Tank Amoud	Dhamaystire	Alternative project selected; as water tank was funded under other funding source.	
3	Construction of Box Culvert Degmo Laqas	HCCC	100%	
4	Construction of Health Post Garbohaadley	ZEILA	95%	







	5	Water project (Construction of Berket) Gargooray	ZEILA	95%		
	6	Water project (Construction of Berket) Weeraar	NUURIYE	95%		
	Berbera					
	No	Project	Contractor	Progress of date		
	1	Construction of water system Beyodhadher	Tawfiq C. C.	100%		
	2	Completion of Burao Sheikh market Berbera	DIAMOND	100%		
	3	Construction of Side Drainage system Berbera	Iftin C. C.	100%		
	4	Construction of Health Center Bulahar	Alkhadar C.C..	85%		






Sheikh				
No	Project	Contractor	Progress to date	
1	Construction elevated water tank Sheikh	Towfiiq Co	78%	
2	Construction 700m Gravel Road Dhibijo	Iftin Const Co	100%	
3	Construction of Health Post Agaray	SURAD	100%	
4	Water project (Construction of Berket) Rehabilitation of roof of existing Go'da Yar	Gulf Co	85%	







Burao				
No	Project	Contractor	Progress to date	
1	Construction of Police Post Qoyta	TCC	100%	
2	Water project (Construction of Berket) Kalbarre	Hand cc	20%	
3	Construction of Veterinary Post Dhoqoshay	Kor Jan	100%	
4	Construction of Health Center War Imran	RED SEA CC	95%	
5	Construction of Gravel Road & Drift Waraabeeeye	SOCOCO	94%	






	6	Construction of shaded Livestock Market places for (3 units) Burao district	TCC	100%	
	7	Construction of 700m Gravel road (Future Tarmac)	SOCOCO	90%	
	Hargeisa				
	No	Project	Contractor	Progress to date	
	1	Digging & construction of shallow well Darasalam	Shanfool	25%	
	2	Construction of Police Post 26June, Goljano	Red Sea Co.	95%	
	3	Construction of Health Center Ahmed Dagah	Red Sea Const.	95%	
	4	Construction of Health Center Masale (M.Haybe)	AWCCO	100%	






	5	Construction of Gravel Road & Drift, Adadley	SHANFOOL Co.	100%	
	Odweine				
	No	Project	Contractor	Progress to date	
	1	Water project (Construction of Berket) Ali Farah	SOCOCO	100%	
	2	School Extension Haji Salah	SOCOCO	98%	
	3	Construction of Health Post Qucun-dhaale	U.C.C	87%	







	4	Water project (Construction of Berket) Xidh Xidh	OCRO	100%	
	5	Hospital Equipment Odweine			Tender process underway
	Puntland				
	Garowe				
	N o	Project	Contractor	Progress to date	
	1	Construction of 1040m Gravel Road-Global	IPECO	100%	
	2	Construction of 1320m Gravel Road-Gureye	SAMAALEY	100%	







	3	Construction of 1150m Gravel Road-Eng. Khalid	SAMAALEY	100%	
	4	Construction of 1240m Gravel Road-Al-Nassar	GEDESTE	100%	
	5	Construction of 1010m Gravel Road-Bulsho	SAMAALEY	100%	
	6	Garowe town Tree plantation	HORMUUD C.C.	52%	
	Bosasso				
	No	Project	Contractor	Progress to date	
	1	Construction of 3000m Gravel Road-Presidential-Bossaso	ELGAR	100%	



	2	Construction of Bus stop (Station)	JIBCON	100%	
	Gardho				
	No	Project	Contractor	Progress to date	
	1	Construction of 500m Gravel Road-Gardo	JIBCON	100%	
	2	Construction of clothes market-Gacan Libah	AL – NAJAH	100%	
	3	Construction of Milk market-Gacan Libah	JIBCON	100%	
	4	Construction of vegetable market-Gacan Libah	IPECO	100%	



	5	Construction of Market Shelter-Wadajir	KALKAAL	100%	
	6	Construction of Health Post-Libow	IPECO	100%	
	7	Construction of Health Post-Dhaxan	IPECO	100%	
	Galkayo				
	No	Project	Contractor	Progress to date	
	1	Galkayo Airport road	JOHN	68%	
	2	Construction of Galkayo stadium-	MUUMIN Co.	85%	



	<p>Investment planning; feasibility studies and project design; and tender document preparation</p> <p>The departments received on-the-job training on the preparation of the designs and tender documents for the 2011 service delivery projects.</p> <p>The departments also trained and supported to undertake feasibility studies for water and road projects (only Hargeisa and Garowe and Bosasso).</p> <p>The aim of these studies is to develop simple processes and tools to introduce into the district investment planning process to allow priority project identification and description based on clear problem definition and justification and fitting within broader strategic development framework of district during the annual planning cycle. The methodology covers technical feasibility, socio-economic and environmental impact assessment as well as simple cost benefit analysis methodology. The outcome of these studies will inform preparation of a simple toolkit comprising guidelines/criteria for when to apply which tools and processes the revision of the district planning guidelines currently being revised.</p>
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3.4 OUTCOME 1.4.: TARGET DISTRICT COUNCILS HAVE INCREASED AWARENESS ABOUT OPTIONS OF REVENUE GENERATION

(By Agency)	Outcome 1.4./2 nd quarter of 2011
UN-HABITAT	<p>Somaliland</p> <p><u>Municipal Geographic Information Systems (GIS)</u></p> <p>UN-Habitat in conjunction with the municipality of Hargeisa have updated the existing Hargeisa building database with the primary objective of providing the required information on property location and characteristics on all the new buildings properties that have come up after 2006 when the last property enumeration was undertaken. The amount of additional taxable properties added to the database is 17,000. The fieldwork for the current updating exercise was completed in February 2011. The data is currently being validated and a verified database is expected to be ready by end of August 2011. This database will be incorporated in to the Billing Information Management Systems (BIMS) which is already being used in Hargeisa for billing property tax and public utility services.</p> <p>Puntland</p> <p><u>Municipal Geographic Information Systems (GIS)</u></p> <p>UN-Habitat, in conjunction with Garowe municipal council, is involved in the GIS based building database project for the Garowe Municipality for purposes of property taxation and urban planning.</p> <p>The property survey phase that included enumeration of all the buildings in Garowe is now complete. The enumeration aimed at capturing key attribute information of all buildings that included the ownership/occupier data, dimensions the buildings, the services available, the building materials used and the current uses the building is under among others. The information collected was captured into a database. The database encompasses 8086 taxable properties. The data entry into the database was finalized in February 2011 after which a phase of data verification commenced. The data verification included enforcing accuracy rules and confirmation of integrity of field data against mapped property information.</p>



A workshop was held on 10th July 2011 to present preliminary data and maps. The workshop was attended by among others the Minister for Interior, the First Lady, the Mayors of Garowe and Gardo respectively. The boundaries delineation exercise has been completed and seven villages were further delineated to create four zones in each village or second level administrative boundaries. This is useful for unique GIS coding of the properties within a particular zone of a village.



The Minister of Interior



Puntland State of Somalia First Lady

3.5 OUTCOME 1.5.: ALL ELIGIBLE DISTRICT COUNCILS (UP TO 24) HAVE AT LEAST 1 PRIORITY SERVICE DELIVERY PROJECT FUNDED ANNUALLY

(By Agency)	Outcome 1.5./2 nd quarter of 2011
UN-HABITAT	<p>Puntland <u>Solid waste management</u></p> <p>An Agreement of Cooperation has been signed between UN-HABITAT and the international NGO CESVI for the implementation of a solid waste management in the four target districts in Puntland. This agreement comes with some delay. Implementation is expected to start in August.</p> <p>The project covers concrete projects, as well as policy, regulation and oversight, PPP arrangements, development of long-term plans for solid and liquid waste, and awareness raising.</p> <p>The overall objective of the project is “Improved sanitation, hygiene, health and environmental conditions and living standards in four Municipalities in Puntland by addressing service delivery in the solid waste sector”, with the following two main targets:</p> <ul style="list-style-type: none"> • District councils and the private sector actors in SWM have the capacity to deliver adequate liquid and solid waste management services • Waste collection services are financially sustainable, through appropriate cost-recovery mechanisms



	<p>South central Somalia</p> <p>The second phase of the Participatory District Rehabilitation in Mogadishu will start in July 2011. All preparations have taken place for this, including agreement of cooperation with the implementing organization.</p>
ILO	<p>Somaliland/Puntland</p> <p>2010 Projects:</p> <p>The districts public works departments were supported and mentored through the management completion of the 2010 service delivery projects i.e. contract supervision, verification of technical standards, certification and preparation of payments certificates as well project completion and hand over processes.</p>

