



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

**ANNUAL PROGRAMME NARRATIVE PROGRESS REPORT
ANNEXES**

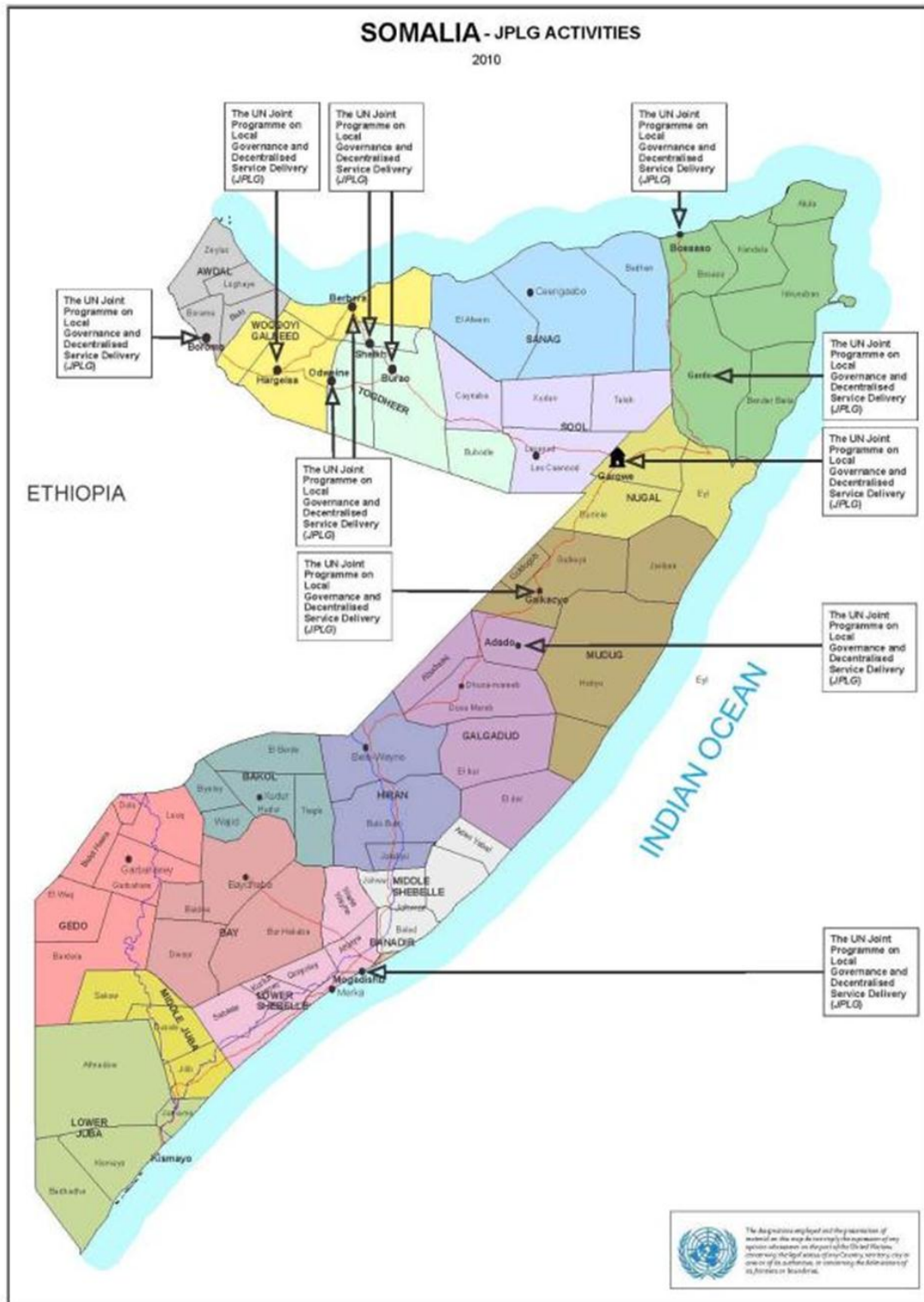
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

TABLE OF CONTENTS

ANNEX 1.....	4
ANNEX 2.....	5
HUMAN RESOURCES	5
ANNEX 3.....	10
JPLG MODEL, FRAMEWORK AND PROCESSES	10
IMPLEMENTATION STRATEGY FOR MAJOR PROGRAMME COMPONENTS	11
ANNEX 4.....	13
POLITICAL AND SECURITY CONTEXT	13
4.1 <i>JPLG Approach for South Central Somalia</i>	15
4.2 <i>Constraints in JPLG Implementation and Mitigation</i>	16
ANNEX 5.....	19
DETAILS OF IMPLEMENTATION AND RESULTS IN 2011	19
5.1.2 <i>Development of capacity among communities to participate in the planning and delivery of services - through designing and supporting the public expenditure management cycle</i>	19
5.1.3 GOVERNANCE CAPACITY BUILDING:	22
5.1.5 <i>Development of the Local Development Fund (LDF)</i>	30
5.2 POLICY PROGRESS.....	31
5.3 DISTRICT COUNCIL PROJECT IMPLEMENTATION IN 2011	43
ANNEX 5A – TRAINING DATA SOMALILAND	64
ANNEX 5C – TRAINING DATA SOUTH CENTRAL SOMALIA.....	76
ANNEX 6.....	82
VALUE FOR MONEY (VFM).....	82
ANNEX 7	85
MID-TERM REVIEW AND OUTCOME EVALUATION FOR SOUTH CENTRAL SOMALIA	85
ANNEX 8.....	88
RESULTS AND INPUTS AND ACTIVITIES UNDERTAKEN	88
CONSTRAINTS IN JPLG IMPLEMENTATION AND MITIGATION	88
8.1 OUTCOME 1.1. LOCAL GOVERNMENT POLICY, LEGAL AND REGULATORY FRAMEWORK IN THE THREE ZONES OF SOMALIA INITIATED.	90
8.2 OUTCOME 1.2. UP TO 24 DISTRICTS HAVE LEGITIMATE COUNCILS ESTABLISHED AND OPERATIONAL IN SELECTED LOCATIONS	95
8.3 OUTCOME 1.3. UP TO 24 RURAL AND URBAN COUNCILS’ CAPACITY TO GOVERN AND MANAGE SERVICE DELIVERY ENHANCED	102
8.4 OUTCOME 1.4. TARGET DISTRICT COUNCILS HAVE INCREASED AWARENESS ABOUT OPTIONS OF REVENUE GENERATION	112
8.5 OUTCOME 1.5. ALL ELIGIBLE DISTRICT COUNCILS (UP TO 24) HAVE AT LEAST 1 PRIORITY SERVICE DELIVERY PROJECT FUNDED ANNUALLY	112
8.6 OUTCOME 1.6. SEVENTY FIVE COMMUNITIES AND 25 PRIVATE SECTOR SERVICE PROVIDERS HAVE INCREASED CAPACITY TO DELIVER SERVICES	117
8.7 OUTCOME 2.1. TARGET COMMUNITIES IN UP TO 24 DISTRICTS HAVE BASIC UNDERSTANDING OF THEIR RIGHTS AND RESPONSIBILITIES VIS-A-VIS DISTRICT COUNCILS.	118
8.8 OUTCOME 2.2. ANNUAL DISTRICT PLANS AND BUDGETS IN UP TO 24 COUNCILS REFLECT COMMUNITY PRIORITIES.....	120

8.9 OUTCOME 2.3. BASIC MECHANISM FOR COMMUNITY MONITORING OF ALL PROJECTS FUNDED BY THE DEVELOPMENT FUND	123
8.10 OUTCOME 2.4. PUBLIC REPORTING MEETINGS IN UP TO 24 DISTRICTS HELD ANNUALLY	124
ANNEX 9.....	125
PROGRESS AGAINST OVIS.....	125
ANNEX 9A : REPORTING FRAMEWORK FOR THE JPLG – YEAR 2011 - SOMALILAND	125
ANNEX 9B: REPORTING FRAMEWORK FOR THE JPLG – YEAR 2011 – PUNTLAND	143

Map of JPLG Target Districts



ANNEX 2

Human Resources

The following provides a summary of the staff each UN Agency as well as the PCU had in place for the JPLG during 2011. Note that in 2011 for the JPLG there were 532 person months in total.

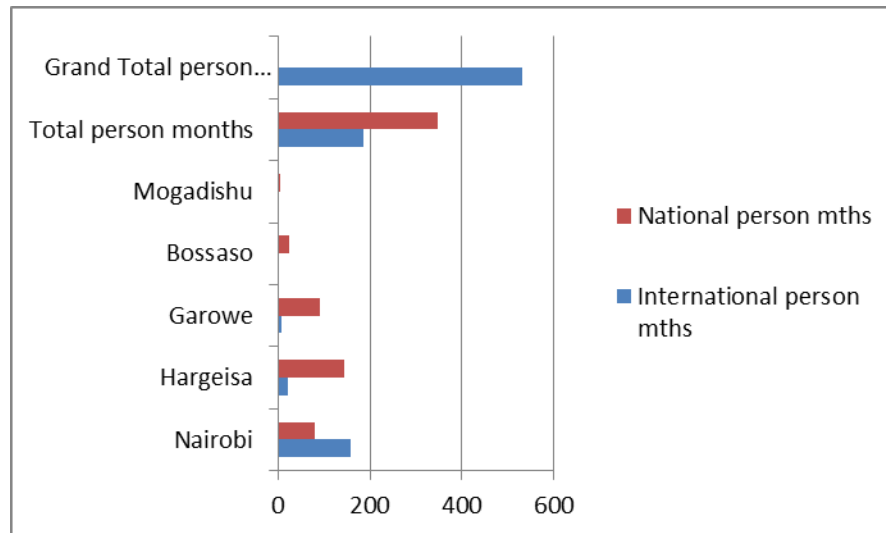
There is a total number of 58 staff, of whom **41% are female**, with 16 of those being international and 42 national staff.

JPLG Human Resources Summary 2011

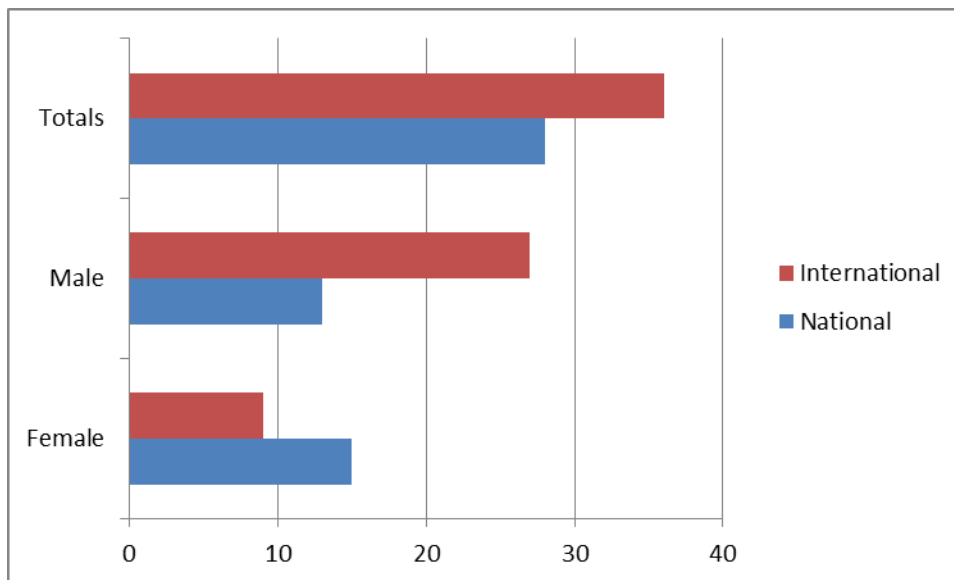
UN agency	International	Gender	Person Mths	Location	National	Gender	Person Mths	Location
UNDP	Project Manager	M	5	Nairobi	Senior Project Associate	F	10	Nairobi
	Project Specialist	M	4	Garowe	Previous Project Assistant	F	3	Nairobi
	Project Specialist	F	3	Hargeisa	NPPO	M	12	Hargeisa
	Previous Project Manager	F	9	Nairobi	NPPO	M	12	Hargeisa
	Previous Project Specialist	F	6	Nairobi	Previous NPPO	M	5	Hargeisa
					Previous NPPO	M	4	Hargeisa
					Project Associate	F	12	Hargeisa
					NPPO	M	12	Garowe
					NPPO	M	12	Garowe
					Project Coordinator	F	9	Garowe
					Previous Project Assistant	M	5	Garowe
					NPPOt	M	10	Bossaso
UN-Habitat	Project Manager	F	12	Nairobi	Programme Officer/JPLG Team Leader	M	12	Hargeisa
	Ass Programme Officer	F	12	Nairobi	Community Mobilisation Officer	F	6	Hargeisa
	Land Management Officer (vacant)			Hargeisa	Capacity Building Officer (vacant)			Hargeisa
	Municipal Finance Expert	M	6	Nairobi	Land Mgmt Ass.	M	11	Hargeisa
	Programme Management	F	8	Nairobi	Municipal Finance	M	10	Hargeisa

	Support (no-cost UNV)				Expert			
	PMO	F	6	Nairobi	GIS Technician	F	12	Hargeisa
	Urban Planner PL	F	8	Nairobi-Garowe	Site Supervisor	M	6	Hargeisa
	Urban Planner SL	M	12	Nairobi-Hargeisa	Site Engineer (vacant)			Hargeisa
					Programme Officer	M	12	Garowe
					Programme Assistant	M	8	Garowe
					Community Mobilisation Officer	M	3	Bosasso
					Engineer	M	5	Mogadishu
ILO	Project Manager	F	12	Nairobi	Senior Finance/Admin Assistant	F	7	Nairobi
	Chief Technical Advisor (CTA)	M	5		Finance/ Admin Assistant	M	7	Nairobi
	Technical Advisor (EIIP)	M	10	Nairobi	Admin Assistant	F	7	Nairobi
	Technical Advisor (LED)	M	10	Nairobi	Driver	M	8	Nairobi
					Programme Officer	M	9	Hargeisa
					Programme Officer	M	4	Garowe
					Finance/ Admin Assistant	M	0	Hargeisa
					Finance/ Admin Assistant	M	9	Garowe
					Driver	M	9	Hargeisa
					Driver	M	9	Garowe
ILO	Project Manager	F	12	Nairobi	Senior Finance/Admin Assistant	F	7	Nairobi
UNICEF	Project Officer	F	12	Hargeisa	Project Manager	F	4	Nairobi
	Info Mgt Officer	F	4	Nairobi	Data Mgt and Monitoring Officer	F	4	Nairobi
					Project Assistant	F	12	Bosaso
					Project Assistant	F	6	Hargeisa
					Project Assistant	M	6	Hargeisa
UNCDF	Chief Technical Adviser	M	6	Nairobi	NPPO	M	12	Hargeisa
					NPPO	M	12	Garowe
					Senior Project Assistant	F	11	Nairobi
PCU	Senior Programme Manager	F	12	Nairobi	Project Assistant	F	12	Nairobi
	M&E Specialist	M	12	Nairobi				
Total Person Months			186				346	

JPLG Human Resources Summary 2011 Totals By Person Months By Location



JPLG Human Resources Summary 2011 Totals By Gender



JPLG Missions to Somaliland, Puntland and South Central Somalia in Year 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	36	6	33	7	4	3
Uffe Poulsen, PCU	23	4	9	3	4	2
Fridah Karimi, PCU	25	5	16	3	4	3
Mark Ekiru, PCU	16	2	12	1	0	0
Paula Pennanen, UN-Habitat	15	4	15	3	1	1
Akiko Kishiue, UN-HABITAT	34	4	0	0	0	0
Emrah Engindeniz, UN-HABITAT	8	1	0	0	0	0
Phillip Cooper, UNDP (Aug - Dec 2011)	80	Duty Station SLD	23	4	5	2
Nicoletta Feruglio, UNDP (Jan – Sept. 2011)	23	6	21	4	4	2
Amita Gill, UNDP (Jan – June 2011)	37	7	19	3	-	-
Alexandra Windisch, UNDP (Oct – Dec 2011)	-	Duty Station SLD	-	-	-	-
John Morris, UNDP (Sept – Dec 2011)	4	1	-	Duty Station PLD	-	-
Abdurazak Hassan, UNDP	4	1	-	Duty Station PLD	-	-
Aweis Ibrahim, UNDP	4	1	-	Duty Station PLD	27	4
Nasra Islan, UNDP (April – Dec 2011)	4	1	-	Duty Station PLD	1	1
Dorothy Nanzala, UNDP (Mar – Dec 2011)	15	3	13	3	-	-
Salah Abdirahman, UNDP	4	1	-	-	1	1
Maureen Njoki, UNICEF	158	13	35	6	6	2
Angela Kabiru-Kangethe, ILO	31	5	17	4	1	1
Roble Mohamed, ILO	59	6	53	8	2	2
Ilias Dirie, ILO	46	6	12	3	2	2
Kodjo Mensah-Abrampa	0	0	3	1	0	0
Anka Kitunzi, UNCDF	9	2	4	1	1	1
Makena Mathiu, UNCDF	17	2	8	2	0	0
Consultants:						
Marco van der Plas, UN-Habitat	11	2	9	2	1	1
Anna Sobczak, UN-Habitat	0	0	20	3	0	0
Asia Adam, UN-Habitat	99	4	8	2	0	0
Tomasz Sudra, UN-HABITAT	0	0	0	0	0	0
Gilbert Sosi, UN-HABITAT	0	0	156	1	0	0
Sarah-Laure Kutek, UN-HABITAT (UNV)	3	1	0	0	0	0
Harriet Naitore, UNCDF	5	1	4	1	0	0
Jeremiah Lima, ILO Consultant (LG procurement)	11	1	7	1	0	0
Barnabas Ariga, (ESA) Consultant ILO	14	2	14	2	0	0
John Nyamiobo, (ESA) Consultant ILO	14	2	14	2	0	0
Anthony Kariuki, (PACT) Consultant, ILO	3	1	4	1	0	0
James Makori, (PACT) Consultant, ILO	3	1	4	1	0	0