3.6. OUTCOME 1.6.: SEVENTY FIVE COMMUNITIES AND 25 PRIVATE SECTOR SERVICE PROVIDERS HAVE INCREASED CAPACITY TO DELIVER SERVICES

(By Agency)	Outcome 1.6./2nd quarter of 2011
ILO	<p>Support to districts establish supplier databases; contractor registration Somaliland/Puntland</p> <p>Recommendations and proposal on the process for establishing supplier databases at district councils and to undertake contractor registration were submitted by the consultant. The work will be commissioned in the third quarter.</p> <p>Awareness creation on opportunities on procurement process and opportunities Somaliland/Puntland</p> <p>All tenders for 2011 investment projects were tendered through public notice through various media including local newspaper, radio broadcast and public notice boards at district offices. In addition, pre-bid meetings were held in all the participating districts during which interested private sector providers were briefed on the procurement opportunities and process and had the opportunity to seek clarification.</p> <p>Feasibility studies and review of existing PPP contracts Somaliland/Puntland</p> <p>One of the outcomes from the feasibility study undertaken for the 2011 Sheikh Water Supply project is to undertake an in depth review the operations and management structure and consider the viability of private sector participation through PPP arrangements.</p>
ILO/UN-Habitat/UNDP/UNICEF	<p>It is recognized that capacity to deliver services must be built among communities and the private sector in order to strengthen the supply of capacitated service providers. Village committees were therefore supported to appoint two resource persons for their villages to be trained in project cycle management to support and increase effectiveness and competitiveness in service delivery. UNICEF in partnership with STIPA carried Community Own Resource Persons (CORPS) training in Puntland. The participants of the workshop were identified through collaborative effort of UNICEF, Somali Development Trust (SDT) and local authorities. The participants were from Village Committees within the targeted districts. A total of forty six (46) participants were identified with gender representation ensured in Bossaso, Gardo, Garowe and Galkayo districts. Each Village Committee was represented by one member. The training equipped the participants with project planning skills in order to enable them review their village priorities and liaise with the district councils for inclusion in the DDF; and also enhanced their skills in carrying out participatory civic education dialogues and documentation of best practices and the most significant change stories within their villages. Further, the training clarified the roles and the responsibilities of district councils as well as community in the whole project cycle management.</p>



3.7. OUTCOME 2.1.: TARGET COMMUNITIES IN UP TO 24 DISTRICTS HAVE BASIC UNDERSTANDING OF THEIR RIGHTS AND RESPONSIBILITIES VIS-A-VIS DISTRICT COUNCILS.

(By Agency)	Outcome 2.1./2 nd quarter of 2011
UNICEF	<p>Somaliland</p> <p>Based on lesson learnt from previous implementation and recommendations from the OES Report, KMC carried out community assessment. The exercise was conducted in all the six targeted districts including the villages. A highly participatory and inclusive methods of data collection was employed during the assessment including key informant interview; Interview; and focus group discussion. The community members, government officials and representatives of CSOs were all consulted during the assessment. About 274 respondents (113 female) have participated in the assessment in all districts. The ministries of interior and local target districts were fully engaged in the process.</p> <p>The key findings of the assessment were used to design an appropriate communication tools for the civic education. A validation workshop is planned in August to validate the findings of the assessment. This will further inform the development of key messages to different audiences.</p> <p>UNICEF advertised the consultancy for revision of civic education strategy. Individual applications received were not strong. The consultancy will be re-advertised for institutions through an RFP process.</p> <p>Puntland</p> <p>UNICEF through partnership with SDT conducted successfully the community own resource persons known as ‘corps’ training on community outreach and basic civic education. The training was aimed to build up community own resource persons on civic education knowledge to support on community outreach and facilitation of civic educations activities in their villages. The CORPs will be expected to conduct civic education awareness in their villages to empower their fellow community members to know their rights and responsibilities towards taking part in the local development. The training core areas focused on community outreach scenarios and basic civic education skills. The training method was based on adult learning principle and illustrated practical and participation approach to impart skills on how the corps can facilitate community dialogues and discussion around civic issues in their villages using locally available meeting points and social community events.</p>

3.8. OUTCOME 2.2: ANNUAL DISTRICT PLANS AND BUDGETS IN UP TO 24 COUNCILS REFLECT COMMUNITY PRIORITIES

(By Agency)	Outcome 2.2./2 nd quarter of 2011
UNICEF	<p>Somaliland</p> <p>The LOA signed in the first quarter with the Ministry of Interior in Somaliland expired in June. A new LOA was finalized with MOI that will facilitate UNICEF support to district capacity development. The districts have submitted their request for the fund release to implement their action plans. The Funds will be disbursed upon the approval of their request by MOI and based on UNICEF disbursement system.</p> <p>Puntland</p> <p>UNICEF jointly with MOI supported the districts in identification of districts TOTs from the planning and social Department. 20 TOT consisting of 5 in each of the four districts have been identified and TOT training initiated to equip them with participatory skills. This will enable them in term to better facilitate participatory workshops with villages in planning and validation of districts work plans and in district public reporting meetings.</p>



ILO	<p><u>Support districts local economic development planning and implementation of LED interventions</u></p> <p>Somaliland/Puntland</p> <p>Enterprise surveys were concluded for all the target districts and a findings workshop facilitated to share and discuss the findings along with the findings from the enabling environment for micro and small enterprise studies conducted earlier. The key outcome of the workshops which brought together a wide range of stakeholders including the local and central governments and the private sector are a synthesis of key constraints to enterprise and local economic development and an action plan of different interventions/actions by different actors.</p> <p>Streamlining the business licensing procedures seen as a key obstacle to micro and small enterprise development was identified as a priority. A proposal to take forward this was developed and consultant commissioned and is on-going. The project will lead to the following outcomes:</p> <ul style="list-style-type: none"> • Improved efficiency of business licensing services through simplification and streamlining of procedures for business licensing, and automating registry functions; • Increasing local revenue buoyancy of business licenses; and • A more enabling environment for business through the application of fair and transparent business licensing procedures. <p>In addition an online database management system was developed for storage, management access and updating of the enterprise data which will be housed locally by the relevant line ministry (to be determined on discussion with the respective administrations) and will give access to local governments and other interested stakeholders. Training will be provided on how to gather and update this data.</p>
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3.9 OUTCOME 2.3.: BASIC MECHANISM FOR COMMUNITY MONITORING OF ALL PROJECTS FUNDED BY THE DEVELOPMENT FUND

(By Agency)	Outcome 2.3./2nd quarter of 2011
UNICEF	<p>Somaliland and Puntland</p> <p>The PIM trainings will be conducted this coming quarter once the contractors have been identified for the selected projects to be implemented.</p>

3.10 OUTCOME 2.4.: PUBLIC REPORTING MEETINGS IN UP TO 24 DISTRICTS HELD ANNUALLY

(By Agency)	Outcome 2.4./2nd quarter 2011
UNICEF	<p>Somaliland</p> <p>Nothing to report</p> <p>Puntland</p> <p>Nothing to report</p>



3 MONITORING AND EVALUATION

As recommended by the JPLG MTR (Mid-Term Review) Outcome Indicators as well as Training Data are being put onto the JPLG website and will be updated by the Mol's. Also Google Earth links to all JPLG project sites in Somaliland, Puntland and South central Somalia will be available on the JPLG website. This work is being carried out by Terre Solidali and is planned to be finalized in the 3rd quarter.

Also a simple annual questionnaire has been developed for the Community Monitoring Groups which is being translated into Somali. This is another recommendation of the MTR. Please find the questionnaire in Annex 4.

A last recommendation from the MTR concerns individual Post Training Assessments which will be carried out through the district consultants and the UN agencies. Further a new Risk Management Matrix has been developed with the UN Somalia Risk Manager Mathew Leslie. Please see it in Annex 5.

3.1 VALUE FOR MONEY

The JPLG Mid-Term Review (MTR) mentions how we can make use of a framework advanced by DFID² to assess the value-for-money (VFM) delivered by the JPLG. The original framework is slightly modified, as suggested by DFID-Somalia³. VFM analysis involves examining the programme's Economy, Efficiency and Effectiveness, identifying the links between them and drawing conclusions on overall performance.

The MTR recommends the JPLG to do the following on VFM (as stated under 3.2.3 in the Summary Report):

- The DFID framework used in the MTR report should be adopted by JPLG management to integrate and improve the existing Outcome Evaluation System and allow periodic updates of the Value for Money (VFM) assessment.
- To facilitate the assessment of the program's VFM, JPLG should develop simple economy indicators, like unit cost of inputs and related efficiency indicators comparing summary costs of outputs (per sq.m., cu.m., km, etc.) with benchmarks reflecting independently assessed local market conditions.

² Chris Barnett, Julian Barr, Angela Christie, Belinda Duff, and Shaun Hext, Measuring the Impact and value for money in governance and conflict programs – ITAD Final Report (2010)

³ ⁵³ DFID-Somalia, DFID Somalia guidance to implementing partner on strengthening VfM in governance and conflict programs (22 Feb. 2010). The ITAD original framework includes seven criteria: three for *Effectiveness* (Theory of change, Leverage/replication and Robustness of indicators) two for *Efficiency* (Productivity and Risk analysis and mitigation) and two for *Economy* (Procurement and Unit costs). DFID Somalia is choosing to remove two of these from the summary VfM assessment – robustness of indicators and risk analysis and mitigation – as they do not relate uniquely to effectiveness and efficiency. These issues are, however, crucial to good project design and management and lay the basis for managing VfM. A third criterion, Theory of Change is also part of fundamental project design, but it is retained in the framework as it is central to demonstrating VfM effectiveness – i.e. that the program is delivering the right outputs to achieve its objectives.)



- Measures of effectiveness should also be developed by sector, and supported through appropriate data collection systems, to gauge the change in actual services delivered (e.g. # of patients actually treated) per dollar invested in both physical construction and operations of services delivery units.

So therefore the JPLG will commence to address these recommendations from the MTR in the second half 2011 and updates provided in the regular JPLG reports.



4 BUDGET DELIVERY AGAINST TARGET

The budget against the revised work plan for the JPLG for 2011 was \$ 23,880,347 as indicated in the tables below:

TABLE 1 JPLG RESOURCES SUMMARY 2011

TOTAL FUNDS FOR 2011 - including carry over and new funds										
	SIDA	EC	DFID	DENMARK	ITALY	USAID	NORWAY	UNDP	UNCDF	TOTALS BY AGENCY
	Pass through	Hybrid through UNDP	Pass through	Pass through	Bilateral to UN Habitat	Bilateral to UNDP	Pass through			
UN Habitat	799 814	931 143	1 381 494	707 525	1 134 990		347 091			5 302 057
UNDP	1 035 788	2 030 566	2 047 464	916 271		2,250,350	665 855			6 695 944
UNICEF	426 630	390 000	652 219	377 402			139 480			1 985 731
ILO	630 725	871 089	1 048 987	557 946			306 210			3 414 957
UNCDF	155 962	142 570	212 925	137 966			50 990		670 000	1 370 413
PCU	76 575	184 500	144 799	27 928			25 035			458 837
TOTAL BY DONOR	3 125 494	4 549 868	5 487 888	2 725 038	1 134 990	2,250,350	1 534 661	-	670 000	19 227 939
							To be confirmed			
GRAND TOTAL	19 227 939									
2011 Draft - Summary of revised JPLG work plan and budget figures										
UN AGENCY	SOMALILAND	PUNTLAND	SOUTH CENTRAL	NAIROBI	TOTAL BY AGENCY					
UN HABITAT	2 084 635	1 711 822	1 806 856	1 074 785	6 678 098					
UNDP	2 342 542	2 862 880	1 623 862	884 224	7 713 508					
UNICEF	1 366 202	731 878	365 575	452 480	2 916 135					
ILO	1 445 307	1 309 787	416 337	1 126 731	4 298 162					
UNCDF	744 408	595 350		412 284	1 752 042					
PCU				522 402	520 750					
TOTAL	7 983 094	7 211 717	4 212 630	4 472 906	23 880 347					
UNFUNDED					-					
Fees					-					
GRAND TOTAL	7 983 094	7 211 717	4 212 630	4 472 906	23 880 347					
Funding gap as of 16 August 2011	4 652 408									

5 CUMULATIVE EXPENDITURES TO DATE

The following is a summary of cumulative expenditures by the end of the 2nd quarter 2011 by UN Agency and donor and major expenditure categories, both by MDTF and EC expenditure categories.

Note all figures are in US\$ and include committed funds.

The cumulative expenditure to date in 2011 is US\$ 8,837,048 or 37% of the 2011 annual workplan and budget of US\$23.8M.

Table 2 JPLG Expenditures (EC categories) by UN agency for 2nd quarter 2011 - all figures are in US\$

	UNICEF	UNDP	UN Habitat	UNCDF	ILO	PCU	TOTALS	% Expenditure
Expenditure Category								
Human Resources	141 508	329 561	752 865	27 110	1 251 044	118683	2 620 771	30
Travel	23 396	82 985	9 596	16 286	132 263	46921	311 448	4
Equipment and Supplies		254 377	16 142	3 347	273 866	1715	549 447	6
Local office/action		50 920	51 645	4 382	106 947	5155	219 048	2
Other costs and services	11 943	66 314	1 406	9 411	89 074	4322	182 469	2
Others: works, contracts, sub-grants, training and capacity building	551 774	1 143 590	588 221	12 744	2 296 329	900	4 593 559	52
Administrative costs (fees)	2 368	75 080	99 391	325	177 164	5978	360 306	4
TOTAL	730 989	2 002 827	1 519 266	73 605	4 326 687	183 674	8 837 048	100
GRAND TOTAL	730 989	2 002 827	1 519 266	73 605	4 326 687	183 674	8 837 048	100


Table 3 JPLG Expenditures (MDTF categories) by UN agency for 2nd quarter 2011 - all figures are in US\$

	UNICEF	UNDP	UN Habitat	UNCDF	ILO	PCU	TOTALS	% Expenditure
Expenditure								
Supplies, commodities, equipment, travel and transport	23 396	388 282	77 383	24 015	513 076	53 791	1 079 943	12
Personnel (staff, consultants and travel)	141 508	329 561	752 865	27 110	1 251 044	118 683	2 620 771	30
Capacity development	551 774	979 445	549 944	12 744	2 296 329	900	4 391 137	50
Contracts (DC investments)		164 145	38 277	-			202 422	2
Other direct costs	11 943	66 314	1 406	9 411	89 074	4 322	182 469	2
Administrative costs (fees)	2 368	75 080	99 391	325	177 164	5 978	360 306	4
TOTAL	730 989	2 002 827	1 519 266	73 605	4 326 687	183 674	8 837 048	100
GRAND TOTAL	730 989	2 002 827	1 519 266	73 605	4 326 687	183 674	8 837 048	100

Table 4 JPLG Expenditures by donor for 2nd quarter 2011 - all figures are in US\$

	UNICEF	UNDP	UN Habitat	UNCDF	ILO	PCU	TOTALS	% Expenditure
Donor								
SIDA	50 000	494 650	-8 243				536 407	6.07
DFID	125 210	225 886	579 610		730 989	24 397	1 686 092	19.08
EC	418 550	73 000	894 013		2 002 827	97 412	3 485 802	39.45
Italy			15 125				15 125	0.17
USAID							0	-
Denmark	100 000	876 946	28 620		73 605	53 401	1 132 572	12.82
UNDP (BCPR)			8 480				8 480	0.10
UNDP (TRAC)							0	-
UNDP	37 229	332 345	1 661			8 464	379 700	4.30
Norway					1 519 266		1 519 266	17.19
UNCDF				73 605			73 605	0.83
TOTAL	730 989	2 002 827	1 519 266	73 605	4 326 687	183 674	8 837 048	100
GRAND TOTAL	8 837 048							



ANNEX 1 PROGRESS AGAINST OVIs

ANNEX 1A : REPORTING FRAMEWORK FOR THE JPLG – 2ND QUARTER 2011 - SOMALILAND

Ref.	JPLG Results	Benchmark	Indicators	Targets 2011	Means of Verification	Progress till date: 1st Quarterly Report 2011	Progress till date: 2nd Quarterly Report 2011
				Target: SL: Sheik, Odweine, Berbera, Borama, Hargeisa, Burao		As of 31 March 2011	As of 30 June 2011
1	Expected results under specific Objective 1 by 2012						
1.1	Local government policy, legal and regulatory framework in the 3 regions of Somalia initiated	1.1.1. Local government/councils policies, laws, regulations and guidelines drafted, approved, disseminated and implemented	Revisions of policies, laws, regulations and guidelines related to LG drafted and approved (e.g. human resource management, procurement and gender)	Names and Numbers of policies, laws, regulations and guidelines related to LG drafted and/or approved (Decentralization Policy, Law No 7, Procurement Guidelines, Gender Guidelines, Human Resource Guidelines)	Policy statements Published acts?	Apart from Law No23, which the Somaliland government enacted before JPLG inception, no other laws relating to decentralization have been drafted, approved, disseminated or implemented. HRM Policies: • No new human resource management guidelines or laws were formulated or were implemented since the OE of July 2010 Gender: • No gender-related policies or guidelines were formulated by either central government or LGs since last OE • Positive attitudinal change in gender issues is trickling in both at central and local levels • Procurement: Tendering committees were established for each of the 6 LGs Procurement officers were nominated in each of the 6 LGs Tender committees practically took over their responsibilities and implemented the tasks of tendering, selection and awarding of contracts of all JPLG projects as well as the other projects	Apart from Law No23, which the Somaliland government enacted before JPLG inception, no other laws relating to decentralization have been drafted, approved, disseminated or implemented. HRM Policies: • No new human resource management guidelines or laws were formulated or were implemented since the OE of July 2010 Gender: • No gender-related policies or guidelines were formulated by either central government or LGs since last OE • Positive attitudinal change in gender issues is trickling in both at central and local levels • Procurement: Tendering committees were established for each of the 6 LGs Procurement officers were nominated in each of the 6 LGs Tender committees practically took over their responsibilities and implemented the tasks of tendering, selection and awarding of contracts of all JPLG projects as well as the other projects