Francis Odiwour ILMC MSME workshop, ILO	25	4	11	2	0	0
Daniel Kamande ILMC MSME workshop, ILO	4	1	3	1	0	0
Brian Nugent – Consultant ILO	13	2	3	1	0	0
Joel Ouma Asiago (ILMC) Consultant ILO	13	2	10	2	0	0
John Gitau Mwangi – Consultant ILO	8	1	8	1	0	0
Kenneth Odero – Consultant ILO	17	3	3	1	0	0
Martin Kamau – ILO Consultant	19	1	8	1	0	0
Jacob Kurtzer – ILO Consultant	10	2	5	1	0	0
John Wain – ILO Consultant	14	1	14	1	0	0
John Fox, OES	12	3	3	1	2	1
Christine Kamau OES	0	0	0	0	3	1
MTR Consultants	4	1	5	1	0	0
TOTALS	954	117	606	85	69	30

ANNEX 3

JPLG Model, Framework and Processes

The following basic principles guide the implementation of activities:

- **Harmonisation:** Harmonisation of all processes and practice for more effective public expenditure management at local government level and for capacity development remains a key principle of the JPLG.
- **Coordination:** Maintaining effective coordination mechanisms to ensure efficient management and utilisation of resource is a key principal for the joint programme. Established coordination mechanisms were maintained including bi-weekly meetings between MOI and the JPLG team in Hargeisa and regular technical working group meetings in Nairobi. Overall coordination between the UN agencies takes place in the Programme Coordination Unit (PCU) in Nairobi, which communicates to all partners in Puntland and Somaliland through the JPLG team leader and maintains open and regular discussion with donors in Nairobi.
- **Learning-by-doing:** The principle of learning-by-doing remains as the core of the approach for sustained capacity development of the JPLG. This approach is complimented with formal training, on-the-job training and mentoring. The lessons learned through actual practices are used to inform and review process and tool development and policy development.
- **Capacity development linked to investment funding:** Complementary to the learning-by-doing capacity development approach is an investment fund accessible to districts to undertake service delivery projects which were disbursed in the first half of 2011 through a district basket funding mechanism later to be replaced by the fiscal local development fund (LDF) transfer mechanism currently which become operational in the second half of 2011. This enables the target districts to go through an on-the-job learning process of the full annual district public expenditure management cycle including participatory planning, investment and budgeting, procurement which culminates in the delivery of tangible prioritised service delivery projects.
- **Predictability:** Assurance of a predictable annual allocation through the Local Development Fund¹ and other mechanisms announced at the beginning of the annual planning and budgeting process for district investment to facilitate multi-year planning.
- **Transparency, Accountability and Participation:** Embedding the local public expenditure management processes in governance principles is essential to improve overall trust and accountability between the people and their local governments. Transparency of operations is a guiding principle for all actors and stakeholders involved in order to set good governance standards. Appropriate checks and balances have been embedded into all the local public expenditure management processes to ensure accountability at all

¹ The Local Development Fund superseded the District Basket Fund effective 2011.

levels. Anchoring processes at community level ensures communities will hold their councils accountable. Capacity support is provided to develop community participation and monitoring.

- **Simple, Action and Solution Oriented:** Systems, processes, tools and procedures designed are context specific and are always as simple as possible to facilitate action while ensuring attention to accountability, efficiency and quality. Given the peculiarities of the context, the design allows sufficient flexibility to allow solutions to address potential challenges without compromising accountability, efficiency and quality. Simple guidelines/manuals are and will continue to be developed to allow the councils to carry out planning, budgeting, implementation service delivery, monitor, control and report within a reasonable time frame and at a reasonable cost.
- **Ownership and institutionalization:** All interventions, processes, systems and procedures are be designed (reformed) with full engagement and endorsement of the government partners and other relevant stakeholders (including private and civil sectors and communities) to ensure ownership and the ultimate adoption as a national practice. This is complimented with the requisite policy and institutional reforms and knowledge, skill and competency development.
- **Building and working through local and central government institutions** rather than setting up parallel structures and a commitment to work with and through central and local governments to ensure functions, knowledge, skills and capacities are retained in these institutions.
- **Criteria for selection of target districts:** Criteria for inclusion of target districts remained, for example; the district council is in place; inclusion in the JPLG will not result in disputes and conflict (including armed conflicts and serious land/boundary disputes); accessibility for UN staff; and existence of a basic financial management system and capacity.
- **Commonality in approach and practice across agencies:** Adherence to common practice in critical areas including procurement, recruitment and remuneration of local partners and consultants. The JPLG continues to work through a common work planning mechanism and through the teams of all UN partner agencies working as one at local and Nairobi levels.

Implementation Strategy for Major Programme Components

- **Policy, systems and regulatory framework review and development:** Supportive policy, legal, institutional and regulatory frameworks are essential to facilitate the delivery of decentralized local service delivery and good local governance. Where absent, a bottom-up approach to policy, legal, institutional and regulatory framework development will take place with the development of structures, processes and tools on the ground to guide policy formulation if/when conditions allow. Where policies exist these will be assessed, reviewed or reformed and then harmonized (where in conflict with each other) through a guided process engaging all stakeholders. This process will be informed by local practice (as well as international and regional best practice), specific contexts, and ongoing JPLG interventions on the ground.

- **Development of a capacity development strategy:** A more comprehensive capacity development strategy presenting a coherent approach to developing institutions, core competencies, knowledge and skills for effective local governance and decentralised service delivery in the short, medium and long term will be developed. The strategy will guide further development of the district capacity development package already in place as well as the approach and methodology for its implementation.
- **Development of the Local Development Fund (LDF):** The Local Development Fund mechanism – a predictable fiscal transfer modality of resources from the national budget to local governments commenced in the second half of 2011 replacing the District Basket Fund mechanism of direct transfer to the districts. The allocation of LDF funds for eligible districts will be based on an allocation formula and the districts meeting certain benchmarks and criteria which include revenue generated locally. This approach will create an incentive for good performance.
- **Development of capacity among communities to participate in the planning and delivery of services:** Developing the demand-side of governance remains a primary pillar in the JPLG's approach. Empowering communities to become active participants in planning and delivery of services through deliberate efforts to establish and strengthen community structures giving communities a voice in how they are governed continued; as did a sustained civil education programme on the roles and obligations of citizens and their local governments.
- **Broadening private sector engagement in deliver services:** Recognizing the important role of the private sector as a partner in the delivery of services and in stimulating local economic development, the programme continued to support the development and use of procurement tools to broaden private sector engagement in local service delivery. This was complimented by awareness creation amongst the private sector of procurement opportunities and the procurement process.
- **Nurturing local economic development:** JPLG receive support local governments to develop their role in promoting economic development. Districts are supported in identifying areas of potential for economic development and interventions to create an enabling environment to exploit them such as improving economic infrastructure and local business regulations stimulating increased investment in key productive sectors within their administrative boundaries.
- **Good international engagement in fragile states of OECD DAC:** The implementation of the JPLG incorporates principles such as take the context as the starting point, do no harm and act fast and stay engaged.

ANNEX 4

Political and Security Context

The political approach in Somalia is based on the UNSC approved three track strategy of Political, Security and Humanitarian. The political track is directed by the implementation of the road map in line with the Djibouti Agreement and the Garowe Principles. Significant progress has been made over 2011. 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 Abdiweli Mohamed Ali, as the new Prime Minister of the TFG; an appointment which was approved by Parliament. At the end of the year the first Somali National Consultative Constitutional meeting in Garowe on 21-23 December 2011 was held. The meeting was convened by the Transitional Federal Government (TFG) and hosted by Puntland State Government of Somalia facilitated by the United Nations. The meeting brought together signatories of the Roadmap and members of Civil Society. The meeting produced what is referred to as ***The Garowe Principles*** which guides and direct the finalization of the draft constitution and the process of ending the transition. The second Garowe conference will be held from 15-18 February followed by the high level London Conference on 23 February 2012. These events have unfortunately been challenged with the divergence in the Transitional Federal Parliament that has dominated the politics of South central Somalia and continues to undermine the political and security gains throughout Somalia. In this uncertain environment, and particularly in Mogadishu and much of South Somalia, anti-government radical insurgencies continue to destabilize and conduct a violent war against the government and the people of Somalia. One of the many casualties, in 2011, in the on-going conflict was the Minister of Interior, Abdishakur Farah.

For Somaliland the security situation is deteriorating in the eastern regions of Sool and Sanaag. There have been many clashes recently between Somaliland forces and militia from the newly established Khatumo State. It is expected that these clashes will continue in the near future. In addition to the clashes, there have been several bomb explosions that caused the killing of government officials as well as civilians in Las Anood. The current security situation in the east of Somaliland is discouraging the JPLG to expand into the eastern districts.

The Somaliland Government developed the '*Somaliland Vision 2030*', a roadmap for the country's long term development aspirations and goals. The Government also developed, for the first time, a five year National Development Plan (2012-2016) which is based on the Government's vision and reflects the new Government's priorities for achieving good governance, economic development, poverty reduction and environmental sustainability. Both documents were developed through a consultative process led by the Ministry of Planning and Development. The President provided leadership for this process, calling upon the people of Somaliland to embrace and support the NDP and its principles and urging public institutions to adopt and implement its policies, programmes and projects. The President also attended consultative sessions in the development of the NDP.

The Parliament passed Law N^o.14 on Political Associations and Parties, allowing new political associations to be formed and to be eligible to run for local elections scheduled for 2012. There was an outstanding debate whether only the three existing national parties would be

allowed to run for elections or whether new associations will also be allowed to run. The new law specifies that the three associations/parties with the highest votes in the coming local elections will become national parties and will later run for parliamentary and presidential elections. On the one hand, this new law opens up a window of opportunity for new associations to become national parties. On the other hand, this law has delayed the local elections, originally planned for 2011. The last Somaliland local elections were held in December 2002. These delays, if continued, place at risk the legitimacy of the local authorities.

H.E. President Ahmed Silanyo appointed a committee to advise him on the possibility of establishing a quota for women and minorities. The committee visited all the regions of Somaliland to consult with communities on their ideas for allocating quota seats to women and minorities in Parliament and local councils. The committee submitted their preliminary report to the president however the findings have not yet been publicized by the Office of the President.

Following a recent audit carried out by the Office of the Auditor General, a number of Burao District officials have been detained on the accusation of mismanagement of funds including the Executive Secretary, Director of the Department of Administration and Finance, Director of Revenue, Director of Social Affairs and the Cashier. Burao is a JPLG target district. Court proceedings are on-going. JPLG is following up these developments very closely to ensure proper use of LDF and administrative funds transferred to the districts.

In 2011 the Somaliland National Electoral Commission (NEC) submitted the schedule for Somaliland elections to be held as follows:

- Registration of political organizations: August 2011 to April 2012
- Local council elections: April 2012
- Election of House of the Representatives: May 2013
- Election of House of Elders: May 2014
- Election of the President: June 2015
- Voter registration continuous from June 2011 to February 2013.

However, in January 2012 the local council election schedule was further adjusted with the registration of political organizations extended by six months followed by the local council elections.

In Puntland, the political situation has been stable and conducive for implementation of the project activities. The security situation was relatively calm however it remains a concern following some assassinations of prominent persons in Bossaso and Galkayo. In Garsor village in Galkayo a three day battle has left the town more unstable than before.

This year efforts towards democratization have been further achieved in Puntland. The Puntland Electoral Commission (TPEC) was formed consisting of 9 members led by a chairman. The Transitional Puntland Electoral Commission (TPEC) Law was passed and the Commission was sworn-in on 17 July 2011. The mandated responsibilities of TPEC includes; a) Ratification of the Provisional Constitution; b) Registration of Political Associations ; c) Local Councilor Elections. Puntland has prepared legislations paving the way for the

formation of political associations; a referendum to adopt the Puntland Constitution is planned; and ***Decentralization of authority from State-level to district-level is progressing.***

During the reporting period the President reshuffled the ministerial cabinet and some DGs in the government. The Vice Minister of MOWDAFA was moved to Ministry of Health (MOH) and the Vice Minister of MOH was appointed as Vice Minister of MOWDAFA. MOWDAFA DG was moved to Ministry of Civil Aviation and a new DG was appointed to MOWDAFA. JPLG partners work closely with MOWDAFA.

In 2011 District Councils elections took place in 5 districts Banderbayla, Eyl, Badan, Dangoroyo and Bosasso. The Ministry of Interior (MOI) and Ministry of Women Development and Family Affairs (MOWDAFA) supported the selection process in the districts to ensure that the selection was transparent and that 20-30% gender rule was followed in the selection of councillors.

In the five districts, there was a remarkable increase in women representation. In Banderbayla two women were elected out of 23 councillors, in Eyl and Dangaroyo 3 women out of 23 councillors, in Badan 10 women out of 27 councillors and in Bosaso 5 out of 27 councillors were elected. In Badan District, with capacity support from the MOWDAFA, the women formed a block vote caucus and succeeded in electing their first woman Vice Mayor.

Bander Bayla, Eyl and Jariban have been selected as the 3 new districts in which JPLG will begin work with in the year of 2012

JPLG activities were implemented within the general political and security context considering different activities from the UN JPLG partner agencies.

Implementation conditions for the JPLG in Mogadishu improved with the reduction of Al-Shabaab's presence inside the Greater Mogadishu. This enabled the JPLG to plan for the move to Phase 2 type of activities during 2012. The impact on the ongoing Phase 1 activities' implementation was marginal, since these activities had been carried on in all 16 districts from the beginning.

4.1 JPLG Approach for South Central Somalia

In response to the JPLG approach to South central Somalia, JPLG through UN-HABITAT, in collaboration with SAACID in 2010 implemented the first Phase of the “**Participatory District Rehabilitation Project**” in Mogadishu. Expanding on the success of its tested approach the second phase of the project was implemented in 2011. It aimed at strengthening local governance mechanisms and community-based partnerships through district assessments and participatory consultations for the prioritization of projects to be implemented.

For all its interventions in SC particularly in Mogadishu, JPLG follows a phased approach as described below:

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

In phase one JPLG will continue working with all sixteen districts in Mogadishu which will result in developing local level leadership consortia, locally owned small scale rehabilitation investments and a generation of a demand side of governance from local institutions.

Then for JPLG to move to phase two, certain preconditions would need to be met, these preconditions would be essentially around some elements of governance in place, legitimacy of the District Council (DC) by their communities and access and safety for staff. The focus would be on establishing and developing the capacity of the district administration and department staff including the security and safety committee. This will result in delivering the 'package of basic services' through the district administrations and social service department

In Phase three official local council and capacity should be in place, this will lead to full implementation through DA/DC in accordance with legislation

This is meant to consider the current security, humanitarian and institutional capacity in place and the last objective is to realize overall objective of JPLG which is "local governance contributes to peace and equitable priority service delivery in selected locations. The specific objectives are that (i) communities have access to basic services through local government, and (ii) local governments are accountable and transparent.

All UN JPLG agencies had activities during 2011 except for UNCDF but which has planned an assessment during 2012 for viability of LDF implementation in 2013

4.2 Constraints in JPLG Implementation and Mitigation

Significant incidents and changes have taken place in 2011. These have affected the project implementation in 2011, namely a) the sad deaths of the TFG Minister of Interior, Abdishakur Farah and UNDP/JPLG Project Officer Egeh in Somaliland, b) the departure of the previous UNDP/JPLG Project Manager in August, c) the introduction of a new UNDP/JPLG Project Manager d) the replacement of the Somaliland Minister Ministry of Interior (specifically delaying the policy and decentralization work in Somaliland), d) the delay of 2010 projects in Somaliland due to presidential election campaigns; and the power transfer also caused delays in the implementation of 2011 project, e) the replacement of the Vice Minister and the Director General of the Puntland Ministry of Women Development and Family Affairs that has hampered completion of 2011 initiatives and design and development of 2012 plans. Also the former JPLG Senior Programme Manager Joanne Morrison went on retirement in November 2011.

In **South Central Somalia** particularly the main constraints and challenges have been related to:

- The lack of security
- Access/Movement limitations for UN staff
- The lack of government partners with access to geographical areas
- Lack of government internal financial controls.
- In fighting between the MOI and the Benadir Regional Administration.
- Frequent inter-conflict between TFG institutions.
- The humanitarian crisis of 2011

Mitigation of the constraints in SC:

- Strengthening of coordination between TFG Institutions and JPLG Management/Staff
- Improve security situation and speed up implementation of a roadmap to end transitional governments (including local) in Somalia through elections
- Assessed institutional capacity for key central/local government institutions in Mogadishu and South central Somalia in General
- Identified capacity gaps and delivery of capacity building packages based on demand driven approach
- Lengthy recruitment processes for supply-driven training approaches. In response UNDP-JPLG is implementing a capacity development mechanism which reduces supply-driven capacity development interventions and starts to shift ownership to government institutions, making it a more demand-driven and providing for scaled up support.
- District planning and budgeting processes are not sufficiently institutionalized and internal analysis has showed that district priorities are not sufficiently linked to national and sector priorities, which has implications from drawing in government resources for local service delivery in the medium term. Accordingly, in 2012, JPLG is concentrating attention to the development of district departments of planning that will address these challenges.
- UNDP's support with MOI was previously not sufficiently focused and work in late 2011 began to address this concern. Presently UNDP is undertaking efforts to focus assistances on the Department of Districts and the Department of Planning responsible for ensuring the implementation of the local governance law.