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			Harmonisation of the decentralisation legal framework with the sectors initiated	Describe how the decentralisation of the legal framework with the sectors was initiated and the number of names of sectors involved (Education, Health, Water/Sanitation, Public Works)	Study reports Draft bills Sector Study findings	The DG of MoI pointed out that discussions on decentralization are underway at both presidential and ministerial levels and the president is expected to nominate the vice-president to be a 'decentralization champion' to boost up decentralization efforts	The DG of MoI pointed out that discussions on decentralization are underway at both presidential and ministerial levels and the president is expected to nominate the vice-president to be a 'decentralization champion' to boost up decentralization efforts
			LG policies, laws, regulations and guidelines implemented (e.g. human resource management, procurement, and gender)	Names and Numbers of LG policies, laws, regulations and guidelines implemented (Decentralization Policy, Procurement Guidelines, Gender Guidelines, Human Resource Guidelines)	LG minutes of meetings LG by-laws	Borama O, Hargeisa O, Berbera O, Sheikh O, Burao O, Odweine O In the beginning of the quarter, the procurement guideline was already in place as it had been developed last year and there was no council bylaws issued during the reporting quarter to implement any sort of guideline	Hargeisa O, Sheikh O, Berbera O, Borama O, Odweine O, Burao O
		1.1.2. Tasks and responsibilities for service delivery distributed between central and local governments	Number of sector ministries decentralising service delivery obligations and resources to local governments	(Agreement on assignment of functions) SL: 2 to 3	Study reports on allocation of sector functions between central and local governments Line ministries strategic and work plans	Not yet done	Not yet done
1.2	Up to 98 districts have legitimate councils established and operational in selected locations	1.2.1. District councils established as per grade	Number of districts by grade with councils established as stipulated in the law	SL: 19	MoI and LG records of council members	23	23



			Increase in number of women and vulnerable groups represented in district councils	SL: 5%	Mol and LG records of council members	In Somaliland the incumbent district councils were elected a long time before the start of JPLG. Out of the JPLG targeted 6 DCs, only Berbera Council has one female councillor. Nevertheless, it is expected that women will win more seats in the coming district council elections which are hoped to take place in 2011.	In Somaliland the incumbent district councils were elected a long time before the start of JPLG. Out of the JPLG targeted 6 DCs, only Berbera Council has one female councillor. Nevertheless, it is expected that women will win more seats in the coming district council elections which are hoped to take place in 2011.
		1.2.2. District councils meetings held	Number of district councils holding and recording meetings as stipulated in the law	SL:6	Minutes of council meeting	5 (Hargeisa, Berbera, Sheikh, Burao (3 conferences - two extra-ordinary), Odweine (2 conferences - one extra-ordinary)	6 (Hargeisa, Sheikh, Berbera, Borama, Odweine, Burao)
		1.2.3. District councils passing by-laws	Number and type of by-laws passed by district	SL:6	Minutes of meetings Published by-laws	0	0
		1.2.4. District council sub-committees established	Number of districts where sub-committees have been established as per the law	SL: 6	LG records of sub-committee members	5 (Borama, Hargeisa 6 subcommittees, Berbera, Sheikh, Burao)	5 (Borama, Hargeisa 5 subcommittees, Berbera, Sheikh, Burao) in Hargeisa Subcommittees and their membership have been changed
		1.2.5. Village committees established	Number of VCs established as per law	SL: 357	Mol and LG records of villages and village committee members	The village committees of the six JPLG targeted districts number 357 in total. Women representation in these village committees varies. In urban villages, women village committee membership is higher and ranges between 3 and 6 members. In most rural VCs women membership is limited often to one member - refer only the 302 villages whose committee lists are with MOI (don't have those of Borama as yet)	The village committees of the six JPLG targeted districts number 357 in total. Women representation in these village committees varies. In urban villages, women village committee membership is higher and ranges between 3 and 6 members. In most rural VCs women membership is limited often to one member - refer only the 302 villages whose committee lists are with MOI (don't have those of
			Number of VCs having representation of women and other vulnerable groups	SL: 143	Mol and LG records of villages and village committee members	143 (Hargeisa 35/118, Berbera 14/24, Sheikh 1/23, Burao 68/84, Odweine 25/53, Borama no record!) village committee membership is higher and ranges between 3 and 6 members. In most rural VCs women membership is limited often to one member	143 (Hargeisa 35/118, Berbera 14/24, Sheikh 1/23, Burao 68/84, Odweine 25/53, Borama no record!) village committee membership is higher and ranges between 3 and 6 members. In most rural VCs women membership is limited often to one member



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		1.2.6. LG departments in place	Number of districts with departments in place as per the law	SL: 6	Mol and LG records LG organograms	6 (Borama, Hargeisa, Berbera, Sheikh, Burao, Odweine)	6 (Borama, Hargeisa, Berbera, Sheikh, Burao, Odweine)
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	Number of districts with approved annual work plan and budget derived from the five-year District Development Framework (DDF)	SL: 6	DDF AWPB	All 6 districts have approved AWPB derived from the DDF	All 6 districts have approved AWPB derived from the DDF
			Number of districts with DDF mainstreaming gender and security	SL: 6	AWPB	All 6 districts' DDFs mainstreamed gender and security	All 6 districts' DDFs mainstreamed gender and security
		1.3.2. Departmental work plans in place	Number of departments with approved departmental plans derived from the AWPB	SL: Public Works, Admin and Finance Departments	Departmental work plans	4(Burao, not approved by the council)	12 (Burao, Borama, Odweine)
		1.3.3. At least 70% of the planned results in the AWPB	% age of results in AWPB implemented	SL - Borama: 70%; Berbera: 70%, Hargeisa: 70%, Burao: 70%; Sheikh: 70%; Odweine: 70%	Project progress reports	0%(only JPLG activities)	0%(only JPLG activities)
			% of budget in AWPB utilised	SL – Borama: 70%, Berbera: 70%, Hargeisa: 70%, Burao: 70%; Sheikh: 70%; Odweine: 70%	Project financial reports	Borama 25%, Hargeisa 5.45%, Berbera 27%, Sheikh 13.5%, Burao 28.2%, Odweine 1.5%	Hargeisa 45.3%, Sheikh 19%, Berbera 53%, Borama 48%, Odweine 6.4%, Burao 45.4%
		1.3.4. Quarterly financial statements approved by LG Executive Committee	Number of districts with approved quarterly? financial statements	SL: 6	Financial statements	6 (Borama, Hargeisa, Berbera, Sheikh, Burao, Odweine)	6 (Hargeisa, Sheikh, Berbera, Borama, Odweine, Burao)
		1.3.5. Four internal audit reports approved by district council	Number of districts where one internal audit reports are submitted to the council	SL: 3	Internal audit reports	1(Burao)	1 (Odweine)



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		1.3.6. Annual external audit report produced and approved	Number of districts where annual external audit report has been produced	SL: 6	External audit report	0	0
		1.3.7. Fiscal transfer system developed and implemented	Number of districts receiving fiscal transfers as per the law	SL: 6	Financial statements	1 (Sheikh)	0
		1.3.8. LG contracts awarded according to procurement guidelines	% of contracts awarded against targets in procurement plan in line with guidelines	Borama: 70%; Berbera: 70%; Hargeisa: 70%, Burao: 70%; Sheikh: 70%; Odweine: 70%	Procurement plan Procurement committee minutes	According to implementation plan, the tender process starts on 7th May and contractors will be chosen latest 20th of June – the plan may be reviewed	This process is again behind schedule. The tender process hasn't started as of 30 June 2011
		1.3.9. LGs develop and implement human resource management/dev elopment	Number of LGs where staff have job descriptions	SL:6	HRM/D guidelines	1 (Burao)	6 (Hargeisa where the process is just starting, Sheikh, Berbera, Borama, Odweine, Burao)
			% increase in women filling professional positions per district	SL: 1%	Human resource records	JPLG lobby is impacting and, however slow, there is a positive trend of advancing women empowerment in all the 6 districts	JPLG lobby is impacting and, however slow, there is a positive trend of advancing women empowerment in all the 6 districts