Somaliland:

- In Somaliland the delay in local elections that are overdue and scheduled for 2012. The last local elections were held in 2002. JPLG will need to plan for how to work with what will most likely be a large number of new district councillors and potentially staff that are not familiar with JPLG supported PEM processes. Also, any additional delays in the elections beyond 2012 could call into question JPLG's support to the existing and arguably illegitimate councils. There is a need to develop a capacity development mechanism which reduces supply-driven capacity development interventions and starts to shift ownership to government institutions, making it a more demand-driven and providing for scaled up support.
- District planning and budgeting processes are not sufficiently institutionalized and internal analysis has showed that district priorities are not sufficiently linked to national and sector priorities, which has implications from drawing in government resources for local service delivery in the medium term.
- There is a need to re-focus JPLG's support with MOI on the Department of Districts and the Department of Planning rather than the whole Ministry.
- Another challenge was the change in the Administration in Somaliland after the new government has come to power because some local staff with experience are being replaced with other persons and a valuable resource may be lost.
- The continuing delay in establishing Galkayo district council has made the council ineligible for JPLG funding.

Also in Somaliland, following tensions in the area of Las Anood and Erigavo during the second quarter of 2011, the Association of Local Government Authority of Somaliland (ALGASL) had to postpone visits for discussing a roadmap document and collecting comments from these districts.

Another constraint for the timely implementation of the activities was the contracting of service providers through UN procedures. The process took considerable time, to which the perceived risks and lack of multiple options for local implementation partners was added.

Support activities on land policy and managing land law development to the responsible line ministries in **Puntland** and Somaliland were delayed and partly hindered by the lack of skilled, dedicated human resources at the mandated ministries. Building such capacities will be emphasized in collaboration during 2012.

There were delays in disbursing of LDF funds as a consequence of the delays in going through the district planning and procurement cycle. This however, was a necessary constraint to allow the system to be put in place to ensure participation in project prioritization, ownership, compliance and accountability.

ANNEX 5

Details of Implementation and Results in 2011

5.1.2 Development of capacity among communities to participate in the planning and delivery of services - through designing and supporting the public expenditure management cycle

The second phase of the Automation of the Municipal Finance intervention (“AMF-II”), implemented jointly by JPLG UN-HABITAT and Terre Solidali, was completed in March 2011 in Somaliland and Puntland. The intervention aimed at supporting the establishment, strengthening, and extending financial management and information technology systems. The main outputs achieved on completion of this second phase are listed under the respective output sections for Somaliland and Puntland.

A new Agreement for the third phase of the Municipal Finance Automation work (“AMF-III”) was signed with Terre Solidali in July 2011. It covers the continuation of the joint activities until July 2012, with the objective to consolidate the results of past interventions, and further expand the installation of Automated Financial Management Systems in the Somaliland and Puntland public sectors, while introducing basic accounting techniques and automation software in one District (Adado) in Southern Somalia. The focus of the municipal finance intervention with Terre Solidali is on capacity building of AIMS and BIMS operators and districts’ senior management, establishing and enforcement of financial management procedures, strengthening of the legal framework, and the improvement of the quality of local government revenue databases (linked to the BIMS automated billing system) for properties, business licenses, and public assets, among others.

In South central Somalia, as part of the JPLG UN-HABITAT supported Urban Development Programme, SAACID-Somalia has been implementing a series of participatory district consultation workshops to bring together Mogadishu communities at the district level. They gather key stakeholders invited to discuss district and community’s needs. As a result of the consultation, 5 priorities are identified among which one project will be implemented with the financial support of JPLG UN-HABITAT. In 2011, 16 consultations have been organized in the district of Hodan, Waberi, Wadajir, Shingani, Bondhere, Karaan, Hamar-Weyne, Shibis, Wardhigley, Abdul- Aziz, Dharkeynley, Yaqshid, Deynlie, Heiwa and Hawl-wadag (total of 900 participants).

All target districts received mentoring support to prepare and implement the annual work planning, budgeting and implementation cycle of 2011. Each prepared an AWPB for approval which included the priority projects to be funded under the LDF allocation of USD 100,000. This entailed the preparation of the project approval documents which involved undertaking feasibility studies for selected projects. The project approval and project feasibility documentation provides the detailed description and justification for the project including the socio-economic, technical, environment impact and sustainability aspects of the project. Other pre-requisites to approval include community approval, sector ministry approval, an operations and maintenance plan and land ownership documents to ensure

that the land is owned by the council before any infrastructure works begins. This documentation must be completed for each project for approval prior to the commencement of the procurement cycle.

The support included on-the-job training in the preliminary surveying and data collection from all project sites, followed by preparation of the actual project designs, preparation of the bill of quantities (BOQs) and tender documents and finally the advertisement of tenders. Further on-the-job support was provided in the tender evaluation, and finally in the preparation of contracts and award which took place late 2011.

The districts still require a fair amount of support in the application of PEM processes and procedures and will continue to require backstopping to fully institutionalize the processes. Currently the application and adherence to the PEM processes involved in the preparation and approval of the AWPB, procurement plans and the subsequent processes leading to procurement and project implementation is largely limited to planning for and expenditure of JPLG funds; and are not adhered to for the district's own source revenues or those from other development partners where ad-hoc procedures or those set by the development partner are applied. This could be attributed to a range of issues including but not limited to capacity deficits, simple lack of understanding, will and commitment to adhere to these procedures as they are still seen as JPLG procedures, and/or to demands of other funding providers. Building on lessons of the last two years of application of the PEM processes, JPLG will in 2012 make concerted efforts towards institutionalizing the PEM processes within district departments, including developing district led demand-driven capacity development and building the local supply side i.e. local service provider institutions to respond to such demand; ensuring that these new processes are aligned to and integrated into the governments planning and budgeting cycle; and supporting MOI undertake its functions in legality controls, monitoring and oversight as recommended in the JPLG MTR.

In 2011, JPLG through UNICEF continued working in the 6 target districts of Somaliland (Hargeisa, Borama, Berbera, Sheikh, Odweine and Burao) and 4 target districts of Puntland (Bossaso, Garowe, Gardo and Galkayo), as well as adding 1 district (Adado) in South Central Somalia, with training on Participatory Integrated Community Development, supporting Community Consultation in District Planning and Monitoring efforts as well as Civic Education. Wide community consultations, as well as validation workshops, took place to facilitate community long-term development visions that informed the update of District Development Plans (DDP) for targeted districts in Somaliland and Puntland and development of Districts Annual Work Plans. In South central Somalia, Adado was supported in village wide consultations to develop the district plan for short-term investments in 2011. A total of 487 villages (382 from Somaliland, 81 from Puntland and 24 from Adado) participated in the community consultation process, using UNICEF trained facilitators, as well as service providers identified from the targeted districts; led and backstopped by the Districts Administrations' Departments of Planning and Social Affairs. The process enabled the villages to analyze their most important challenges, needs, and long-term priorities for social and economic development

To monitor implementation, JPLG-UNICEF also supported the establishment of 31 Community Monitoring Groups (CMGs) where 30% of participants are female. The CMGs were jointly trained with their districts on Participatory Impact Monitoring (PIM). This led to community monitoring of development priorities with local councils and contributed to district decision making and civic engagement through public meetings to review progress

of district plans. An estimated 1,900 community members took part in public review meetings, including more than 300 children and youth, with 40% of participants being women.

To strengthen social auditing, capacity development with focus on Village Committees was supported through establishment of Community Resource Persons (CORPS) identified from the targeted villages. The CORPS were trained in Project Cycle Management (PCM) to enhance and increase democracy, active citizenship, contribution and cooperation through strengthened public effectiveness in service delivery. In Puntland, 46 CORPS (16 female) were identified and trained. Similar training will be done in Somaliland and Adado districts in the first quarter of 2012.

JPLG-UNICEF also worked on raising citizen awareness through radio and TV broadcasts, and deployed a mobile caravan composed of artists, poets and community dialogue facilitators performing live drama performances on civic issues, citizen participation, rights and responsibilities and ownership in local development. An estimated 500,000 people, were reached—particularly in rural areas—through mobile theatres as well as developed civic education programmes broadcast in local radio and TV across the country in targeted districts. The Civic Education dialogue and campaigns in the targeted 11 districts are contributing to increased public voice, transparency and accountability of Local Government and empowering the communities for active citizenship, democracy and good governance. The strengthened relationship between districts and communities as a result of the above activities was noted in the program outcome evaluation as well as the independent JPLG Mid-Term Review to be contributing to peace building in these locations. Efforts to revise the Civic Education programme strategy were initiated towards the end of the year while development of a resource guide to strengthen program delivery is underway.

UNCDF support through LDF disbursements and the related training of districts contributed indirectly to supporting the public expenditure management cycle. Disbursement of LDF was based on projects identified through community participation

Both in Puntland and Somaliland, in collaboration with the Ministry of Finance and through several discussions and meetings with the Ministers, it was agreed that UNCDF will make the first disbursement for 2011 Projects in Q4 and UNCDF disbursed as planned to all the Puntland and Somaliland target districts. UNCDF carried out its Monitoring Supervision on the Site Projects in Q4 of 2011 and ascertained that all the contractors received their initial payments and commenced the project work. In accordance with the MOU with the governments of Somaliland and Puntland and in line with LDF implementation arrangements, all the target districts and then Ministry of Finance deposited their required LDF contributions.

Local procurement is also a key component of public expenditure management and governance hence the development and application of local procurement process within local government has inculcated an improved culture in terms of greater accountability, fairness, transparency and value for money through increased competition. The results from the local government procurement audit of the 2010 investment funds under the JPLG demonstrated the local government procurement structures and processes taking root within the target districts with a growing awareness and appreciation of the procedures amongst local government staff as well as private sector contractors who have participated in local government project tendering processes.

5.1.3 Governance Capacity Building:

In South central Somalia, a new combined training module for Gender, Local Leadership and Conflict Resolution was designed. Training on Conflict Management for the district councilors and representatives (civil society, private sector, community and religious leaders) was completed in the districts of Hodan, Wadajir, Shagani, Bondhere, Hamarweyne, Waberi, Hamar, Karran, Wardhigley and Darkeynley. Training will be conducted in the remaining seven districts of Mogadishu in 2012.

A basic and advanced GIS training was held in Garowe in October 2011 for participants from Benadir Regional Administration and TFG Ministry of Interior. The main objective was to introduce the trainees to ARC GIS desktop software applications and provide them with a foundation to become skilled users of ArcView, Arc Info or Arc Editor. The training covered fundamental concepts of GIS, and also demonstrated how to create, edit, adjust and manage tabular data, query Geo databases, and present data by using maps, charts and reports.

In Somaliland, support activities to the institutional set-up of the Association of Local Government Authorities of Somaliland (ALGASL), previously known as the Somaliland Municipal Association (SMA), was completed in the first quarter of 2011. Major achievements include the establishing of a new organizational structure accompanied by a new constitution and a strategic plan for 2011 to 2013. Continued support and cooperation with the ALGASL within the JPLG was renewed in June 2011, focusing on the delivery of services to member districts through improved advocacy and awareness raising on local government issues, communication and information sharing between districts, and capacity building elements for district staff and councilors. The support provided to ALGASL since 2009 enabled the Association to take active and visible part in the local governance support planning and partner in various activities during 2011, such as awareness raising in Municipal Finance policy development, planning for capacity building provision to DCs. ALGASL is actively seeking for areas that it can advocate for better local governance and is receiving requests for collaboration from various development partners in Somaliland. As a result, ALGASL has successfully secured a short-term funding with UNICEF for the assessment of the Child Protection Committees working in the districts.

Also in Somaliland, the institutional and functional support to the Land and Urban Management Institute (LUMI) which was approved by MoPW, has progressed to the stage of completion of the Draft Strategic Development Plan and submission to the National Urban Planning Council. To develop the essential skills in urban spatial planning and land management, the training for technical staff of local governments and LUMI will start in early 2012. Training materials are being finalized based on the Urban Planning Manual of Somaliland.

Training in *Conflict Management, Gender in Local Governance and Local Leadership* will be organized in Gabiley and in JPLG target districts with new elected councils.

In Puntland, the process of the setting-up of Association of Local Governance Authorities in Puntland (ALGAPL) begun in 2010 with 8 mayors of Puntland districts: Garowe, Galkayo, Gardo, Badan, Bandar Bayla, Eyl, Galdogob, and Bossaso. JPLG UN-HABITAT has agreed to support this process and has agreed on an organisational support mission in early 2012 in order to gain an agreement on the core institutional structures, functions and financing options for its implementation.

JPLG has supported the Ministry of Women Development and Family Affairs in Puntland for the celebration of the 16 days of activism against sexual and gender based violence. The awareness rising campaign involved local communities, key leaders and IDPs youth. It aimed at fostering dialogue and increasing knowledge on GBV issues.

In Puntland in 2012, training in *Conflict Management, Gender in Local Governance and Local Leadership* is planned in Bossaso, Jeriban, Bander Bayla and Eyl.

JPLG UNCDF signed LOAs with the MOI and MOF and Accountant General Somaliland for basic support of the LDF Implementation process which involved capacitating the MOF and Accountant General Staff to support the LDF implementation process. The LOAs includes provisions for payment of consultancy fees for technical assistance to help the government counterparts fulfill their supervisory and support mandates. The LOAs also covered funds for organizing of capacity building trainings covering various topics including overview of LDF manuals, Exploring options to improve District financial management, Monitoring of Districts budget: revenue and expenditure patterns for policy and procedural analysis, Developing options for introducing autonomous and appropriate budgeting and financial management procedures at the district levels, develop human resources and management systems at the district level, and support the implementation of the district participatory planning and budgeting process for service delivery. All activities were carried out in consultation and with the support of other UN Joint Programme partners.

The LOAs signed with the Ministries of Interior in both Puntland and Somaliland focused on providing technical and logistical support for MOI to carry out their general supervisory functions for districts. The Ministries of Interior in both Puntland and Somaliland, apart from their day-to-day management of the local governance function, needed to and still need to be supported to focus on decentralization reforms and spearhead the local government reform processes starting with the support and implementation of the fiscal decentralization based on the Local Development Fund model.

The LOAs were developed based on request from and in close consultation with the Somaliland and Puntland Ministries of Interior. However, the LOAs did not reflect the technical advisory support and support to content development that was needed during this period due to limited funding.

In South central Somalia the following capacity building with government was carried out:

- Institutional assessment MoI and MWDFC
- Technical assistance and operational support provided. Completion of capacity building activities, however finalization of trainings were postponed due to inability of the participants to travel to Nairobi and/or trainers to travel to Mogadishu

- Technical assistance, operational support and rehabilitation and establishment of the Ministry managed Women and Childcare Centre have been completed.
- The Ministry of Women Development and Family Care TFG completed, with project financing, the rehabilitation of the Ministry managed Women and Childcare Centre. The Centre provides daily services to the public. From 7am-noon services (of basic food of milk and biscuits paid from resources provided by the TFG, and informal education through volunteers) are provided to needy children (+300) each morning. Daily, from 1pm–closing the Centre provides services (informal education through volunteers) to two groups of women; those with no university education and illiterate women. Approximate 250 women attend each day. The Centre’s work is an important contribution to meeting the immediate needs of the Mogadishu population. By creating the means for the TFG to reach out and provide direct assistance to the people of Mogadishu contributes to the building the legitimacy of the TFG; where the population of Mogadishu can see a caring TFG, and the overall security of Mogadishu.
- In 2011, UNDP-JPLG has trained Ministry of Women and Family Care of TFG in Mogadishu on the following subjects; Child Protection, HIV, FGM and Gender mainstreaming. The direct beneficiaries of these trainings were 190 people, 30 people out of this number were men and the rest were women [70% women, 30% men]. The figures only represent direct beneficiaries. The estimated number of indirect beneficiaries trained by MWDFC staff and CSOs which participated in these trainings is around 600 people, 40% of these were men and the rest were women.
- Support to the District of Adado commenced as the first district to receive support through the JPLG phase 2 approach. In the first quarter of 2012 JPLG will accumulate lessons to be learned for implementation in other districts and development of project phase 2 (as well as phase 1) modalities. Work completed with the Adado administration: A conflict dynamics risk assessment, a District capacity assessment, an Annual Investment Plan 2011 and 2012, District public expenditure cycle and a District Development Framework.

In Somaliland and Puntland the following capacity building was carried out with the government:

Public Expenditure Management (PEM) Guidelines for districts were developed. The PEM Guidelines include modules on district strategic planning, investment programming, budgeting, procurement and implementation, assets management, accounting and financial reporting, monitoring and evaluation. JPLG previously developed manuals and training tools on PEM at the district level. However, the JPLG outcome evaluation highlighted that district planning and budgeting processes are not sufficiently institutionalized and internal analysis showed that the district priorities are not sufficiently linked to national and sector priorities. Moreover, elements on spatial planning and other issues required updating. This prompted the revision of the existing PEM materials. The PEM Guidelines are being used to develop detailed training materials on each of the modules. Consultations with district and central level partners on the training materials have started.

In Somaliland JPLG worked with district councillors and staff to review the District Development Frameworks (DDFs), prepare the districts’ 2012 annual budgets and facilitate

the development of 21 prioritized projects for the six target districts in Somaliland (Burao, Odweine, Berbera, Hargeisa, Borama and Sheikh). For 2012, the target districts prioritized 21 projects on roads, governance and security, economic development, water, livestock development, fishery, civic and youth engagement and primary education. The aim of this exercise is to help districts build the capacities to summarize their development goals into the DDFs, learn how to do participatory budgeting and how to select the district's annual priority projects in a transparent and systematic manner.

JPLG UNDP field staff together with MOI and District authorities conducted an Annual Work Plan exercise during which priorities were identified and projects planned for investment and implementation in 2012. This process was preceded by a one-day training on the District Development Framework (DDF) and Public Expenditure Management (PEM) procedure designed to enable districts develop the capacity to prepare their Annual Workplans and budgets. A total of 19 projects covering Galkayo, Garowe, Gardo and Bosasso were identified for implementation in 2012.

JPLG provided financial oversight for 27 district investment projects for SL and 20 district investment projects for PL approved under the District Basket Fund and procured and distributed office furniture and equipment to the target districts in SL (6) and PL (4), including computers, tables and chairs, GPS, printers and other equipment.