			Number of councillors and staff having attended and completed capacity building activities (by district, gender, committee, department)	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	Training data sheets	Hargeisa 10M: Among others Executive Officer, Procurement Officer, Internal Audit, Executive Officer; Berbera 12M 1F: Among others Procurement Officer, Internal Audit, Accountant, Director General, Director of Social Affairs, Director of Admin and Finance; Borama 12 M 1F: Among others Executive Officer, Internal Audit, Admin and Finance Director, Director Department of Budget, Account General, Auditor General; Burao 12 M 1F: Among others Director of Planning, Procurement Officer, Internal Audit, Councillor, Director General, Deputy Mayor, Mayor; Odweine 8 M among others Executive Officer, Internal Audit, Procurement Officer, Councillor; Sheikh 9M 1F: Among others Executive Officer, Procurement Officer, Internal Audit, Accountant, Chair Person of Economic and Development Committee	Ministry of Interior 8M 7F: among others departmental heads and section heads; Ministry of Labor and Social Affairs 5M 10F: among others Department heads and staff; Ministry of Public works 4M planning and Housing departments; Hargeisa 18M 13F: among others councillors, District Engineer, Procurement Officer, Department heads and staff from departments; Berbera 23M 9F: Among others District Engineer, Procurement Officer, Department heads and staff from departments, Borama 21M 10F: Among others District Engineer, Internal Audit, Heads of Departments and Staff; Burao 19 M 11F: District Engineer, Internal Audit, Heads of Departments and Staff; Odweine 22 M 9 F among others District Engineer, Internal Audit, Procurement Officer, Heads of Departments and Staff Councillor, JPLG consultant; Sheikh 23M 9F: Among others Vice Mayor, District Engineer, Procurement Officer, Internal Audit,
		1.3.10. Registration systems in place and operational	Number of districts with system for collecting data on births, marriages, deaths, registration of persons, land (disaggregated by gender)	SL: 2	Registration data sheets	2 (Hargeisa, Burao)	3 (Hargeisa, Burao, Berbera)
			Number of districts with basic information on services (health, education, water, roads, communication)	SL: 2	Registration data sheets	None	None
			Number of districts with up-to-date information on all development projects implemented in the district by sector and location	SL: 2	Registration data sheets	None	None



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1.4	Target district councils have increased awareness about options	1.4.1. Local revenue generation improved	% increase in local revenue per district	SL - Berbera: 10%; Borama: 5%; Hargeisa: 10%, Burao: 10%; Sheikh: 5%; Odweine: 5%	Revenue forecast Financial statement	Borama 3%, Hargeisa 4.85%, Berbera 7%, Sheikh 12.8%, Burao 4%, Odweine 8.4%	Hargeisa 9%, Sheikh 5%, Berbera 15%, Borama 0%, Odweine 6%, Burao -5.6%
			Number of LGs collecting more than 80% of the revenue forecast	SL: 6	Financial statement	0	0
1.5	All eligible district councils have at least 1 priority service delivery project	1.5.1. LGs implementing priority projects	% of LG projects implemented and operational	SL: 80%	Project report	19% (27 projects planned for 2011 in all six districts 5 to be funded by the DC (3 Berbera, 2 Burao) and only those funded by the districts have been implemented and are operational	16% of projects have been completed and are operational
		1.5.2. LGs having an asset management system	Number of LGs with up-to-date comprehensive asset register and Operations & Maintenance plan	SL: 6	Asset register O&M strategy	1 (Burao)	3 (Burao, Borama, Odweine)
1.6	300 communities and 100 private sector service providers have increased capacity to deliver services	1.6.1. Private sector contractors delivering services on behalf/in partnership with district councils	Number of LG services outsourced per district	SL: Borama: 3 Borama: 3 Hargeisa: 3 Burao: 3 Sheikh: 2 Odweine: 2)	Contracts	Berbera 3, Burao 2	Berbera 1 (construction of football stadium)



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2	Expected results under specific Objective 2 by						
2.1	Target communities in up to 98 districts have basic understanding of their rights	2.1.1. Civic education coverage	Number of districts covered by civic education campaigns	SL: 6	Civic education strategy and reports	0	0
2.2	Annual district plans and budgets in 98 councils reflect community priorities	2.2.1. Community priorities reflected in LG plans	Number of LGs that hold planning meetings at village level on AWPB	SL: 6	LG minutes AWPB	All 6 district held village planning meetings at villages	All 6 district held village planning meetings at villages
			Number of LGs that hold public meetings to endorse AWPB	SL: 6	DC minutes AWPB	All 6 districts held public meetings to endorse AWPB	All 6 districts held public meetings to endorse AWPB
2.3	Basic mechanism for community monitoring of all projects funded by the development fund strengthened	2.3.1. Community monitoring groups established through VC	Number of districts that have community monitoring groups formed and trained in participatory impact monitoring	SL: 6	LG records of community monitoring groups Training data sheets Community project sign offs	6 (Borama, Hargeisa, Berbera, Sheikh, Burao, Odweine)	6 (Borama, Hargeisa, Berbera, Sheikh, Burao, Odweine)
2.4	Public reporting meetings in 98 districts held annually	2.4.1. LG information made public (council resolutions, quarterly activity/ project plans, financial and procurement reports)	Number of districts that have mechanisms for disseminating information to the public (e.g. displaying on notice boards, publishing and disseminating annual report)	SL: 6	LG notice boards Printed notices LG annual reports	The 6 districts often conduct information dissemination but of a rudimentary status. LGs employ, for the purpose, car-mounted microphones, occasional public meetings and media, where it is available. However they do not document	The 6 districts often conduct information dissemination but of a rudimentary status. LGs employ, for the purpose, car-mounted microphones, occasional public meetings and media, where it is available. However they do not document



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			Number of LGs holdings reporting meetings with communities at least once a year	SL: 6	LG minutes	0	6 (Borama, Hargeisa, Berbera, Sheikh, Burao, Odweine)
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ANNEX 1B: REPORTING FRAMEWORK FOR THE JPLG – 2ND QUARTER 2011 – PUNTLAND

Ref.	JPLG Results	Benchmark	Indicators	Targets 2011	Means of Verification	Progress till date: 1st Quarterly Report 2011	Progress till date: 2nd Quarterly Report 2011
				Target Districts: PI: Bossaso, Garowe, Gardo, Galkayo		As of 31 March 2011	As of 30 June 2011
1	Expected results under specific Objective 1 by 2012						
1.1	Local government policy, legal and regulatory framework in the 3 regions of Somalia initiated	1.1.1. Local government/councils policies, laws, regulations and guidelines drafted, approved, disseminated and implemented	Revisions of policies, laws, regulations and guidelines related to LG drafted and approved (e.g. human resource management, procurement and gender)	Names and Numbers of policies, laws, regulations and guidelines related to LG drafted and/or approved (Decentralization Policy, Law No 7, Procurement Guidelines, Gender Guidelines, Human Resource Guidelines)	Policy statements, Published acts	Puntland central government enacted Law No7 in 2005. No other laws relating to decentralization or further empowerment of LGs have been enacted. HRM Policies: • All 4 LGs operate on HRM policies and guidelines (Law No5) promulgated by previous Somali Governments and approved by the Puntland Parliament in 1998. Gender: • No gender-related policies or guidelines were formulated by central government or the 4 LGs • Procurement: üTendering committee established for each LG üProcurement officer nominated for each LG üCommittees took over responsibility and implemented the tasks of tendering, selection and awarding of contracts of JPLG projects as well as the other projects üFiling is now being done but noted that proceedings of some public meetings not properly documented and filed.	Puntland central government enacted Law No7 in 2005. No other laws relating to decentralization or further empowerment of LGs have been enacted. HRM Policies: • All 4 LGs operate on HRM policies and guidelines (Law No5) promulgated by previous Somali Governments and approved by the Puntland Parliament in 1998. Gender: • No gender-related policies or guidelines were formulated by central government or the 4 LGs • Procurement: üTendering committee established for each LG üProcurement officer nominated for each LG üCommittees took over responsibility and implemented the tasks of tendering, selection and awarding of contracts of JPLG projects as well as the other projects üFiling is now being done but noted that proceedings of some public meetings not properly