In Somaliland capacity assessments of the six target districts were conducted and recommendations made for necessary future support. Basic IT and Administration trainings were organized for all six target districts, MOI and for the Ministry of Labour and Social Affairs.

JPLG through UNDP continued to develop the capacity of the Ministry of Interior and the six target districts in Somaliland by seconding technical experts on capacity development, M&E, administration. Restructuring of the MOI was supported and organizational charts and Terms of Reference for the Ministry's Departments were developed – the implementation is pending final approval by the MOI and will be revisited once the decentralization strategy and implementation plan are developed in 2012.

JPLG also continued to support the Ministry of Labour and Social Affairs by seconding two technical experts. The National Gender Policy was simplified, translated into Somali and distributed with UNDP's support. Validation workshops were held in Hargeisa, Boroma and Burao districts bringing together representatives from government institutions, CSOs, women groups and leaders, (I)NGOs and UN agencies to raise awareness of the Policy and to promote partnerships around its implementation.

The Ministry of Labor and Social Affairs with support from UNDP conducted a series of workshops on women empowerment and women participation for the upcoming local elections. These workshops were conducted in Buroa, Berbera, Hargeisa and Borama.

UNDP facilitated two JPLG Mid Term Review Workshops held in Boroma and Burao. The objectives of the workshops were to review progress of ongoing JPLG interventions and to discuss implementation issues, challenges and agree on the main design features of the 2012 annual work plan and budget. The workshops were conducted with JPLG's key government counterparts, enhancing their strategic leadership in the overall

decentralization and local governance agenda in Somaliland. The recommendations of the workshops include:

- A decision that Gabiley will be included as a JPLG target district in 2012
- An agreement on the need for JPLG 2, and a timeline for the process of formulating the new programme
- The need to establish a District Department of Planning to coordinate all data collection, analysis and coordination activities to ensure stronger links between district plans, the NDP and sector priorities
- A decision that feasibility studies will be done for prioritized district projects

Based on the MTR recommendations, the JPLG 2012 annual work plan and budget was developed. JPLG-UNDP brought together all staff from SL, PL and South central Somalia at the end of 2011 to develop a common understanding and purpose of UNDP's role in the JPLG and UNDP Governance and Rule of Law programme and to develop and agree on a detailed 2012 AWPB for each office (SL, PL and SC) and staff key results for 2012.

With Government counterparts JPLG-UNDP carried out assessments of all the pilot districts. The purpose of the assessment was two-folds: 1. to accurately map the district administration organization in the target districts; 2. 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, the following process was: a. A review of the legislation and previous assessments to understand the legal framework and the current structure; 2. establish the core functions of the department through questions about what day to day work is done; 3. establish the capacity for the department to carry out these functions – processes, experience, skills; 4. compare all the roles and functions within the Laws on local government to ensure that all responsibilities are covered; 5. analyze the information and develop a capacity development plan.

The information was collected through semi structured group interviews with each of the departments in the district including the Mayor and the Executive Secretary. The assessments were carried out from March – May 2011 by the UNDP JPLG team with the district authorities and guidance from the Ministry of Interior. The next step will involve the Ministry of Interior, Districts and the JPLG partners discussing these assessments and agreeing on the proposed way forward to increase the efficiency of the district administration in service delivery.

JPLG carried out an institutional assessment in Somaliland and Puntland that examined and made recommendations on the structure of the district administration and council and the regional administration and council as well as the relationships between the district and the region and the district and the communities.

A gathering of women's groups to advocate for greater representation of women in district councils was conducted in Puntland by MOWDAFA with support from JPLG. Women councilors and women's organizations came together to create an understanding of the competency required from the potential women candidates, and the importance of the role of women in the council. A committee was set up in each district to advocate and ensure active engagement and participation of women at district level during council selection in

addition to MOWDAFA's campaigns. Women needs were discussed by women councilors and it was agreed that it would become part of the planning and budgeting process of the district's development plan. Training in Government systems such as: taxation, budget management, confidence building – skills and empowerment and gender budgeting were identified as some of the issues to be addressed.

The Women Network also drafted and agreed upon a set of Women District Councilors' Selection Criteria. An awareness forum to increase the women representation in the upcoming Galkayo District Council selection was held by MOWDAFA.

Badhan District Council which has 10 women councilors out of a total of 28 including the Vice Mayor could be described as a notable success story in the empowerment of women councilors.

Administrative training: Capacity of 25 District staff of each of the JPLG target districts of Garowe, Gardo, Bosasso and Gardo and 40 staff from MOI and MOWDAFA were trained on the administrative capacity of the local government institutions (office management and procedures, documentation and reports and work plans) following onto a 2 weeks Basic Administration training. The training was divided into 7 days of formal training and 7 days of on the job training.

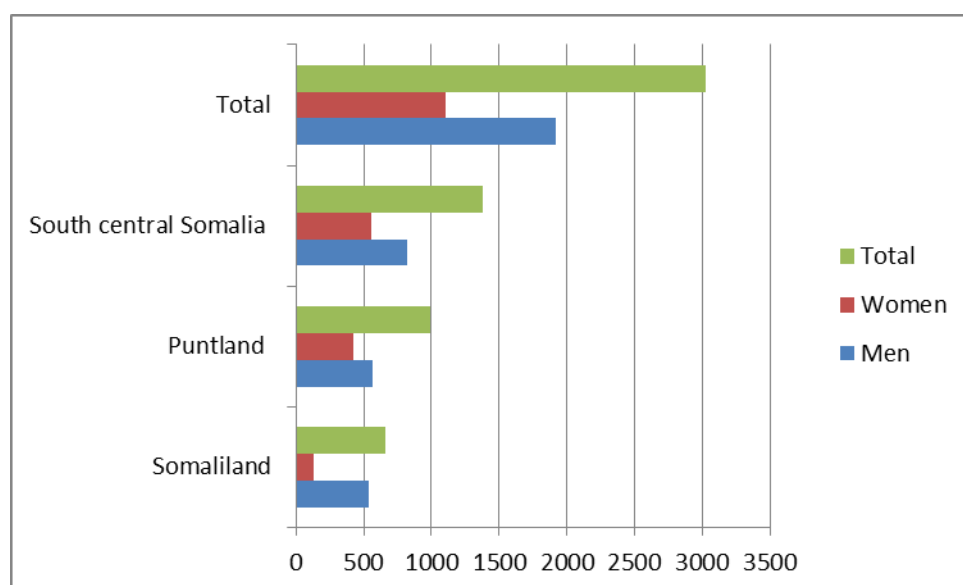
Leadership and Management training: 200 women including current women councilors, potential women leaders and women organizations in the JPLG supported districts Bosasso, Gardo, Galkayo and Garowe were capacitated and provided with Leadership and Management Training. The overall objective of the training was to strengthen leadership and management capacity of the current and potential women councilors to effectively undertake their roles, responsibilities and ensure that their views and voices are heard. Importance was put on the need to build capacity of women leaders, to capacitate them to participate in decisions affecting them, their families, communities and country. Of interest was the women's commitment during the training period and that they noted that this kind of training among would enhance their capacity to move women's voices from the domestic sphere to the public arena. The role of women and the way they are perceived is changing, women are considered to be committed, trustworthy, credible and reliable, qualities required of leader in a decision making position. These qualities could be used during awareness raising campaigns.

Bosasso has a newly established council and UNDP-JPLG together with MOI conducted an induction training for the new council. The new council members were taught about the roles, responsibilities and duties of a councillor.

In 2011, JPLG has trained 3,026 people in Puntland, Somaliland and South central Somalia with 1,922 being men and 1104 women (36 per cent). The zonal breakdown of the training data is as follows:

	Men	Women	Total
Somaliland	533	127	660
Puntland	565	424	989
South central Somalia	824	553	1377
Total	1922	1104	3026

Diagram 1 – JPLG Training participant numbers 2011 by zone and gender



See Annex 5A, 5B and 5C for detailed training data by zone.

JPLG has been monitoring number of participants in trainings (broken down by gender) but the emphasis has still been on supply with the government feeling obliged to participate in trainings offered by JPLG, and sometimes possibly also driven by the eagerness to participate due to per diems being paid out to participants at training venues, especially in locations away from the workplace of the participants. A more demand driven approach would stem from own governmental planning for capacity building based on for instance District Development Frameworks and other ingredients of the PEM (Public Expenditure

Management) Cycle with guidance from the JPLG. New training manuals are being developed for this purpose.

With a more demand driven approach the government will see the need to focus on capacity building since this will help them in their work to promote basic service delivery for their communities. JPLG will help by developing relevant course modules and train local service providers with whom the government can then contract courses including on the job trainings. This will promote ownership in capacity building of the government and also ensure more awareness from the side of the government as to which sort of capacity building is needed, from the catalogue of trainings provided.

Previous capacity interventions supported by the JPLG have been a mobile team of capacity building consultants based at Ministry of Interior (in Somaliland) which was not successful since the consultants did not visit the districts often (due to financial and other constraints). A later support given and still in place is to have Capacity Building consultants in place at ministries and districts to map and support capacity needs at local levels. This makes sense if the consultants help map capacity building needs on a regular basis for each staff member and also to support the training needed is demanded and takes place. It is important that capacity building is individualized for each government staff member and then it can also be followed up directly to see how the staff member has benefitted from the training or not after a certain time interval.

It was foreseen that the capacity development consultants also should act as coaches and advisors to the key central ministries (Ministry of Interior and Ministry of Labour and Social Affairs/ Ministry of Women Development and Family Affairs and Ministry of Public Works and Transport) and to the district administrations and assist both ministries and districts in developing their technical skills such as monitoring and evaluation as well as financial and administrative skills, provide support to the mayor and advise on the participatory planning. How much this has happened is not quite clear. On the other hand district capacity assessments were carried out in July 2011 by UNDP.

Also capacity building support was given to the Local Government Association (of districts) in Somaliland since it was envisaged that this association should be coordinator/provider of capacity building to districts, however the association does currently not have capacity to take on such a role.

JPLG has sometimes been referred to as a capacity building programme and it is no doubt a very important part of implementing local governance for service delivery, both creating awareness with communities of their rights and responsibilities and also putting tools in place with the government to implement services with projects initially supported by JPLG and the donors but where government more and more takes over financing through a Local Development Fund where the Ministry of Finance share becomes larger and larger year by year. The Local Development Fund was introduced in 2011 in Somaliland and Puntland with a 10% participation from the Ministry of Finance and a committed part of the fund is set aside for capacity building where the districts can spend the money in a demand driven capacity building scenario.

So a shift is foreseen in the activities of UN agencies in the JPLG from no longer so much themselves carry out capacity building interventions for the local government and communities but more to focus on offering a catalogue of training to local trained service providers, such as universities. However JPLG will still need to monitor the capacity building at the government through support of mapping which individuals participate in trainings

and how useful the training is to them, also at longer intervals after the trainings have taken place. This monitoring will also need to include capacity building with communities and districts, especially in new target districts where a set of basic skills should be obtained to be a part of local service delivery project implementations.

New districts in 2012 are Gabiley in Somaliland and Eyl, Jariban and Bendarbeyla in Puntland. In South central Somalia a security assessment is planned for Abudwak and 2-5 Mogadishu districts will start local government capacity buildings. Also the Benadir Region (who is a part of the Ministry of Interior TFG and where the Mayor of Mogadishu is placed) has started receiving capacity building support 2012 as a first step before engaging directly with districts. Adado started receiving capacity building support in 2011 and is planned to move ahead with projects for basic service delivery in 2012.

5.1.5 Development of the Local Development Fund (LDF)

The Local Development Fund mechanism – a predictable performance- based fiscal transfer modality of resources made up from the national budget, districts’ own resources and external resources through the JPLG to local governments commenced from 2011 replacing the District Basket Fund mechanism. UNCDF is the partner agency responsible for LDF under the JPLG. The objective is to ensure sustainable financing for local development, develop capacity and act as an incentive for local government reform. This fund will build on the existing fund transfer and management mechanism, the district basket fund. The district basket fund was a flat budget allocation to each target district of USD 100,000 which JPLG introduced in 2009.

The design work of the LDF progressed well in 2011 and started up in Somaliland and Puntland in the second half of the year. Guidelines for its establishment in Somaliland and Puntland were discussed and agreed to between the Ministries of Finance, Interior and Accountant Generals in the respective locations. This led to the development of the Memoranda of Understanding which were signed between UNCDF and the key national entities in both Somaliland and Puntland which describe the commitments from each entity in the implementation of the LDF. These guidelines have been further developed into training materials on the LDF and training took place in 2011 for all districts. The Ministry of Finance in Puntland transfers 10% of the LDF to the target districts and the districts then add 5% to the fund themselves. In Somaliland the transfer is 12% from the Ministry of Finance and also here the districts add 5%. It was agreed that the Ministry must transfer its portion before the last installment is paid to project contractors.

Under the LDF, districts accessed the discretionary capital development grant after meeting a set of minimum conditions and will only continue to access the funds if they meet all the minimum conditions during each subsequent year.

In order to determine the districts that qualify to access the LDF each year, the Ministry of Interior with support from JPLG, specifically by UNCDF will organize and manage the conduct of timely assessment of Minimum Conditions (MCs) and Performance Measures (PMs). The overall objective of Assessment is to determine the districts that have the capacity to manage discretionary development funds and therefore eligible to access the LDF. On this basis UNCDF proposed an amount to be posted into the LDF grant and the maximum grant for respective district to the Steering Committee.

It is in this context that UNCDF through an independent consultant conducted the Assessment of MCs in 6 districts in Somaliland and 4 districts in Puntland. Information verifying each indicator for Minimum Condition (MC) was obtained either through document review, interviews with relevant officials of the district, the MOI officials accompanying the Consultant or through physical observation.

For the contribution of Funds a straight formula was agreed according to the signed MoU. For Somaliland 83 percent of the Fund was to come from JPLG/UNCDF, 12 percent to come from Central government represented by the MoF, while the remaining 5 percent would come from the Districts' own resources. For Puntland the proportions were agreed as 85 percent from JPLG/UNCDF, 10 percent from Central Government and 5 percent from the District's own source revenues.

The LDF participants Book has been designed to assist a member of a local government, to correctly use and manage the Local Development Fund (LDF), which is implemented under the auspices of the JPLG.

The LDF Training Workshops were held in Somaliland and Puntland with a targeted group being District Mayor, Executive Secretary, District Councilors, District Accountants, Directors of Administration and Finance Departments, Accountant General, Auditor General, Ministry of Interior, Ministry of Finance staffs.

The major Implementation of the LDF disbursement was carried out in Q4 of 2011 with the support and supervision by officials from MOI and MOF supported through LOAs signed with UNCDF. All LDF initial installments were disbursed during 2011 as had been promised by UNCDF and all contracted projects commenced. This cycle of LDF disbursements shall spill into the first quarter of 2012 with all project implementations expected to be finalized by February or March 2012.

Whereas it was not possible to go through the entire LDF cycle during 2011, the JPLG mid-term review recommended an increase in LDF funding and the 2012 budget proposed doubling of the LDF grants with performance and equity considerations.

5.2 Policy progress

The decentralization policy principles were agreed to in 2010 all three zones by the respective Ministries of Interior. In Puntland and Somaliland, these have also been discussed and agreed to by the relevant sector ministries and in Somaliland JPLG is now planning to support the development of a decentralization strategy and implementation plan.

The principles put forward by the governments and agreed on in all zones are as follows: subsidiarity, accountability, transparency, effective local governance and equal opportunities for men and women.

- Subsidiarity may be defined as the idea that a central authority should have a subsidiary function, performing only those tasks, which cannot be performed effectively at a more immediate or local level. A precondition for pursuing subsidiarity is that the local government is accountable in its operations.
- Accountability should be pursued at two levels: (1) between local governments (LGs) upwards towards the region and the central government, and (2) downwards between the citizens and the LGs serving them.
- Transparency is – as accountability – a cross-cutting issue. It furthermore relates directly to accountability as enhanced transparency enables accountability by informing higher and lower level accountability links of the processes undertaken by

the LGs and thus the extent to which they meet their requirements as well as commitments made.

To meet all of the above principles as well as to contribute to poverty reduction at local level, the local governments must be capable and effective in their service delivery provision. Consequently, policy options will be assessed against the probability of the given option of enhancing the effectiveness of local governments. The effectiveness can largely be contributed to a combination of the capacity and efficiency of the local governments. The final principle agreed on is aimed at developing LGs that provide equal opportunities for all including men and women, disabled or other segments of society that may be marginalized.

In Puntland and Somaliland, MOIs conducted internal consultations on decentralization options and review of internal structure in preparation of consultancy support on the elaboration of the decentralization framework, implementation plan and policy.

Discussions have started between UNDP JPLG and Puntland Development Research Center (PDRC) on how PDRC and UNDP can work with each district council and the decentralization process in general, similar to that of Somaliland and APD. This would particularly focus on cooperation and support to MOI in districts where PDRC will conduct meetings and forums on the decentralization policy.

Municipal Finance Policy

The Somaliland Roadmap on Municipal Finance Policy (MFP) Development was officially launched by JPLG UN-Habitat during the third Somaliland Municipal Finance Workshop held in Hargeisa in January 2011. The Somaliland MFP Roadmap will be finalized in early 2012, after receiving and incorporating feedback received from all Districts, collected during an elaborate consultation process conducted from February 2011 onwards. In Puntland, a general consultation will be organized with key stakeholders in early 2012 for a review of the draft Roadmap, and the collection of inputs from central and local authorities.

A Decree on Revised Budgeting and Accounting Format (based on accounting by services, and a separation of operational costs and investments) was signed by the Ministry of Interior of Somaliland in August 2011. In Puntland, building on the outcomes of the first Puntland Municipal Finance Workshop in September 2010 and follow-up meeting with the Ministries of Finance and Interior, and the Accountant and Auditor General in February and March 2011, service-based budgeting and accounting formats were developed. Consultations on the draft decree will be held in early 2012.

The Decree for the official adoption of automated accounting systems in Somaliland has been prepared and is currently under discussion with the Ministry of Interior. The decree aims at the phased replacement of manual financial accounting and reporting practice with the automated systems, thereby increasing transparency and accountability of financial management, and allowing for improved financial management, planning and decision-making on municipal finance and service delivery.

A draft Asset Management Document has been prepared by the Senior Municipal Finance Expert: *Strategic Management of Fixed Assets by Local Government Authorities – Basic Guidelines*.

Land policy and land law

In Somaliland and Puntland, a Land Policy Discussion paper was completed as a result of land focus group discussions and consultations during 2011. It forms the draft Land Policy which will be subjected to final round of country-wide consultations to agree on the final National Land Policy to be drafted during 2012 and implemented to guide the development of a national land law and land administration systems.

In Somaliland, an Issues and Options paper for Urban Land Management Law reform was completed during 2011. This presents the essential issues that are necessary for a revised urban land management law to capture. The paper will be used for country-wide consultations on National Land Law development (including urban and rural land) and for public awareness.

In Puntland, the Inter-ministerial Committee on Urban Land Law collected the existing land laws practiced for analysis on the inconsistencies, overlaps and will summarise their findings in a report that will guide the drafting of a revised land management law by legal experts.

Local procurement

The procurement process also provides a major opportunity to promote local economic development. There is evidence that local sourcing contributes to Micro, Small and Medium Enterprises (MSME) development and creating job opportunities, particularly for youth and women, whilst at the same time achieving value for money. Whilst the focus on procurement is to acquire better good, works and services at lower cost, there are other drivers procurement will contribute towards including:

- Nurturing a mixed economy of service provision, with ready access to a diverse, competitive range of suppliers providing quality services, including small firms and community groups; and
- Realising economic, social and environmental benefits for communities through their procurement activities.

Implemented actions to promote procurement locally to date have included making local businesses aware of local councils' procurement opportunities through procurement notices in local newspapers; helping the local councils to understand the local supplier base by identifying and mapping existing and potential suppliers, their products, services and capabilities. This will be complemented in 2012 by the development of a Contactor Registration schemes through the Ministry of Public Works which will categorise contractors by level of competency, experience and resources to provide works, supplies and services; and training to suppliers and contractors on the tendering processing and how to complete bids.

In early 2011, procurement audits were conducted in the target districts to check compliance with the provisions of the procurement guidelines and standard tendering documents in 2010; and to identify further capacity gaps. Variations were found to exist

among the procurement officers and committees in their knowledge and understanding, however, for the most part the districts demonstrated good progress in understanding and adhering to the procedures with examples of good practice found across the districts. Issues requiring further attention were also identified for example in the preparation of the annual procurement plans most did not include activities outside those funded by district basket fund (DBF) nor did they apply the procurement procedures to activities funded outside the DBF, even as tender committees were in place they did not always approve the procurement plans prior to submission to MOI, the bidding procedures were largely adhered to however aspects of registering, recording and filing of records were not always up to scratch and the pre-bid orientation meetings were not always well organised or attended by potential bidders which led to disqualification for avoidable errors in the tender submissions.

Based on the findings ILO in 2011 has provided on the job mentoring support to the procurement actors (Executive Secretaries, Procurement Officers, District Engineers and Tender Committees) in all target districts in Somaliland and Puntland in undertaking the 2011 project 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; advertisement of the tenders, evaluation of the tenders; award of contracts to successful bidders; and contract management.



The photo shows the Garowe Tender Evaluation

Committee which consists of the procurement officer and Heads of Departments with the technical oversight of Ministry of Work and JPLG during their evaluation of the 2011 contractors' bids.

Whilst there have been minor flaws in compliance with the local procurement regulations in 2011, for the 2012 procurement cycle it is envisaged that, given enhanced local government capacity, the district councils will complete the process by themselves in the absence of support from either service providers or JPLG technical staff. This would allow JPLG to gauge councils' capacity and then consider future capacity building support measures.

Local Government (LG) Procurement Guidelines for South central Somalia

Following discussion with the Benadir Local Government and TFG Ministry of Interior on developing local government procurement procedures agreement was reached that the process would involve an initial assessment of the local government procurement practice of the Benadir Local Government which was undertaken by the Ministry of Interior with support from ILO; followed by the training of a service provider who would orient, facilitate and guide further discussion and train the Ministry of Interior and the target local governments on local government procurement. The guidelines and training manuals developed for Puntland are being used as the basis with a view to modify and adapt them for use in South central Somalia. The service provider, the Somali Research and Education

Network (SREN i.e. Benadir and Mogadishu University and SIMAD) was selected and a training of trainers undertaken for the providers. In 2012 the Ministry of Interior and the target local governments will receive training and support will be provided in adapting the guidelines and manual for use in South Central Somalia.

Public Private Partnerships Policy framework

Given ongoing and proposed public private partnership (PPP) initiatives in local public services such as water, slaughterhouses and solid waste management, it was necessary to develop a PPP policy framework on the grounds that private sector participation in PPP projects should have a clear basis in policy.

The draft PPP policy framework provides guidance to the Somaliland and Puntland administrations on the basic components that should be incorporated in a new PPP policy. The drafts were translated into Somali and in Somaliland and Puntland the PPP policy dialogue taken forward involving an Inter-Ministerial PPP workshop which introduced PPP as a concept for private sector participation in basic services and the draft PPP policy framework which were subsequently revised to fit in line with the outcomes from discussion to fit the respective contexts. Inter-Ministerial PPP working groups were established to take forward the development of the PPP policy and further support efforts will be provided in 2012.

A simplified guide to public private partnerships was also prepared and translated based on the comprehensive toolkit developed in 2010. It provides local and central government officials with an introduction to PPP so that they can participate more meaningfully in the policy debate and to help in the process of developing and implementing projects under the PPP approach. It gives guidance on how to approach existing PPP projects, as well as how to initiate and successfully implement new ones.

Efforts at ensuring PPP coherence and coordination between the UN and the World Bank have been facilitated through the establishment of ad-hoc UN PPP technical group and a Private Sector Development working group chaired by the World Bank. This should ensure improved joined-up working and minimize duplication in effort.

ILO conducted a PPP feasibility study for the Sheikh Water Supply. This followed recommendations arising out of the 2010 Sheikh water supply infrastructure expansion investment project feasibility study. The feasibility study recommended that the institutional and management arrangements of the water supply system be investigated and options for improvement including potential private sector participation explored prior to any further investment by the District Council in the water supply infrastructure. The PPP study included a technical, institutional and financial/economic assessment and led to the development of viable options for private sector participation which were shared and discussed with the Sheikh District Council, the Ministry of Water and the community through a facilitated workshop which led to consensus to pursue the establishment of a PPP to manage and operate the water supply. During the workshop valuable learning and exchange took place from the experiences of the Borama Water PPP which were shared by representatives from the Borama Water Company Shaba and the Mayor of Borama.

To date the issue of pro-poor/equitable service delivery has not been addressed in a systematic way given the absence of baseline line on current levels of service delivery. The Sheikh Feasibility study goes some way to addressing this by undertaking a technical and financial analysis to determine the potential imposition of the proposed Sheikh Water System on peoples' willingness to pay, local socio-economic climate, ecology and its practical viability in terms of technical complexity and management, and financial and economic analysis. The appraisal techniques used were as follows:

- 162 socio-economic surveys were conducted to determine the project's scope for improving water access, leveraging incomes, stimulating local economic development and serving Sheikh's poorest percentile.
- Technical Surveys were designed to determine the viability of successful project construction according to the resources available.
- An Environmental Impact Assessment was performed to forecast the likely environmental impacts of the project prior to implementation and refine the subsequent design to maintain ecological integrity.
- Land Use Surveys were used to identify and quantify land use changes both spatially and sequentially throughout the project affected are. They provided a basic map of the site according to residential, commercial, industrial, civic and open space designations and were used to inform the project design.
- Operations and Maintenance Plans were designed to press the local authority to strategise and commit to a plan of project delivery and ongoing operations and maintenance.
- Economic and financial analysis to determine viable options for private sector participation in the Sheikh Water System.

During 2012 PPP Sheikh District Council will continue to receive support through the process of initiating a viable PPP. This practical experience will inform revisions to the short PPP guide and the PPP feasibility toolkit developed in 2011 to guide future PPP projects.

Sector studies

UNICEF commissioned Geopolicy, Inc. to undertake sector functional assessment studies in Education, Health/Nutrition and Water/Sanitation in Somaliland and Puntland. The sector studies for WASH, Health and Education were done in coordination with the Ministries of Interior and Planning, as well as other line ministries. The studies analyzed current modalities of service delivery, legal frameworks, and institutional structures in response to local government laws, capacity and resources. The studies made recommendations on revised functional assignments and potential improved service delivery models, and were disseminated to key agencies and donors for comments. Revised reports based on stakeholder feedback will be shared with wider stakeholders, especially the relevant authorities, for discussion and consultation before the validation workshops planned for first quarter in 2012. The validation workshops are intended to discuss key findings and recommendations from the studies, and facilitate discussion around next steps and the way forward, with stakeholders, including, Ministries of Interior, Planning and Finance, as well as key line ministries.

Natural Resource Management

JPLG is actively promoting greater participation by local populations in the use, maintenance and restoration of forests, pasture lands, wildlife and fisheries in order to improve local development and environmental management. Under the rubric of decentralization, JPLG is supporting institutional and legal reforms aimed at selectively transferring environmental management responsibilities and powers from central government to a variety of local institutions. These reforms aim to increase popular participation to promote more equitable and efficient forms of local environmental management. Findings from a cursory environmental sector study identified the need to focus more narrowly on natural resource management given the wide scope of the environmental sector and the importance of natural resource management. This provided the impetus to undertake NRM sector studies. These been conducted in Somaliland and Puntland; and a draft framework for decentralised natural resource management prepared. Following consultations with the Ministry of Environment in Somaliland and Puntland on the draft natural resource management (NRM) decentralized policy framework it was agreed that two components should be taken forward in 2012.

1: Local level support - This component forms the basis for supporting a range of community based natural resource management initiatives. The component will aim to (i) establish robust community based natural resources management systems at local level that maximise sustainable returns to communities, (ii) support to targeted economic investments and income generating activities, that reinforce sustainable natural resource management at local level and support the collection, retention and reinvestment of sustainable natural resource revenues. At the district level, the component will support districts to increase their revenue base from sustainable use of natural resources, and to strengthen systems to ensure that a significant portion of funds are reinvested back into long term natural resource management.

2: National level support – The objective of this component is to build the capacity of national level government institutions to support decentralised natural resource management initiatives in an integrated and cross sectoral manner. Key institutions for support include Prime Ministers Office – Ministry of Interior; Ministry of Environment, Ministry of Livestock, Ministry of Agriculture, Ministry of Pastoral Development. The component will aim to (i) develop a common vision and strategy regarding support to decentralised natural resource management (ii) develop institutional framework for decentralised NRM (iii) defining roles/responsibilities of institutions, human resource development and financing modalities in support of civil society engagement and improved service delivery at the community, district and national levels. (iv) monitoring of natural resources management.

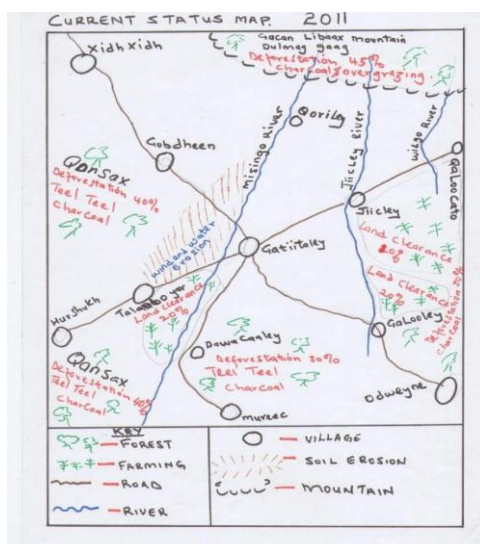
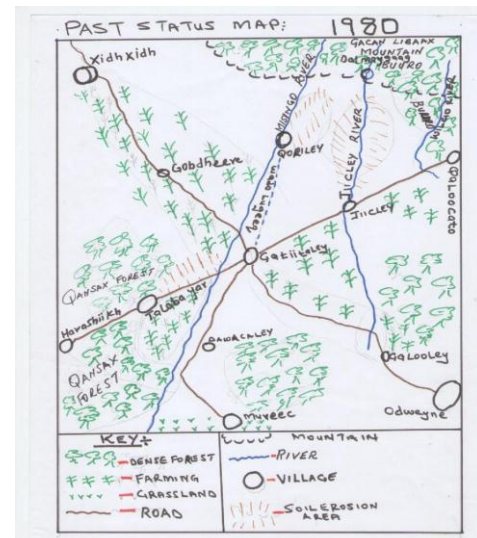
Community-based natural resource management training was provided in Burao, Somaliland and Garowe, Puntland targeting councilors and district officials aimed. In Burao, Somaliland as a complimentary effort to the DFID SEED funded project, natural resource mapping exercises for five villages in Burao District to capture the impact of environmental degradation and climate change were carried out.

As quote by an elderly village woman involved in the exercise noted:



"If the trend of environmental degradation continues unabated, we will all die" asserted Habib Mash, an elderly lady who testified to have witnessed the extent of natural resource degradation over the time under review. "She added that "You people are young, you do not understand the extent of destruction that natural resources have undergone. We older generation know and are aware of the problem when we narrate a bleak future to our people if environmental degradation continues".

The outcome of the NRM mapping exercises is illustrated below.



Road Sector Study

In recent years decentralisation of local road planning and maintenance has become a key issue across the world. This has been as a result of the desire to support local democracy and encourage local government districts to take an initiative and become involved in planning their local environment. *Decentralisation of responsibility* for roads is part of this process. The road sector study in Somaliland and Puntland have been undertaken, focusing on constitutions and governance; policy and planning; financial and fiscal aspects; institutions, management and human resources; operations; and contribution to poverty

alleviation. Decentralization of road administration has potential for improving the delivery of transport infrastructure services. But evidence suggests that it is proving difficult to realize fully the expected benefits. Problems include: inappropriate institutional arrangements; lack of an enabling policy and legal framework; lack of local government powers to exercise political influence; insufficient financial resources; lack of management capability; and a lack of accountability mechanisms.

The sector study recommends that any decentralization strategy must address two main issues: (a) the allocation of administrative (or expenditure) responsibilities between the various levels of government; and (b) the allocation of financing (or revenue) responsibilities. In assigning responsibilities, a balance should be sought between: *production efficiency*, which favors centralization due to economies of scale and the scarcity of technical expertise and institutional capacity; and *allocative efficiency*, which favors decentralization because district councils are generally more responsive to local needs and realities, and can be made more easily accountable to road users.

In conclusion road decentralization programs for Somaliland and Puntland should consider the following need to:

- Reclassifying roads into networks of national, regional and/or local importance;
- Redefining the role of central administration;
- Gradually transfer planning, programming and execution responsibilities to the decentralized administrative units; and
- Providing the decentralized units with the necessary resources to carry out their new responsibilities.

Assessments and Other Activities

An institutional assessment was undertaken into the Ministries of Public Works, Housing and Transport in Somaliland and Puntland which provided information on the Ministries roles and relationships, and responsibilities and their capacity to undertake them particularly with reference to providing the overall policy and strategic guidance, technical capacity development and standards and specifications for public works delivery at local level. The process involved analysis of existing legislative framework, organisational structure, functional and operational set up and capability, relationships vis-a-vis other relevant sectoral line ministries and provided some recommendations on roles, relationships and responsibilities, reporting and accountability system, coordinating systems as well as on capacity needs and gaps. The findings will be shared and discussed with stakeholders and will inform the JPLG capacity and process development efforts.

Labour laws

ILO engaged in a study of the labour laws of Puntland and Somaliland to advice on entry points for support to the Ministries of Labour develop appropriate legislation, institutional and regulatory frameworks to improve the application of core labour standards. This work largely focused on the Private Sector Laws and the findings outlined.

In 2012 support will be provided to support the development of the occupational safety and health (OSH) legislation, institutional and regulatory framework with a focus on the rapidly

expanding construction sector where according to global statistics a large percent of occupational accidents occur impacting negatively on labour productivity and costs.

Local Economic Development

One of the legally mandated responsibilities of local governments is that of promoting local economic development. However given the lack of specific policy guidelines local governments have responded to this mandate in an opportunistic and relatively ad hoc manner.

ILO is supporting local public-private dialogue through the establishment, training and facilitation of Local Economic Development Partnerships in Burao and Garowe. These function as forums for discussion of economic development needs and plans, as well as networks to mobilize resources and institutions for local economic development. These forums which have been guided and capacitated, and continue to be facilitated in their endeavors. They typically represent Micro, Small and Medium Enterprises (MSME) actors, local chamber of commerce, local banking institutions, training and education institutions, local government, prominent civil society, women and youth groups, and big companies such as telecommunication and industry. In Burao a draft local economic development strategy has been developed and the Partnership Forum was recently launched through sponsorship from Telesom. Work is ongoing on governance arrangement and the drafting/costing of the Burao local economic development strategy. Similar support efforts will be expanded to additional districts in 2012.



Above are members of the Burao Partnership Forum and below is an extract from the draft Local Economic Development Strategic Plan for Burao



LOCAL ECONOMIC DEVELOPMENT STRATEGIC PLAN FOR BURAO, SOMALILAND

DRAWN UP BY REPRESENTATIVES OF VARIOUS STAKEHOLDERS

FACILITATED BY ILO OCT/NOV 2011 15

Summary of draft Local Economic Development Strategy for Burao

Vision

Burao is a vibrant economic hub, presenting job opportunities and providing quality services to a growing population.

Mission

To create an economic environment, that attracts investment and a skilled workforce resulting in a significantly improved quality of life for the residents of Burao.