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		1.1.1. Local government/councils policies, laws, regulations and guidelines drafted, approved, disseminated and implemented	Harmonisation of the decentralisation legal framework with the sectors initiated	Describe how the decentralisation of the legal framework with the sectors was initiated and the number of names of sectors involved (Education, Health, Water/Sanitation, Public Works)	Study reports, Draft bills, Sector Study findings	Not yet done	Not yet done
		1.1.1. Local government/councils policies, laws, regulations and guidelines drafted, approved, disseminated and implemented	LG policies, laws, regulations and guidelines implemented (e.g. human resource management, procurement, and gender)	Names and Numbers of LG policies, laws, regulations and guidelines implemented (Decentralization Policy, Procurement Guidelines, Gender Guidelines, Human Resource Guidelines)	LG minutes of meetings, LG by-laws	The following guidelines were implemented in the 4 target districts: 1. Planning. 2. Budgeting and Financial Management. 3. Investment Programming 4. Procurement. 5. AIMS	The following guidelines were implemented in the 4 target districts: 1. Planning. 2. Budgeting and Financial Management. 3. Investment Programming 4. Procurement. 5. AIMS
		1.1.2. Tasks and responsibilities for service delivery distributed between central and local governments	Number of sector ministries decentralising service delivery obligations and resources to local governments	(Agreement on assignment of functions) PL: 2 to 3	Study reports on allocation of sector functions between central and local governments, Line ministries strategic and work plans	Not yet done	Not yet done



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1.2	Up to 98 districts have legitimate councils established and operational in selected locations	1.2.1. District councils established as per grade	Number of districts by grade with councils established as stipulated in the law	PL: 8	Mol and LG records of council members	7	8
		1.2.1. District councils established as per grade	Increase in number of women and vulnerable groups represented in district councils	PL: 0%	Mol and LG records of council members	Due to the JPLG intervention in 2008 and 2009, there was an increase in women's and vulnerable groups' representation in the 4 district councils. Currently, women have a minimum quota of 4 seats in each of the district councils. (For Galkayo, the number of women in council goes up to 6; while in Bossaso, although the council was dissolved, yet women have a 4 councilor quota.) Likewise, minority groups' representation has increased in the 4 district councils but in different levels: Garowe leads in this regard, where the minority groups have a quota of	Due to the JPLG intervention in 2008 and 2009, there was an increase in women's and vulnerable groups' representation in the 4 district councils. Currently, women have a minimum quota of 4 seats in each of the district councils. (For Galkayo, the number of women in council goes up to 6; while in Bossaso, although the council was dissolved, yet women have a 4 councilor quota.) Likewise, minority groups' representation has increased in the 4 district councils but in different levels: Garowe leads in this regard, where the
		1.2.2. District councils meetings held	Number of district councils holding and recording meetings as stipulated in the law	PL: 4	Minutes of council meeting	Garowe: 3, Gardo: 3 and Galkayo: 3. Bossaso: no council	Garowe: 3, Gardo: 3, Galkayo & Bossaso: no council
		1.2.3. District councils passing by-laws	Number and type of by-laws passed by district	PL: 4	Minutes of meetings, Published by-laws	0	0
		1.2.4. District council sub-committees established	Number of districts where sub-committees have been established as per the law	PL: 4	LG records of sub-committee members	3 (Garowe, Gardo, Galkayo)	2 (Garowe and Gardo)



		1.2.5. Village committees established	Number of VCs established as per law	PL: 56	Mol and LG records of villages and village committee members	56	56
		1.2.5. Village committees established	Number of VCs having representation of women and other vulnerable groups	PL: 54	Mol and LG records of villages and village committee members	28 - Each of the 4 districts has so far organized the formation of new village committees for half of its total number of villages. Both women and other vulnerable groups have increased representation in these new VCs due to JPLG influence. In rural VCs, the impact is less, and there are approx. 2 women members in each of the VCs. But in the villages that are located in the two district capitals of Galkayo and Garowe, women gained a larger representation of 30% in each VC • In the addition to the above, in the urban villages of Bossaso, Gardo, Garowe and Galkayo towns, women succeeded in attaining chairpersonship and deputies in a number of these VCs; while	28 - Each of the 4 districts has so far organized the formation of new village committees for half of its total number of villages. Both women and other vulnerable groups have increased representation in these new VCs due to JPLG influence. In rural VCs, the impact is less, and there are approx. 2 women members in each of the VCs. But in the villages that are located in the two district capitals of Galkayo and Garowe, women gained a larger representation of 30% in each VC • In the addition to the above, in the urban villages of Bossaso, Gardo, Garowe and Galkayo towns, women succeeded in attaining chairpersonship and deputies in a number
		1.2.6. LG departments in place	Number of districts with departments in place as per the law	PL: 4	Mol and LG records, LG organograms	4 (Garowe, Gardo. Bossaso and Galkayo)	4 (Garowe, Gardo. Bossaso and Galkayo)



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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	Number of districts with approved annual work plan and budget derived from the five-year District Development Framework (DDF)	PL:4	DDF, AWPB	All 4 districts have approved AWPB derived from the DDF	All 4 districts have approved AWPB derived from the DDF
		1.3.1. Approved annual work plan and budget (AWPB) per district	Number of districts with DDF mainstreaming gender and security	PL:4	AWPB	DDFs of all the 4 districts explicitly mainstream gender, environment and security issues	DDFs of all the 4 districts explicitly mainstream gender, environment and security issues
		1.3.2. Departmental work plans in place	Number of departments with approved departmental plans derived from the AWPB	PL: Public Works, Admin and Finance Departments	Departmental work plans	All the departments for the 4 target districts have approved plans derived from the AWPB	All the departments for the 4 target districts have approved plans derived from the AWPB
		1.3.3. At least 70% of the planned results in the AWPB	% age of results in AWPB implemented	PL – Garowe: 70%, Bossaso: 70%, Gardho: 70%, Galkayo: 70%	Project progress reports	No JPLG contracts awarded this quarter. will report next quarter	No JPLG contracts awarded this quarter. Advertisements were done in July as planned. Will report more next quarter
		1.3.3. At least 70% of the planned results in the AWPB	% of budget in AWPB utilised	PL – Garowe: 70 %, Bossaso: 70%, Gardho: 70%, Galkayo: 70%	Project financial reports	Garowe: 17.6%; Bossaso: 20%; Gardo: 8%; Galkayo: 19%	Garowe: 32.3%; Bossaso: 35%; Gardo: 28%; Galkayo: 33.7%
		1.3.4. Quarterly financial statements approved by LG Executive Committee	Number of districts with approved quarterly financial statements	PL: 4	Financial statements	4 (Garowe, Bossaso, Gardo and Galkayo)	4 (Garowe, Bossaso, Gardo and Galkayo)
		1.3.5. Four internal audit reports approved by district council	Number of districts where one internal audit reports are submitted to the council	PL: 2	Internal audit reports	1(Garowe)	None
		1.3.6. Annual external audit report produced and approved	Number of districts where annual external audit report has been produced	PL:4	External audit report	4 (Garowe, Gardo, Bossaso and Galkayo)	4 (Garowe, Gardo, Bossaso and Galkayo)



		1.3.7. Fiscal transfer system developed and implemented	Number of districts receiving fiscal transfers as per the law	PL: 4	Financial statements	1(Garowe)	2 (Garowe & Galkayo)
		1.3.8. LG contracts awarded according to procurement guidelines	% of contracts awarded against targets in procurement plan in line with guidelines	Garowe: 70%; Bossaso: 70%, Gardho: 70%; Galkayo:70%	Procurement plan, Procurement committee minutes	No contracts awarded against target in the 4 target districts in this quarter. They are planned for the next quarter	No JPLG contracts awarded this quarter. Advertisements were done in July as planned. Will report next quarter
		1.3.9. LGs develop and implement human resource management/dev elopment	Number of LGs where staff have job descriptions	PL: 4	HRM/D guidelines	Training on the creation of job descriptions is planned for 3rd Quarter	Training on the creation of job descriptions is planned for 3rd Quarter
		1.3.9. LGs develop and implement human resource management/dev elopment (HRM/D) guidelines	% increase in women filling professional positions per district	PL: 1%	Human resource records	The 4 Districts vary in this regard: Garowe: ü Garowe LG employed 4 university graduate women to high professional positions. ü In the 8 Garowe town villages, women gained the positions of: one chairpersonship in one VC; 3 women are vice chairs in 3 VCs; while women constitute 70% of all sub-committees of these 8 VCs of Garowe Town Galkayo: ü Galkayo LG employed/promoted 2 women to higher positions: one as head of personnel dept and the other as head of security dept Bossaso: ü Bossaso LG has promoted 2 women to higher positions: one women as head a of Land Management Dept and one is as deputy head of the Finance Department Gardo: ü Since 2010, Gardo LG promoted one woman to head the Department of Land	The 4 Districts vary in this regard: Garowe: ü Garowe LG employed 4 university graduate women to high professional positions. ü In the 8 Garowe town villages, women gained the positions of: one chairpersonship in one VC; 3 women are vice chairs in 3 VCs; while women constitute 70% of all sub-committees of these 8 VCs of Garowe Town Galkayo: ü Galkayo LG employed/promoted 2 women to higher positions: one as head of personnel dept and the other as head of security dept Bossaso: ü Bossaso LG has promoted 2 women to higher positions: one women as head a of Land Management Dept and one is as deputy head of the Finance Department Gardo: ü Since 2010, Gardo LG promoted one woman to head the Department of Land.