Overall Objective

To raise the social, cultural and economic wellbeing of the Burao population through development of the business sector, enhanced job opportunities and acceptable regulation reform.

Specific Objectives

- a). Infrastructure – The construction or rehabilitation of 100 km's of road, the location of which will be determined by a feasibility study
- b). Introduction of improved management of rangeland areas
- c). Development of 2 holding grounds for livestock
- d). Introduction of 10 Pastoralist Field Schools (PFS)
- e). Introduction of 10 Farmer Field Schools (FFS)
- f). Simplify and speed up the facility of acquiring a business license
- g). Make available loans and credit facilities
- h). Provide business and technical training for the improvement and development of existing dairy farms
- i). Assess the legal framework for establishing businesses towards eradicating obstacles
- j). Assess existing labor laws towards improving employment conditions for employees
- k). Construct water dams in 5 locations in Burao District
- l). Upgrade the existing air-strip to accommodate international flights
- m). Build on existing tanneries to result in the local capacity to produce local products such as shoes
hand-bags etc. for the local market
- n). Identify and enhance the capacity of existing cooperatives
- o). Develop a campaign to promote Burao opportunities and potential to encourage investment by the Burao Diaspora
- p). Promote the sports, arts and recreational sector
- q). Explore and exploit coal reserves as a potential alternative to existing fuels such as charcoal
- r). Research the potential of solar and wind energy for Burao
- s). Work with Burao University to strengthen its research, survey and assessment techniques

Local Economy Assessment: Knowing the characteristics of the local economy is critical if stakeholders are to identify and agree a realistic, practical and achievable LED strategy. To elicit key data on the local economy, an effective local economy assessment will start with a preliminary review of the existing economic relationships and activities within an area, and will make use of available quantitative and qualitative information that highlights existing structures and trends in business development, economic sectors, employment, skills, and other data that will help to identify the strategic direction of the local economy. Local economy assessments were completed for all target districts, and in 2011 enterprise surveys, which are a key component to local economy assessments, have been completed for all JPLG pilot districts in Somaliland and Puntland and shared with the relevant Ministries such as Planning, Labour and Interior.

The data from the local economy assessments and the complimentary enterprise surveys were compiled into an easily manageable database that allows the interrogation and presentation of data. A workshop to demonstrate the data and its use to the districts was undertaken and the data is now being published on CD to be shared with the respective local governments.

Business License Reform – Hargeisa, Somaliland and Garowe, Puntland

Early efforts are on track with ILO supporting the streamlining of local government regulation and licensing of businesses in Hargeisa and Garowe following findings from the Micro and Small Enterprise Enabling Environment Study identifying this as a major obstacle. Streamlining of the regulation and licensing of business will reduce entry cost of starting business and reduces corruption; encourages licensing and thus increases licensing revenues.

The business licensing reform project focuses on the challenge of simplifying business licensing at the level of local governments. It uses the experience of a growing number of local governments to show that simplifying business licensing can be done with positive results for both local government and small businesses.

Local governments license businesses as part of their regulatory functions. The common aim is to ensure that businesses meet certain standards for public safety and public health and perform in a way consistent with the legal and policy guidelines of the locality. But beyond regulation, business licensing also provides local governments with an added source of revenue and can be a strategic tool to create an enabling environment for businesses and investments.

As a form of administrative reform, the benefits of simpler procedures can be observed easily and the cost of simplification is relatively low. Streamlined business licensing procedures at the local level can save both local governments and businesses time, money, and other resources. Thus, reduced costs and time saved by businesses in securing the business license can be used instead to promote their economic activities.

Simplified business licensing procedures in local governments can encourage small business enterprises and those within the so-called informal economy to register and be covered by legal and institutional protection that comes with licensing. Licensing can also help small businesses to access resources and tenders available only to those duly licensed.

Although the councils in Hargeisa and Garowe have an operational licensing system it was clear to the project team during the analysis and design phase that there exist key challenges. These can be summarized as follows:-

- Weak/ambiguous laws on business licensing process
- Lack of systematic, methodological and procedures
- Inadequate information/awareness on licensing procedures
- Weak enforcement mechanisms
- Unclear business categorization criteria

As part of the implementation phase in 2012 it is proposed to implement the design of new business licensing system through the establishment of a Simplification Committee consisting of local government and the private sector; and through the issuance of an Executive Order is to be issued by the Mayors of the two pilot districts Hargeisa and Garowe. The outputs will include the following:

- Streamlined business licensing procedure
- A more convenient, cost efficient and customer-friendly business licensing process
- A Business Licensing Information & Management System in line with the Business Information Management System
- An information, education and communication (IEC) campaign plan
- A Customer Service programme

5.3 District Council Project implementation in 2011

All target districts received support in the design and procurement of the 2011 investment projects which ended in the award of contracts to contractors. This involved on-the-job support in the preliminary surveying and data collection from all project sites, followed by an intensive on-the-job training to prepare the project design, preparation of the bill of quantities (BOQs) and tender documents and finally the advertising. Further on-the-job training was provided in the tender evaluation and finally the contract preparation and award.

Feasibility studies

The JPLG Mid-term Review indicated that the current district project identification and annual investment planning process does not provide for adequate detailed appraisal of projects and could result in compromising the technical quality and cost effectiveness as well as the sustainability of the projects as insufficient attention is being paid to O&M plans. In addition projects may not meet defined needs/objectives particularly if operational and maintenance issues are not considered. It recommended that feasibility studies are required at an earlier stage in the process during identification and to include cost benefit analysis. Two pilot feasibility studies on two projects from the target districts of Somaliland and two from Puntland from the 2011 AWP&B were selected for feasibility studies to allow the development and testing of process and methodology that would then be introduced into the district planning cycle for 2012. Feasibility studies were conducted and completed for the following projects:

- Sheikh Water Supply, Sheikh District – selected due to the technical

complexity, scale and cost of the proposed intervention and to ensure the initial investment in 2010 in improving the system were not compromised

- Jeelka – Dhami Road, Hargeisa Municipality – selected to pilot methodology for roads (accounting for large % of district investments)
- Horseed/ Wadajir/ Waberi Gravel Road - Garowe district
- Karin water supply project – Bosasso District

The process enabled the development of methodology and tools for the process; and the training of District Public Works Departments and Ministry of Public Works Engineers on the same and their involvement in the process. The outcome of the studies allowed for the technical viability of the designs and the costs to be validated, enabled a more detailed analysis of costs and benefits. The results were positive and were shared with the councils and the projects approved.

Using the tools developed the districts were supported in undertaking feasibility studies of those projects prioritized in their 2012 work plans. A team encompassing Technical Advisers from the Ministry of Public Works, District Engineers and enumerators were trained to conduct a number of surveying techniques for pre-project appraisal. The methods adopted were designed to assess each project's technical feasibility, socio-economic implications, financial cost, environmental impact and institutional, operational and maintenance arrangements. The findings were used to in advising the District on how to proceed with the project or whether, due to technical, environmental, financial or social complexity, the investment warrants a more exhaustive feasibility study. Project appraisal reports for all 2012 proposed projects; and detailed feasibility studies for those demanding in-depth assessment as follows:

Somaliland:

Hargeisa

- Koodbuur - Ga'anLibah Road, Hargeisa – Selected for detailed feasibility study
- Ga'anLiba – Mohamoud Haybe Drift, Hargeisa
- BadaCas - Boqoljire Drift, Hargeisa
- QudhacDheer Market, Hargeisa - Selected for detailed feasibility study
- Ahmed Dagah Stadium, Hargeisa

Berbera

- Livestock Market-Port Road, Berbera
- Darole Fishery School, Berbera
- Dubar Water System, Berbera

Odweine

- Qaburaha-ElhumeRoad, Odweine
-

Burao

- Dahab Shiil Bridge – October Road, Burao
- Awale-Livestock Market Road, Burao

Borama

- Sheikh Makahil Civic Centre, Borama

- Sheikh Osman Stadium, Borama
- Sheikh Ali Jowhar Road, Borama
- Ahmed Salan Market Upgrade, Borama

• **Sheikh**

- Hulqabobe Road, Sheikh
- Kaldhadab School, Sheikh

Puntland

Garowe

- Construction of Major Urban Tarmac Road - Eng. Khalid - detailed feasibility study

Gardo

- Constructions of Primary School – Adizone – detailed feasibility study Wadjir road rehabilitation approx 800m gravel road
- Qoryacad road rehabilitation approx 1200m gravel road
- Lr. Hingod Stadium rehabilitation – detailed feasibility study

Bosasso

- Construction of Laag community center
- Construction of Kulmiye Market

The exercise provided the opportunity to test the methodology and tools. One of the findings from the exercise is that the process is relatively technical and requires advanced research, technical and analytical skills and knowledge beyond the capacity levels at the districts to be effectively undertaken. Even as further efforts to refine and simplify the tools and train the local councils on their use for the relatively simple projects will be undertaken, considered effort will also be taken to train the district councils to outsource this expertise to trained professionals in the future.

JPLG ILO also produced a guideline and toolkit to project appraisal and feasibility studies was developed. The guideline and tool are designed for the typical relatively small size district civil works projects i.e. construction and rehabilitation of classrooms, health facilities, small water supply infrastructure, urban and district feeder roads and markets. The guidelines and toolkit provide a simple basis for project appraisal and feasibility analysis that can be built upon and adapted and/or complimented with other available tools and methodologies to suit needs. Districts Engineers from the target districts have been trained in their application and were involved in the appraisal and feasibility studies for the 2011 and 2012 projects. Carrying out detailed project appraisals and feasibility studies requires a relatively high level of technical skill and experience and it is not expected that districts would or should have this expertise in-house, a more realistic expectation is that districts would and should outsource this capacity as and when required. The 2012 LDF provides for 5% of the investment fund to be allocated for such purposes and it is planned that the districts will be trained on how to specify and procure such consultancy services. The

guidelines and toolkit are currently being integrated into the revised PEM guidelines and manuals.

JPLG-UNCDF signed LOAs with MOI and the MOFs, including the Accountant General and by the end of the year implementation of these LOAs had commenced. Both MOI and MOF advertised for the Consultants (in local newspapers) that were intended to increase the capacity of MOI , MOF and the Accountant Generals office as well as the District Councils for the implementation of the LDF investments that started in the 4th quarter of 2011. Other capacity building and supervision activities were planned and implementation began. Such activities included training of central and local government officials and supervision visits to districts.

All designated initial deposits of LDF for identified district investments was disbursed by the end of 2011 and implementation expected to spill over into 2012 commenced immediately. In line with the MOU's signed between the governments of Somaliland and Puntland and UNCDF-JPLG, both the central and local governments honored the understanding and disbursed to then districts' LDF accounts their agreed contributions. This was a strong signal for viability of fiscal decentralization.

UNCDF has implemented all its activities based on the JPLG annual work plan for 2011 though disbursement of LDF started in the 4th quarter due to delays in the planning and procurement cycle.

1. The Somaliland and Puntland JPLG Target districts received their 1st installment of the LDF in line with the revised work plan for 2011 and all the planned projects commenced
2. The LOAs between UNCDF and MOI and the MOF, Accountant General and UNCDF were signed and implementation commenced accordingly. The Ministries of Interior and Finance in both Puntland and Somaliland commenced the recruitment exercise for the consultants that are intended to increase the capacity of the Ministry of Finance and the Accountant General office, MOI as well as the Districts Councils for the Implementation of the LDF. UNCDF field offices were responsible for the oversight and backstopping the selection process to ensure fairness and transparency based on merit. In Somaliland, the procurement process that went through the established process resulted into recruitment of officials for the two post of the Fiscal Decentralization Expert and Finance and Accounting Expert in the Ministry of Finance and Accountant General's Office..

Under the LOA between MOF, AG and UNCDF a capacity building On the Job training was held 18th to 21st December 2011, targeting Districts Directors of Administration and Finance, Districts Accountant Officers, District Procurement Officers, Districts Engineers, MOI Staff of Administration department, MOF Budget Department Staff, MPW Department of Public Work Staff, Staff of Accountant General Office Auditor General Staff Department of Local Government, Regional Accountants of the Office of Director General, This training was held in all target districts and national institution was implemented by CSI in a contract awarded by the Accountant General Somaliland, and it was the first time Somaliland districts will have ready resources response to their respective districts development plan the training was focusing districts and national institution to understand the Fund flow of the Three Funding Sources of the LDF, to be familiar with various Triggers of the LDF Fund release, to

Understand the accounting and reporting requirements to fulfill the ongoing access and procedure of the LDF, and to become aware LDF audit Process.

3. The LOAs signed with Ministries of Interior in both Puntland and Somaliland were based on organizing training workshops for capacity building over a series of areas covering: , LDF Implementation manual, options to improve District financial accounts through possible introduction of district treasuries and/or using Central Bank, Monitoring Districts Budget revenue and expenditure pattern for policy and procedural analysis, Developing options for introducing autonomous and appropriate budgeting and financial management procedures at the district levels, developing human resources and management systems at the district level, and supporting the implementation of the district participatory planning and budgeting process for service delivery

Completion of 2010 investment projects and start-up of 2011 investment projects

Project approval forms were developed during 2011. These forms form the basis of information for the project to proceed considering the issue of sustainability through considering environmental impact, community approval, sector approval and the setting up of an operations and maintenance plan. Land ownership documents also have to be provided as part of this set to ensure that the land is public land owned by the council before any infrastructure works begins. These forms have to be completed for each project prior to the procurement cycle commencing.

Somaliland investment projects

The projects which were being implemented or procurement process started by district councils by the end of 2011 have an estimated number of **812,072 beneficiaries** in the following projects:

Summary of 2010 investment projects - Somaliland Berbera District

Project	Estimated No. of Beneficiaries	Final Contract Price in USD
Water System in Beyodhadher	900	28,426
Construction of Market	7500	19,373.40
Health Centre	1,518	19,713.10
Drainage System	6,000	31,632.40

Borama District

Project	Estimated No. of Beneficiaries	Final Contract Price in USD
Health Post	2000	8450.43
Box Culvert	2500	22,849

Construction of Water Berket	1900	10,407.75
1600m Gravel Road	120,000	31,221.75
Construction of Water Berket	Tbc	10,841.47
Construction of Water Tank	2500	10,942.68

Burao District

Project	Estimated No. of Beneficiaries	Final Contract Price in USD
Road	114,965	26,721.90
Vet Post	5,400	15,082.41
Construction of Berket	3,249	11,937.45
Health Post	3,000	13,985.87
Road	3,150	14,084.62
Livestock Market Shade	200,000	6806

Hargeisa District

Project	Estimated No. of Beneficiaries	Final Contract Price in USD
Health Centre	13,000	13,985.87
Health Centre	8,000	14,771
Road and drift	12,000	43,436.58
Shallow well	1,200	6,897.75
Police Post	40,000	23,037.73

Odweine District

Project	Estimated No. of Beneficiaries	Final Contract Price in USD
Construction of Berket	21,000	12,106.57
Goandale Health Post	3,700	10,144.89

Construction of Berket	20,000	12,536.89
Primary School Extension	3,600	16,162
Hospital Equipment	9,000	Procurement not completed – bids received not responsive and the district and Ministry of Health to discuss next action.


Sheikh District

Project	Estimated No. of Beneficiaries	Final Contract Price in USD
Water Tank	9000	36,667
Health Post	920	10,871.75
Gravel Road	1280	17,826.98
Water Tank Construction	1500	15,826.57





2011 LDF Investment Projects

Somaliland



Berbera District

Project Name and Location	Estimated No. of Beneficiaries	Current status of implementation or operational status	Contract Price in USD	Photo
New construction of BERBERA Town Tarmac Road (1000m) in Berbera	40,000	32%	80,837.70	
Extension of construction of Community Market at Lasadacawo – Berbera Addition for 16 vendors; plus iron sheet roof	6,000	0%	14,500.10	Delay in the procurement process – project starting in 1 st quarter


Borama District

Project Name and Location	Estimated No. of Beneficiaries	Current status of implementation or operational status	Contract Price in USD	Photo
Construction of SHEIKH SHIDE Gravel Road (1000m) in Boroma Town	25,000	23%	22,319.80	
Construction of SHEIKH ELMI Gravel Road (750m) in Boroma Town	18,000	21%	13,828.87	
Construction of SHEIKH GALDE Gravel Road (1000m) with major drift in Boroma Town	30,000	30%	32,815.15	
New construction of ABU WAYS water reservoir(Berket)- (14.8m X 8.8mX3.6m=469 m3)	2,460	30%	12,706.70	




Burao District

Project Name and Location	Estimated No. of Beneficiaries	Current status of implementation or operational status	Contract Price in USD	Photo
New construction of MOHAMED ALI Primary School with equipments in Burao Town (4 classrooms, 1 office, 1 store and 2 latrines)	7260	60%	40,025.28	
New construction of SHEIKH BASHIR Primary School with equipments in Burao Town (4 classrooms, 1 office, 1 store and 2 latrines)	5000	36%	40,898.99	

Hargeisa District


Project Name and Location	Estimated No. of Beneficiaries	Current status of implementation or operational status	Contract Price in USD	Photo
New construction of JEELKA-DAMI Tarmac Road (1300m) in Hargeisa Town	25,000	15%	96,627.80	

Odweine District

Project Name and Location	Estimated No. of Beneficiaries	Current status of implementation or operational status	Contract Price in USD	Photo
New Construction of ODWEINE Gravel Road (1850m) in Odweine	25000	60%	45,447.00	
New construction of Water reservoir (Berket) OBSIYE –ODWEINE (14.8m X 8.8mX3.6m=469 m3)	270	40%	13126.10	
New construction of Water reservoir (Berket) GALOLEY – ODWEINE (14.8m X 8.8mX3.6m=469 m3)	300	40%	13126.10	

Sheikh District

Project Name and Location	Estimated No. of Beneficiaries	Current status of implementation or operational status	Contract Price in USD	Photo