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		1.3.9. LGs develop and implement human resource management/development (HRM/D) guidelines	Number of councillors and staff having attended and completed capacity building activities (by district, gender, committee, department)	Garowe: M/F; Committee Name/Department Gardo: M/F; Committee Name/Department Bossaso: M/F; Committee Name/Department Galkayo: M/F; Committee	Training data sheets	Galkaio: M:4; F:0; Admin and Finance Dep., Public works dep., Ex. Secretary, Internal Audit. Garowe:M: 4; F:0; Admin and Finance Dep, Public Works Dep., Ex. Secretary, Internal Audit.	Galkaio: M:4; F:1; Admin and Finance Dep., Ex. Secretary and the Mayor. Garowe:M:4; F:1; Admin and Finance Dep., Ex. Secretary and the Mayor. Gardo: M:5; F:0; Admin and Finance Dep., Ex. Secretary and the Mayor. Bossaso: M:4; F:1; Admin and Finance Dep., Ex. Secretary and the Mayor
		1.3.10. Registration systems in place and operational	Number of districts with system for collecting data on births, marriages, deaths, registration of persons, land (disaggregated by gender)	PL: 2	Registration data sheets	• No up-to-date registration on delivered basic services exists in all the 4 districts ü Some districts argue that international funding agencies bypass LGs and directly contact and fund LNGOs. They informed that they often see some service facilities erected without their prior knowledge.	• No up-to-date registration on delivered basic services exists in all the 4 districts ü Some districts argue that international funding agencies bypass LGs and directly contact and fund LNGOs. They informed that they often see some service facilities erected without their prior knowledge.
		1.3.10. Registration systems in place and operational	Number of districts with basic information on services (health, education, water, roads, communication)	PL: 2	Registration data sheets	Sector Studies for Health and Education (UNICEF) are planned for the 2nd Quarter, Sector Studies for Environment and Roads (ILO) were carried out in the 1st Quarter	Sector Studies for Health and Education (UNICEF) are planned for the 2nd Quarter, Sector Studies for Environment and Roads (ILO) were carried out in the 1st Quarter
		1.3.10. Registration systems in place and operational	Number of districts with up-to-date information on all development projects implemented in the district by sector and location	PL: 2	Registration data sheets	No up-to-date registration of implemented development projects	No up-to-date registration of implemented development projects
1.4	Target district councils have increased awareness about options of revenue generation	1.4.1. Local revenue generation improved	% increase in local revenue per district	PL – Garowe: 10%; Bossaso: 10%; Gardho: 5%; Galkayo: 5%	Revenue forecast, Financial statement	Garowe: -18%; Bossaso: -20%; Galkayo:-10; Gardo:31%	Garowe: -10%; Bossaso: -13%; Galkayo:-9; Gardo:8%
		1.4.1. Local revenue generation improved	Number of LGs collecting more than 80% of the revenue forecast	PL: 4	Financial statement	4 (Garowe, Bossaso, Gardo and Galkayo)	4 (Garowe, Bossaso, Gardo and Galkayo)



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1.5	All eligible district councils have at least 1 priority service delivery project funded annually	1.5.1 % of LG projects implemented and operational	% of LGs implementing priority projects	PL: 80%	Project reports	0% of 2011 projects	0% of 2011 projects
		1.5.2. LGs having an asset management system	Number of LGs with up-to-date comprehensive asset register and Operations & Maintenance plan	PL: 4	Asset register, O&M strategy	4 (Garowe, Bossaso, Gardo and Galkayo)	4 (Garowe, Bossaso, Gardo and Galkayo)
1.6	300 communities and 100 private sector service providers have increased capacity to deliver services	1.6.1. Private sector contractors delivering services on behalf/in partnership with district councils	Number of LG services outsourced per district	Garowe: 1; Bossaso: 1	Contracts	In this quarter no service contracts awarded, will report again next quarter	1 (Garowe: Tree plantation project by Hormud Construction Company)



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2	Expected results under specific Objective 2 by 2012						
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	Number of LGs that hold planning meetings at village level on AWPB	PL: 4	Civic education strategy and reports	4 (Garowe, Gardo, Bossaso and Galkayo)	4 (Garowe, Gardo, Bossaso and Galkayo)
2.2	Annual district plans and budgets in 98 councils reflect community priorities	2.2.1. Community priorities reflected in LG plans	Number of LGs that hold public meetings to endorse AWPB	PL: 4	LG minutes, AWPB	<ul style="list-style-type: none"> All 4 districts had conducted planning meeting at villages during DDF inception and for AWPB ü However, proper recording of these meetings is lacking ü Weak recording and filing of public meetings carried out 	<ul style="list-style-type: none"> All 4 districts had conducted planning meeting at villages during DDF inception and for AWPB ü However, proper recording of these meetings is lacking ü Weak recording and filing of public meetings carried out
		2.2.1. Community priorities reflected in LG plans	Number of LGs that hold public meetings to endorse AWPB	PL: 4	DC minutes, AWPB	All districts had held what can be considered as legitimate public meetings to endorse AWPB but no documentation of these meeting were found. Comment: Often district authorities secured approval of AWPB by convening district council meetings and inviting some public representatives, mainly from the district capital towns, and thus got endorsement. However, there is need for a wider representation of public in approval of AWPB. Specifically, rural VCs (or communities) should have access to, and participate in, AWPB approval to ensure inclusion of their priorities.	All districts had held what can be considered as legitimate public meetings to endorse AWPB but no documentation of these meeting were found. Comment: Often district authorities secured approval of AWPB by convening district council meetings and inviting some public representatives, mainly from the district capital towns, and thus got endorsement. However, there is need for a wider representation of public in approval of AWPB. Specifically, rural VCs (or communities) should have access to, and participate in, AWPB approval to ensure inclusion of their priorities.
2.3	Basic mechanism for community monitoring of all projects funded by the development fund strengthened	2.3.1. Community monitoring groups established through VC	Number of districts that have community monitoring groups formed and trained in participatory impact monitoring	PL: 4	LG records of community monitoring groups, Training data sheets, Community project sign offs	4 (Garowe, Bossaso, Gardo and Galkaio)	4 (Garowe, Bossaso, Gardo and Galkaio)



2.4	Public reporting meetings in 98 districts held annually	2.4.1. LG information made public (council resolutions, quarterly activity/ project plans, financial and procurement reports)	Number of districts that have mechanisms for disseminating information to the public (e.g. displaying on notice boards, publishing and disseminating annual report)	PL: 4	LG notice boards, Printed notices, LG annual reports	<ul style="list-style-type: none"> • All districts have mechanisms for public communication. Use of media is the most frequently practised option. They also hold public meetings periodically ü No pre-planned or scheduled public meetings existed on paper ü Weak records of these meetings was observed 	<ul style="list-style-type: none"> • All districts have mechanisms for public communication. Use of media is the most frequently practised option. They also hold public meetings periodically ü No pre-planned or scheduled public meetings existed on paper ü Weak records of these meetings was observed
		2.4.1. LG information made public (council resolutions, quarterly activity/ project plans, financial and procurement	Number of LGs holdings reporting meetings with communities at least once a year	PL: 4	LG minutes	<ul style="list-style-type: none"> • All districts had held more than one reporting meeting with communities during 2010 ü No pre-planned or scheduled meetings existed on paper ü No records on these meetings were found 	<ul style="list-style-type: none"> • All districts had held more than one reporting meeting with communities during 2010 ü No pre-planned or scheduled meetings existed on paper ü No records on these meetings were found