Extension of Water Project System in SHEIKH Town (2,800 meter pipeline)	9000	10%	69,916.80	
---	------	-----	-----------	--

Puntland investment projects: The prioritized projects which were being implemented or procurement process started by district councils by the end of 2011 have an **estimated number of 312,407 beneficiaries** in the following projects:

Puntland

Bosasso District

Project	Estimated No. of Beneficiaries	Final Contract Price in USD
Rehabilitation of gravel road	26,418	48,630.30
Construction of 15 bus stops	33,000	22,594.80

Galkayo District

Project	Estimated No. of Beneficiaries	Final Contract Price in USD
Rehabilitation of Galkayo Stadium	6,000	28,753.40
Rehabilitation of Galkayo Airport Road	72,000	50,287.90

Gardo District

Project	Estimated No. of Beneficiaries	Final Contract Price in USD
Rehabilitation of Gardo Hospital gravel road	Tbc	9465.10
Construction of Gacan Libah Clothes market)	2,400	15,569.18
Construction of Gacan Libah Milk market	2,400	10,800.90

Construction of Gacan Libah Vegetable market	2,400	7,059.14
Construction of Wadajir Market Shelter	3,281	17,643.98
Construction of Health post	350	9,375.22
Construction of Health post	480	9,375.23


Garowe District







Project	Estimated No. of Beneficiaries	Final Contract Price in USD
Rehabilitation of Global gravel road	12,800	14,869.87
Rehabilitation of Gureye gravel road	14,518	17,528.67
Rehabilitation of Eng. Khalid gravel road	15,260	19,430.40
Rehabilitation of Al-Nassar gravel road	16,423	17,388.20
Rehabilitation of Bulsho gravel road	11,118	16,029.63

2011 LDF Investment Projects




Puntland


Bosasso District

Project Name and Location	Estimated No. of Beneficiaries	Current status of implementation or operational status	Contract Price in USD	Photo
New Construction of GAACA Gravel Road (future tarmac)(1300 m) (2010 investment allocation)	10000	90%	21.252.60	



New Construction of NETCO Gravel Road (2530m) (2010 investment allocation)	10000	81%	41,123.66	
New Construction of BANADIR Gravel Road (1200m) (2010 investment allocation)	10000	55%	23,059.84	
Rehabilitation of KALABEYR primary school (6 class rooms, 2 latrines and water tank)	150	76%	19,425.47	
Rehabilitation of TASJIIC primary school in Bossaso (4 class rooms, 2 latrines and water tank)	120	76%	20,691.71	
New Construction of KARIN Water System (1,200 cum)	800	51%	23,887.53	
New construction of BOSSASO Tarmac road (1010m) in Bossaso Town	10000	10%	32,512.37	



Gardo District

Project Name and Location	Estimated No. of Beneficiaries	Current status of implementation or operational status	Contract Price in USD	Photo
New construction of KAMBO Primary School in Gardo town (3 class rooms, 1 office and 4 latrines and water tank)	6562	92%	29,179.02	
New construction of QORYOCAD Market in Gardo town	3500	90%	21,519.45	
New Construction of UPPER HINGOOD Gravel Road (1000m) in Gardo Town	6562	61%	19,278.38	

New Constructio n of LOWER HINGOOD Gravel Road (800m) in Gardo Town	4500	66%	17,859.92	
---	------	-----	-----------	--

Garowe Distirct

Project Name and Location	Estimated No. of Beneficiaries	Current status of implementation or operational status	Contract Price in USD	Photo
New construction of SULDAN SAID Gravel Road (700m)in Garowe town	8050	90%	12,905.86	
Rehabilitation of YOMBEYS Primary School (2 new office rooms, rehabilitation of 3 class rooms for intermediate, rehabilitation of 3 class rooms for primary, rehabilitation of feeding hall)	265	100%	14,688.68	

New construction of HODAN garbage collection point in Garowe town (200x10m)	15000	72%	9,339.20	
New construction of WADAJIR Gravel Road (2700m) in Garowe town	8050	70%	49,541.91	

Mogadishu: The 8 projects (7 rehabilitations and 1 new construction) which have been implemented in South central Somalia in collaboration with district authorities and local communities during 2011 have an **estimated number of 92,640** beneficiaries. The combined cost of the 8 district sub-projects was **USD 195,035**.

Projects completed during 2011:

District	Village	Code	Description	Beneficiaries	Signed	Contractor	Amount USD	Progress %
Wardhigley	Barwaqo	CON/UN-HAB/2010/010	Ex-Livestock Meat market, phase II	7,500	Extension	Buur-Bishao Company	18,242.00	100%
Waberi	Handtiwadag	CON/UN-HAB/2010/013	Tuberculosis Clinic	2,640	06-Dec-10	Talo Trading Group	23,644.73	100%
Dharkenley		CON/UN-HAB/2010/014	District Court & Judiciary Offices	10,000	09-Dec-10	Walaalaha Construction Co.	23,585.25	100%
Hamarweyne	Hilaac	CON/UN-HAB/2010/015	Youth Sports Ground	15,000	27-Dec-10	Talo Trading Group	22,851.55	100%
Heliwaa	Barwaqo	CON/UN-HAB/2010/016	Ex-Animal meat market (Rehabilitation & expansion)	10,000	18-Feb-11	Walalaha Construction Company	31,792.28	100%
Yaqshid		CON/UN-HAB/2010/017	Dry food verandah/market	12,000	07-Feb-11	MSM Construction & Trading	21,642.60	100%
Wadajir	Halane	CON/UN-HAB/2010/018	Tarbuush market (new)	10,500	27-Jan-11	Qanciye Construction	41,151.61	100%
Waberi	Handtiwadag	CON/UN-HAB/2010/019	DC Office	25,000	02-Feb-11	Talo Trading Group	12,125.00	100%
Total:				92,640			195,035.02	

Beneficiaries

During 2011, local companies in Mogadishu undertook 8 construction projects through the UN JPLG Participatory District Rehabilitation component in Mogadishu, providing work opportunities for a total of 270 skilled and semi-skilled workers – not counting NGO staff, suppliers and other subcontractors (e.g. furniture which was done at local workshops).

Engineers: 8
 Carpenters: 38
 Iron molders: 22
 Masons: 60
 General laborers: 82
 Mixers: 22
 Painters: 24
 Foremen: 14
TOTAL: 270



Direct beneficiaries include: students, vendors, teachers and staff, youth, TB patients etc. The total number of direct beneficiaries is at least **738**.




Indirect beneficiaries include: families of vendors, staff and students, communities using markets and other public facilities, and residents served by rehabilitated District Offices. The total number of indirect beneficiaries is estimated at approximately **92,640**.




The 8 projects implemented in 2011 are summarized in the table below, with completion photographs:


<p>Hamarweyne: Sporting grounds for youth – basketball and football court, with table-tennis hall</p> <p>Beneficiaries: 15,000</p> <p>Cost: US \$22,852</p> <p>GPS: N 02.03202, E 045.33719</p>		
<p>Wadajir: Tarbuush (new) market</p> <p>Beneficiaries: 10,500</p> <p>Cost: US \$41,152</p> <p>GPS: N 02.00383, E 045.16947</p>		

<p>Waberi Tuberculosis clinic</p> <p>Beneficiaries: 2,640</p> <p>Cost: US \$23,645</p> <p>GPS: N 02.02793, E 045.32280</p>	 
<p>Waberi: District Office</p> <p>Beneficiaries: 25,000</p> <p>Cost: US \$12,125</p> <p>GPS: N 02.03196, E 045.32576</p>	 
<p>Dharkenely: District Court and Judiciary Offices</p> <p>Beneficiaries: 10,000</p> <p>Cost: US \$23,585</p> <p>GPS: N 02.01873, E 045.16334</p>	 
<p>Wardigleey: Ex-Suqa Xoolaha Meat Market – Phase II</p> <p>Beneficiaries: 7,500</p> <p>Cost: US \$18,242</p> <p>GPS: N 02.04707, E 045.28581</p>	 
<p>Yaqshid: Dry food verandah/market</p> <p>Beneficiaries: 12,000</p> <p>Cost: US \$21,643</p> <p>GPS: N 02.06774, E045.34164</p>	 
<p>Heliwaa: Meat Market</p> <p>Beneficiaries: 10,000</p> <p>Cost: US \$31.792</p> <p>GPS: N 02.09677, E 045.37017</p>	 

Under the current (2nd) Phase of the Participatory District Rehabilitation activity, which started in July 2011, a total of nine Districts had identified new sub-projects by the end of the 4th Quarter of the year, having successfully completed the process of District Consultations, and subsequent project prioritization and Action Planning. Technical assessments and design work for these projects started in November 2011, while construction works are expected to commence in February 2012. Pictures show the project sites before intervention.

<p>Hodan: District Office Reconstruction, and Fencing of IDP School compound</p> <p>Beneficiaries: To be confirmed</p> <p>Cost: US \$33,400 (with a contribution of US\$ 900 from the District Authority)</p> <p>GPS: To be confirmed</p>	
<p>Waberi: District Office - Phase II: Rehabilitation of Additional Offices and Sports ground, and Fencing of IDP School compound</p> <p>Beneficiaries: 25,0000</p> <p>Cost: US \$33,700 (with a contribution of US\$ 1,200 from the District Authority)</p> <p>GPS: N 02.03196, E 045.32576</p>	
<p>Wadajir: New District Meeting Hall, and Fencing of IDP School compound</p> <p>Beneficiaries: To be confirmed</p> <p>Cost: US \$34,000 (with a contribution of US\$ 1,500 from the District Authority)</p> <p>GPS: To be confirmed</p>	

<p>Abdul Aziz: Rehabilitation of District Office</p> <p>Beneficiaries: To be confirmed</p> <p>Cost: US \$32,500</p> <p>GPS: To be confirmed</p>	
<p>Karaan: District Office Rehabilitation</p> <p>Beneficiaries: To be confirmed</p> <p>Cost: US \$33,300 (with a contribution of US\$ 800 from the District Authority)</p> <p>GPS: To be confirmed</p>	
<p>Hamarweyne: District Office – Phase II: Rehabilitation of Revenue Office, Fencing Wall, and Compound Leveling</p> <p>Beneficiaries: 45,000</p> <p>Cost: US \$33,500 (with a contribution of US\$ 1,000 from the District Authority)</p> <p>GPS: N 02.03282, E 045.33772</p>	
<p>Shibis: District Office Rehabilitation</p> <p>Beneficiaries: To be confirmed</p> <p>Cost: US \$33,300 (with a contribution of US\$ 800 from the District Authority)</p> <p>GPS: To be confirmed</p>	<p>No pictures available yet</p>
<p>Dharkenley: Rehabilitation of Dharkenley Meat Market, and Veranda for Vegetable Sellers at Badbaado IDP Camp</p> <p>Beneficiaries: 10,000</p> <p>Cost: US \$33,700 (with a contribution of</p>	<p>No pictures available yet</p>

US\$ 1,200 from the District Authority) GPS: To be confirmed	
Whardigley: District Office Compound Rehabilitation Beneficiaries: 7,500 Cost: US \$33,300 (with a contribution of US\$ 800 from the District Authority) GPS: To be confirmed	

District Council 2011 LDF investment projects implementation

All target districts received mentoring support to prepare and implement the annual work planning, budgeting and implementation cycle of 2011. Each prepared an AWPB for approval which included the priority projects to be funded under the LDF allocation of USD 100,000. This entailed the preparation of the project approval documents which involved undertaking feasibility studies for selected projects. The project approval and project feasibility documentation provides the detailed description and justification for the project including the socio-economic, technical, environment impact and sustainability aspects of the project. Other pre-requisites to approval include community approval, sector ministry approval, an operations and maintenance plan and land ownership documents to ensure that the land is owned by the council before any infrastructure works begins. This documentation must be completed for each project for approval prior to the commencement of the procurement cycle.

ANNEX 5A – TRAINING DATA SOMALILAND

In the Year of 2011 (January to December) a total of 660 people were trained in Somaliland by the JPLG of whom 127 (19%) were women. Training details are provided below.

JPLG TRAININGS RECORD SHEET 2011														
NO	UN AGENCY (HOSTING/ FUNDING TRAINING)	TARGET GROUP				START DATE	FINISH DATE	# OF TRAINING DAYS	# OF PARTICIPANTS			TITLE OF THE TRAINING	LOCATION OF TRAINING	TRAINING PROVIDER
		DISTRICT	MINISTRY	JPLG STAFF	Others				M	F	TOTAL			
1	ILO	√		2		14-Mar-11	19-Mar-11	6	23	2	25	Refresher Procurement Training	Hargeisa	CSI
2	UNICEF	Burao, Berbera, Odweine, Borama, Hargeisa Sheikh	Ministry of Interior (Social Affairs and Planning Department)	UNICEF	-	19-Mar-11	31-Mar-11	13	29	4	33	District ToTs Training on community consultation and public meeting	Hargeisa	STIPA
3	UNCDF	√	√	-	-	28-Mar-11	31-Mar-11	-	37	4	41	LDF	Burao, Borama, Berbera, Odweine, Sheikh, Hargeisa	Consultants and UNCDF staff

4	UNICEF	Burao, Berbera, Odweine, Borama, Hargeisa Sheikh	Ministry of Interior (Social Affairs and Planning Department)	UNICEF	-	2-Apr-11	9-Apr-11	8	29	4	33	Backstopping public meetings in Somaliland	Six districts	STIPA
5	ILO	√	MOI/MOPW	2	4	23-Apr-11	30-Apr-11	7 days	13	0	13	District Engineers Training	Hargeisa	MOPWS
6	ILO	√	Ministry of Livestock & Environ, Interior, Public Works, Agriculture, Hargeisa Water Agency	2	13	16-May-11	16-May-11	1	15	-	15	Environmental Sector Study	Hargeisa	PACT Kenya
7	ILO	Hargeisa, Sheikh	Ministry of Public Works	2	10	1-June-11	23-Jun-11	6 days	12	0	12	Feasibility Study Pilot Training	Hargeisa-Sheikh	Ministry of Public Works
8	ILO	√	Ministry Commerce, Interior, Finance, Chamber of Commerce, Private Sector Stakeholder	2	12	13-Jun-11	13-Jun-11	1	14	-	14	MSME workshop	Hargeisa	ILMC

			s											
9	ILO	v	Ministry of Interior	1	15	7-Aug-11	20-Aug-11	15	14	1	15	Bid technical Evaluation	Hargeis a	Ministry of Public Works
10	ILO	Hargeis a	None	1	12	7-Aug-11	11-Aug-11	5	10	0	10	Business licensing	Hargeis a	ILMC
11	UNICEF	Burao, Berbera, Odweine, Borama, Hargeis a Sheikh	MOI	UNICEF	-	17-Aug-11	28-Aug-11	12	60	30	90	Identification of district based facilitators	Six districts	TOTs with backstopping from STIPA
12	UNICEF	Hargeis a, Borama, Berbera	MOI	UNICEF	-	14-Sep-11	23-Sep-11	10	30	14	44	Training of district based facilitators	Hargeis a	TOTs with backstopping from STIPA
13	ILO	v	Sheikh Water Agency,	0	2	29-Sep-11	7-Oct-11	7	8	1	9	Public Private Partnership	Sheikh	Practical Action

			Ministry of Water & Energy									Assessment		
14	ILO	✓	Ministry of Interior	1	5	3-Oct-11	5-Oct-11	3 days	14	4	18	LED Workshop	Hargeisa	Brian Nugent
15	UNICEF	Bosasso Galkayo Garowe Gardo Burao, Berbera , Odweine Borama, Hargeisa Sheikh Adado	MOI District Council (Mayor) Social Affairs Department Planning Department	UNICEF and Implementing partners	-	3-Oct-11	7-Oct-11	5	48	19	67	Exposure training in Kenya	Kisumu	STIPA
16	UNICEF	Burao, Odweine Sheikh	MOI	UNICEF	-	21-Oct-11	29-Oct-11	9	35	15	50	Training of district based facilitators	Burao	TOTs with backstopping from STIPA
17	ILO	Burao	None	6	21	31-Oct-11	1-Nov-11	3 days	15	12	27	LED PPD	Burao	Brian Nugent

18	UNICEF	Hargeis a, Borama, Berbera	MOI	UNICEF	-	8-Nov-11	12-Nov-11	5	23	6	29	PIM	Hargeis a	STIPA in Coordination with YOVENCO
19	ILO	√	Ministry of Public Works	1	13	9-Nov-11	19-Nov-11	10 days	13	1	14	PIM training	Hargeis a/ Burao	STIPA/ YOVENCO
20	UNICEF	Burao, Sheikh, Odweine	MOI	UNICEF	-	15-Nov-11	19-Nov-11	5	22	5	27	PIM	Burao	STIPA in Coordination with YOVENCO
21	ILO		Ministry of Water , Energy & Minerals; Ministry of Interior	2	17	16-Nov-11	17-Nov-11	2 days	17	2	19	PPP policy dialogue workshop	Hargeis a	Kenneth Otero
22	ILO		Ministry of Public Works, Somaliland Road Authority	0	20	21-Nov-11	24-Nov-11	4 days	20	0	20	Road Sector Study and Ministry of Public Works Capacity Assess	Hargeis a	ESA Consultants
23	UNCDF	√	√	-	-	18/12/11	21/12/11	4	32	3	35	LDF Allocations	Burao, Boroma , Berbera , Odweine, Sheikh,	Consultants and UNCDF staff

													Hargeis a	
	Totals								533	12 7	660			

ANNEX 5B – TRAINING DATA PUNTLAND

In the Year of 2011 (January to December) a total of 989 people were trained for Puntland by the JPLG of whom 424 (43%) were women. Training details are provided below.