ANNEX 2 JPLG MISSIONS TO SOMALILAND, PUNTLAND AND SOUTH CENTRAL SOMALIA IN 2ND QUARTER 2011

Name	Number of days in Somaliland	Number of missions to Somaliland	Number of days in Puntland	Number of missions to Puntland	Number of days in South central	Number of missions to South central
Joanne Morrison, PCU	9	1	11	2	1	1
Nicoletta Feruglio, UNDP	5	1	15	2	4	2
Amy Gill, UNDP	16	3	--	-	-	-
Dorothy Nanzala, UNDP	4	1	4	1	4	1
Uffe Poulsen, PCU	5	1	5	1	3	1
Olof Nunez, UN-Habitat	5	1	-	-	1	1
Paula Pennanen, UN-Habitat	8	2	5	1	1	1
Maureen Njoki, UNICEF	31	3	14	2	5	1
Angela Kabiru-Kangethe, ILO	5	1	5	1	-	-
Roble Mohamed, ILO	23	3	14	2	-	-
Ilias Dirie, ILO	21	3	8	2	1	1
Fridah Karimi, PCU	4	1	11	2	1	1
Makena Mathiu, UNCDF	5	1	4	1	-	-
Mark Ekiru, PCU	5	1	-	-	-	-
Consultants:						
Johannes Wolff, UN-Habitat	1	1	-	-	-	-
Fauzia Musse, UNDP-JPLG	-	-	8	1	-	-
Marco van der Plas, UN-Habitat	1	1	-	-	-	-
Asia Adam, UN-Habitat	32	1	3	1	-	-
Paolo Pompili, UN-Habitat	16	2	18	2	-	-
Tomasz Sudra, UN-HABITAT	12	1	-	-	-	-
Gilbert Sosi, UN-HABITAT	-	-	31	1	-	-
Barnabas Ariga, Consultant ILO	7	1	7	1	-	-
John Nyamiobo, Consultant ILO	7	1	7	1	-	-
Anthony Kariuki, (PACT) Consultant, ILO	3	1	4	1	-	-
James Makori, (PACT) Consultant, ILO	3	1	4	1	-	-
Francis Odiwour ILMC MSME workshop	4	1	3	1	-	-
Daniel Kamande ILMC MSME workshop	4	1	3	1	-	-
Harriet Naitore, UNCDF	5	1	4	1	-	-
John Fox, OES	3	1	3	1	2	1
Christine Kamau OES	-	--	-	-	2	1
TOTALS	244	37	191	30	23	11



ANNEX 3A – TRAINING DATA SOMALILAND

In the 2nd Quarter of 2011 (April to June) a total of 457 people were trained in Somaliland by the JPLG of whom 158 (35%) were women. Training details are provided below.

NO	UN AGENCY (HOSTING/FUNDING TRAINING)	TARGET GROUP				START DATE	FINISH DATE	# OF TRAINING DAYS	# OF PARTICIPANTS			LOCATION OF TRAINING
		DISTRICT	MINISTRY	JPLG STAFF	Others				M	F	TOTAL	
2	UNDP	√	√		√	23 Apr 11	30 Apr 11	7	130	79	209	Hargeisa, Borama, Berbera, Sheikh, Burao, Odweine
3	UNDP	√	√		√	23 May 11	02 Jun 11	10	130	79	209	Hargeisa, Borama, Berbera, Sheikh, Burao, Odweine
	ILO	6 Districts	MOI/MOPWS	2	4	23 Apr 11	30 April 011	7 days	13	0	13	Hargeisa
	ILO	Somaliland Government and Stakeholders	Ministry of Livestock & Environment, MOI, MOPWS, Agriculture Ministry, Hargeisa Water Agency	2	13	16 May 11	16 May 011	1	15			Hargeisa
	ILO	Somaliland Government and Stakeholders	Ministry Commerce, Chamber of Commerce, MOI, Local Government, Finance & Stakeholders	2	12	13 Jun 11	13 Jun 11	1	14		14	Hargeisa
	ILO	2 Districts	MOPWS	2	10	01 Jun 11	23 Jun 11	6 days	12	0	12	Hargeisa-Sheikh
	Totals								314	158	457	



ANNEX 3B – TRAINING DATA PUNTLAND

In the 2nd Quarter of 2011 (April to June) a total of 136 people were trained for Puntland by the JPLG of whom 8 (6%) were women. Training details are provided below.

NO	UN AGENCY HOSTING/FUNDING TRAINING	TARGET GROUP				START DATE	FINISH DATE	# OF TRAINING DAYS	# OF PARTICIPANTS			LOCATION OF TRAINING
		DISTRICT	MINISTRY	JPLG STAFF	Others				M	F	TOTAL	
1	UNCDF	√	√	√	√	06 Apr 11	09 Apr 11	4	34	4	38	Garowe
2	UNDP		√	√		14 May 11	17 May 11	4	16	2	18	Garowe
3	UNDP	√	√	√		08 Jun 11	11 Jun 11	4	17	1	18	Garowe
4	ILO	Four PL target districts	MOPW			24 04 2011	03 05 2011	10	17		17	Garowe- PSU meeting Hall
5	ILO	Four PL target districts	MOI,MOE, MOA (Agriculture)		International NGOs and PPP institutions	14 05 2011	14 05 2011	1	18	1	19	Garowe resource center
4	ILO	Four PL target districts	MOI,MOPW,Commerce,Finance, MOPIC			15 06 2011	15 06 2011	1	14		14	Garowe resource center
5	ILO	Four PL target districts	MOPW			07 06 2011	18 06 2011	12	12		12	Garowe resource center
	Totals								128	8	136	



ANNEX 3C – TRAINING DATA SOUTH CENTRAL SOMALIA

In the 2nd Quarter of 2011 (April to June) a total of 3 people were trained for South central Somalia by the JPLG of whom 1 (33%) were women. Training details are provided below.

NO	UN AGENCY HOSTING/FUNDING TRAINING	TARGET GROUP				START DATE	FINISH DATE	# OF TRAINING DAYS	# OF PARTICIPANTS			LOCATION OF TRAINING
		DISTRICT	MINISTRY	JPLG STAFF	Others				M	F	TOTAL	
1	UN-HABITAT				v	17 May 11	27 May 11	10	2	1	3	Hargeisa



ANNEX 4 – COMMUNITY MONITORING GROUP QUESTIONNAIRE

Community Monitoring Group – Annual JPLG Questionnaire

Please answer the below questions:

- 1) Is the JPLG project operational? – circle YES or NO
- 2) Is the JPLG project manned? – circle YES or NO
- 3) Do you receive maintenance support from a Sector Ministry/Agency? – circle YES or NO
- 4) Do you carry out annual needs assessments with the district? – circle YES or NO
- 5) Which benefits have you had from the project so far? – Please answer briefly using your own words.



ANNEX 5 – JPLG RISK MANAGEMENT MATRIX



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Context (Problem)	Identified Risks	Risk Likelihood	Risk Consequence	Evaluate Risks	Risk Treatment Options (Mitigation Measures)
		(see below)	(see below)	(see below)	
Degradation of Security Situation	A serious degradation of the security situation prevents effective implementation of the Joint Programme	SC: Likely	SC: Moderate	SC: High	Remote management procedures (already in place) activated.
		SL: Possible	SL: Moderate	SL: Medium	
		PL: Possible	PL: Moderate	PL: Medium	
Political conflicts/instability	Government instability and/or internal political conflicts prevent meaningful programme progress.	SC: Likely	SC: Moderate	SC: High	Programme operates at various levels - focus on components that can continue without direct central Govt. support.
		SL: Likely	SL: Moderate	SL: High	
		PL: Possible	PL: Moderate	PL: Medium	
Political support	a) General lack of support from government counterparts for the overall programme objectives	SC: Likely	SC: Moderate	SC: High	Focus on components that don't require direct central Govt. support.
					Measures to improve dialogue and capitalize on history of cooperation.
		SL: Likely	SL: Moderate	SL: High	
		PL: Unlikely	PL: Moderate	PL: Medium	
	b) Perception – UN JP is only supporting Government and not communities.	SC: Unlikely	SC: Moderate	SC: Medium	Communication strategy revised. Analysis of root cause of perception. Possible revision of communications strategy.
		SL: Unlikely	SL: Moderate	SC: Medium	
		PL: Unlikely	PL: Moderate	PL: Medium	
Terminology description:					
Risk Likelihood:		Risk Consequence:			
Almost Certain: The is expected to occur in most circumstances		Extreme: An event leading to massive damage or disruption Major: An event			
Likely: The event will probably occur in most circumstances		leading to serious damage or disruption Moderate: An event leading to			
Possible: The event might occur at some time		medium damage or disruption Minor: An event leading to some damage or			
Unlikely: The event could occur at some time		disruption Insignificant: An event leading to minimal damage or disruption			
Rare: The event may occur in exceptional circumstances					