JPLG TRAININGS														
RECORD SHEET 2011														
N O	UN AGENCY (HOSTING/ FUNDING TRAINING)	TARGET GROUP				START DATE	FINISH DATE	# OF TRAINING DAYS	# OF PARTICIPANTS			TITLE OF THE TRAINING	LOCATI ON OF TRAINING	TRAINING PROVIDER
		DISTRICT	MINISTRY	JPLG STAFF	Others				M	F	TOTAL			
1	ILO	Target districts	MOI M&E staff	None	Staff of the Auditor General	26-Mar-11	30-Mar-11	5	25	0	25	Procurement refresher training workshop	Garowe	CSI
2	UNCDF	✓	✓	UNCDF Staff	Consultants	Mar-11	Mar-11	-	40	3	43	LDF Training	Garowe and Bosaso	UNCDF
3	ILO	Target districts	None	None	None	27-Mar-11	31-Mar-11	5	13	0	13	Procurement refreshment training	Garowe	CSI

4	ILO	Target districts	MOPW	None	None	24-Apr-11	03-May-11	10	18	0	18	Training for District engineers on the preparation of the BOQs, Designing and the tender documents	Garowe	CSI
5	ILO	Target districts	MOI,MOE,MOA (Agriculture)	None	International NGOs and PPP institutions	14-May-11	14-May-11	1	18	1	19	Environmental sector study Workshop	Garowe	PACT Kenya
6.	UNICEF	Bosaso Gardo	MOI	UNICEF	-	4-Jun-11	11-Jun-11	8	16	10	26	CORPS training	Bosaso	STIPA in coordination with SDT
7	UNICEF	Bosaso Galkayo Garowe Gardo	Ministry of Interior (Social Affairs and Planning Department)	UNICEF	-	6-Jun-11	26-Jun-11	-	23	5	28	District ToTs Training on community consultation and public meeting	Garowe	STIPA in coordination with SDT

8	UNICEF	Garowe Galkayo	MOI	UNICEF	-	13-Jun-11	20-Jun-11	8	14	6	20	CORPS training	Garowe	STIPA in coordination with SDT
9	ILO	Target districts	MOI,MOPW, COMMERCE, FINANCE, MOPIC	None	None	15-Jun-11	15-Jun-11	1	14	0	14	MSME Workshop	Garowe	ILMC
10	ILO	Garowe, Gardo, Bosasso Districts	Ministry of Public Works and Transport	None	None	28-Jul-11	07-Aug-11	8	14	0	14	Tender Evaluation workshop for the JPLG projects for 2011 for Gardo, Garowe Districts	Garowe	Ministry of Public Works
11	ILO	Garowe, Gardo, Bosasso Districts	Ministry of Environment, Ministry of Interior	None	Local NGOs involving Environments sector	17-Aug-11	20-Aug-11	4	17	4	21	Natural resource management training	Garowe	Ministry of Environme nt
12	ILO	Target districts	Environment, Agriculture,P SAWEN, MOI	None	PSU, KAALO, SHILCON	17-Sep-11	20-Sep-11	4	17	4	21	Community Based NRM	Garowe	Ministry of Environme nt

13	ILO	Target districts	Environment, Agriculture, P SAWEN, MOI	None	PSU, KAALO, SHILCON	17-Sep-11	20-Sep-11	4	17	4	21	Community Based NRM	Garowe	Ministry of Environment
14	ILO	Garowe and Gardo Districts	Ministry of Public Works and Transport	None	None	21-Sep-11	28-Sep-11	8	?	?	?	Feasibility studies for 2012 JPLG Projects for Gardo and Garowe Districts	Garowe	Ministry of Public Works
15	UNDP	√	MOI	UNDP JPLG Staff	-	5-Oct-11	10-Oct-11	4	38	9	47	Induction training for councilors	Bosasso	DELTA/DIAL
16	ILO	Garowe, Galkayo, Gardo, Las Anood,, Badan and Bosasso	Public Works, PHA, MOI, ME, PSAWEN	None	Puntland Engineering Association, KAALO, Contractors	14-Oct-11	15-Oct-11	2	24	3	27	Institutional Capacity Assessment	Garowe	Ministry of Public Works
17	ILO	Garowe, Galkayo, Gardo, Las Anood, Badan and Bosasso	Public Works, PHA, MOI, ME, PSAWEN	None	Puntland Engineering association, Contractors	16-Oct-11	17-Oct-11	2	28	2	30	Road Sector Studies	Garowe	Ministry of Public Works
18	UNDP	√	MOI and MOWDAFA	UNDP	-	22-Oct-11	19-Dec-11	14	100	40	140	Basic Administrative Training	Garowe Gardo Bosaso Galkayo,	DELTA/DIAL

19	ILO	Target districts	MOI, Public Works and Transport	None	Contractors	29-Oct-11	2-Nov-11	5	22	0	22	PIM training	Garowe	Ministry of Public Works
20	ILO	Target districts	MOI, Commerce and Trade, Chamber of commerce	3	PDRC, NUWACO, SAMOFONE, KAALOAAR ANWAG, SFS, PLRC	14-Nov-11	14-Nov-11	1	28	24	52	PPP forum workshop	Garowe	Ministry of Commerce and Trade
21	ILO	Target districts	MOI, Commerce, Chamber, MOPIC, MoL&Y	None	Contractors, Kaalo, PUNSA, Tadamun	28-Nov-11	30-Nov-11	3	21	11	32	LED Workshop	Garowe	Ministry of Commerce
22	UNICEF	Bossaso, Garowe, Galkayo, Gardo	MOI District council (CMGs, district engineers, contractors)	UNICEF	-	29-Nov-11	2-Dec-11	4	41	15	56	PIM	Garowe	STIPA
23	UNDP	v	MOWDAFA			3-Dec-11 19-Dec-11	7-Dec-11 24-Dec-11	5	0	280	280	Leadership and Management training	Bosaso Gardo Garowe Galkayo	DELTA/DIAL
24	ILO	Target districts	MO, Commerce, Chamber, MOPIC	None	Golis, NEC, NUWACO and entrepreneurs	11-Dec-11	12-Dec-11	2	17	3	20	Business Licensing and Registration	Garowe	Ministry of Commerce

	Total								565	424	989			
--	-------	--	--	--	--	--	--	--	-----	-----	-----	--	--	--

ANNEX 5C – TRAINING DATA SOUTH CENTRAL SOMALIA

In the Year of 2011 (January to December) a total of 1377 people were trained for South central Somalia by the JPLG of whom 553 (40%) were women. Training details are provided below.

JPLG TRAININGS RECORD SHEET 2011														
NO	UN AGENCY (HOSTING/FUNDING TRAINING)	TARGET GROUP				START DATE	FINISH DATE	# OF TRAINING DAYS	# OF PARTICIPANTS			TITLE OF THE TRAINING	LOCATION OF TRAINING	TRAINING PROVIDER
		DISTRICT	MINISTRY	JPLG STAFF	Others				M	F	TOTAL			
	UNICEF	Adado Village Clusters	District Council (Mayor) Social Affairs Department Planning Department	UNICEF implementing partners	-	01-Sep-11	13-Sep-11	13	40	10	50	Community consultation Training to Facilitators	Adado	District Administration/ STIPA
	UNICEF	Adado	District Council (Mayor) Social Affairs Department Planning Department	UNICEF implementing partners	-	21-Nov-11	22-Nov-11	2	7	2	9	District Development Plan	Adado	District Administration/ STIPA

3	UN-HABITAT	Benadir Regional Administration	Mol	None	-	26-Oct-11	4-Nov-11	10	5	0	5	Introduction to ARC GIS desktop software	Garowe	UN-HABITAT
4	UN-HABITAT	TFG	Mol	None	-	17-May-11	27-May-11	10	2	1	3	ToT participatory conflict management and gender role workshop	Hargeisa	UN HABITAT
5	UN-HABITAT	Hodan District	None	None	-	10-Aug-11	21-Aug-11	10	18	17	35	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID
6	UN-HABITAT	Hamar Weyne District	None	None	-	25-Aug-11	07-Sep-11	10	21	14	35	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID
7	UN-HABITAT	Shingani District	None	None	-	11-Sep-11	21-Sep-11	10	16	19	35	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID
8	UN-HABITAT	Bondhere District	None	None	-	28-Sep-11	09-Oct-11	10	20	15	35	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID

9	UN-HABITAT	Wadjir District	None	None	-	12-Oct-11	23-Oct-11	10	16	19	35	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID
10	UN-HABITAT	Waberi District	None	None	-	27-Oct-11	08-Nov-11	10	21	14	35	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID
11	UN-HABITAT	Hamar Jajab District	None	None	-	13-Nov-11	23-Nov-11	10	21	14	35	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID
12	UN-HABITAT	Karaan District	None	None	-	28-Nov-11	08-Dec-11	10	20	15	35	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID
13	UN-HABITAT	Wardhigley District	None	None	-	13-Dec-11	24-Dec-11	10	21	14	35	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID
14	UN-HABITAT	Dharkeynley District	None	None	-	26-Dec-11	05-Jan-12	10	17	18	35	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID

15	UN-HABITAT	Hodan District	None	None	-	12-Sep-11	13-Sep-11	2	40	20	60	Participatory District Consultation Workshop	Mogadishu	SAACID
16	UN-HABITAT	Waberi District	None	None	-	15-Sep-11	17-Sep-11	2	40	20	60	Participatory District Consultation Workshop	Mogadishu	SAACID
17	UN-HABITAT	Wadajir District	None	None	-	19-Sep-11	20-Sep-11	2	31	29	60	Participatory District Consultation Workshop	Mogadishu	SAACID
18	UN-HABITAT	Shingani District	None	None	-	22-Sep-11	24-Sep-11	2	31	29	60	participatory district consultation workshop	Mogadishu	SAACID
19	UN-HABITAT	Bondhere District	None	None	-	26-Sep-11	27-Sep-11	2	40	20	60	Participatory District Consultation Workshop	Mogadishu	SAACID
20	UN-HABITAT	Karaan District	None	None	-	29-Sep-11	1-Oct-11	2	37	23	60	Participatory District Consultation Workshop	Mogadishu	SAACID
21	UN-HABITAT	Hamar-Weyne District	None	None	-	03-Oct-11	04-Oct-11	2	36	24	60	Participatory District Consultation Workshop	Mogadishu	SAACID
22	UN-HABITAT	Shibis District	None	None	-	06-Oct-11	08-Oct-11	2	37	23	60	Participatory District Consultation Workshop	Mogadishu	SAACID

23	UN-HABITAT	Wardhigley District	None	None	-	10-Oct-11	11-Oct-11	2	33	27	60	Participatory District Consultation Workshop	Mogadishu	SAACID
24	UN-HABITAT	Abdul- Aziz District	None	None	-	13-Oct-11	15-Oct-11	2	44	16	60	Participatory District Consultation Workshop	Mogadishu	SAACID
25	UN-HABITAT	Dharkeynley District	None	None	-	17-Oct-11	18-Oct-11	2	39	21	60	Participatory District Consultation Workshop	Mogadishu	SAACID
26	UN-HABITAT	Yaqshid District	None	None	-	20-Oct-11	22-Oct-11	2	34	26	60	Participatory District Consultation Workshop	Mogadishu	SAACID
27	UN-HABITAT	Deynlie District	None	None	-	27-Oct-11	29-Oct-11	2	38	22	60	Participatory District Consultation Workshop	Mogadishu	SAACID
28	UN-HABITAT	Heiwa District	None	None	-	24-Oct-11	25-Oct-11	2	32	28	60	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID
29	UN-HABITAT	Hawl-wadag District	None	None	-	31-Oct-11	1-Nov-11	2	36	24	60	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID

30	UN-HABITAT	Hamar Jajab District	None	None	-	3-Nov-11	5-Nov-11	2	31	29	60	Participatory Conflict Management and Gender role Workshop	Mogadishu	SAACID
	Total								824	553	1377			

ANNEX 6

Value for Money (VFM)²

Basically VFM is divided into the following three rubrics: Economy, Efficiency and Effectiveness which can be further broken down as follows:

- Procurement (Economy)
- Unit Costs (Economy)
- Productivity Measure (Efficiency)
- Leverage/Replication (Effectiveness)
- Theory of Change (Effectiveness).

What VFM is really all about is to achieve the best value for money compared to other similar projects. Therefore in late 2010 it was decided in discussions with DFID that JPLG should start reporting on economy measures of procurement of DC projects, and comparing the unit cost of these projects (such as schools and health posts) within JPLG, in a separate section in 2011 quarterly reports called Value For Money.

Below find comparisons of the same type of projects and their unit costs (by example of schools) in JPLG for 2011 projects. These can be related to the economy parameters unit costs and procurement (the project cost amounts below are contract amounts).

From the below it can be seen that the cost per m²/m³ varies considerably between Somaliland and Puntland from 101.44 USD in Burao (new construction of Sheikh Bashir Primary School) to 32.28 USD in Garowe (rehabilitation of Yombays Primary School), however another new school project in Gardo comes to almost the same amount as in Burao with 91.54 USD. Looking at rehabilitation projects only there is also a difference from the highest with 68.35 USD (Tasjiic Primary School in Bossaso) to the lowest cost with 32.28 (as mentioned above the rehabilitation of the Yombays Primary School in Garowe).

² Measuring the Impact and Value for Money of Governance & Conflict Programmes, ITAD, December 2010

JPLG VFM example from a comparative sample of DC project type

Somaliland:

	Project	Location	Contractor	Total Project Cost (Unit Cost)	Square meter (m2) or cubic meter (m3) of Project	Cost per m2 or m3
1	New construction of MOHAMED ALI Primary School with equipments in Burao Town (4 classrooms, 1 office, 1 store and 2 latrines)	Burao	TCCC	\$ 40,025.28	403.2 m ²	99.27 \$/ m ²
2	New construction of SHEIKH BASHIR Primary School with equipments in Burao Town (4 classrooms, 1 office, 1 store and 2 latrines)	Burao	TCCC	\$ 40,898.99	403.2 m ²	101.44 \$/ m ²

Puntland:

No	Project	Location	Contractor	Total Project Cost (Unit Cost)	Square meter (m2) of Project	Cost per m2 or m3
1	Rehabilitation of YOMBEYS Primary School -Garowe (2 new office rooms, rehabilitation of 3 class rooms for intermediate, rehabilitation of 3 class rooms for primary, rehabilitation of feeding	Yombeys village of Garowe district	AYAANLE	\$14,688.68	455 m ²	32.28\$/ m ²

No	Project	Location	Contractor	Total Project Cost (Unit Cost)	Square meter (m2) of Project	Cost per m2 or m3
	hall (canteen))					
3	Rehabilitation of KALABEYR primary school (6 class rooms, 2 latrines and water tank) in Bossaso	Bossaso	Siyad construction Com	\$19,425.47	465 m ²	41.79\$/ m ²
3	Rehabilitation of TASJIIC primary school in Bossaso (4 class rooms, 2 latrines and water tank)	Bossaso	Siyad construction Com	\$20,691.71	303 m ²	68.35\$/ m ²
4	New construction of KAMBO Primary School (3 class rooms, 1 office and 4 latrines and water tank) in Gardo town	Gardo	AL – NAJAH	\$29,179.02	319 m ²	91.54\$/ m ²

ANNEX 7

Mid-Term Review and Outcome Evaluation for South central Somalia

From the MTR Executive Summary the following was said about the JPLG:

The JPLG is an innovative program that supports peace and state building in Somalia by strengthening local governance and improving the ability of District-level local authorities to reach out to their communities and deliver local development.

The program supports the emergence of autonomous and accountable local governments and of progressive decentralization policy and legal frameworks. It facilitates the establishment of linkages of mutual cooperation and accountability between local authorities and constituent communities. It contributes to conflict resolution and peace-building by promoting transparent resources allocation and fighting their capture by personal or clan based interests, as well as by supporting the security maintenance role of local authorities. It delivers local investments for improved access to services and local development. And it actively supports gender equality and women empowerment in local government.

The program delivers three categories of outputs: policy, institutional and sector outputs. Under the policy category it is delivering critical policy papers and legal drafts supporting decentralization reforms and good local governance practices. This has contributed to raise the awareness of national stakeholders about need and options for reform, but actual legislative development is slow and prospects remain uncertain. Yet this work is critical and very timely. In particular, JPLG should consider playing a stronger technical role in helping the federal authorities articulate a vision of the sub-national system of governance and public administration, which would greatly facilitate a national agreement on the Federal Constitution. JPLG work on institutional development takes place at both national and sub-national level. Working with Ministries of Interior as main counterparts in Somaliland, Puntland and south-central Somalia JPLG is helping them develop systems and capacities to perform their role of support and supervision of the local authorities sector. Other Ministries also benefit from JPLG assistance and critical work is just starting with some of them to delegate services delivery functions to District Authorities. At sub-national level District capacity is being built on the basics of public expenditure management. A new participatory planning system has been introduced and important results in terms of transparency and linkages between local authorities and communities are being obtained. This should now be mainstreamed into a statutory local government planning process, with greater emphasis on institutional sustainability and alignment with the actual needs and capacities of district administrations. Greater efforts need also to be made to ensure that the new policy awareness that JPLG is creating in counterpart institutions, on issues of gender equity and women empowerment, translates into actual mainstreaming of gender in the processes of local government policy making and implementation.

Sector outputs delivered by JPLG include a range of investments in small scale infrastructure which address local priorities and are most appreciated by beneficiary communities. Issues to be addressed by JPLG however include the very minor amounts dedicated to actual investments as compared to the total program resources, as well as the still inadequate quality of the investments appraisal and technical design and difficulties to secure operation and maintenance funds for their sustainability. The JPLG is one of nineteen “country-operated” UN Joint programs currently administered by the UNDP’s Multi-donor Trust Fund (MDTF) Office. By comparison, the JPLG management arrangements are among the best designed and are a critical factor of the program’s success. Yet they remain vulnerable to potential conflicts and could be further improved through: a stronger role for the UN RC Office, more of an “execution” than “coordination” role for the current PCU, (which should actually be renamed Program Management Unit - PMU), a clarification of the double accountability of UN agency staff assigned to the JPLG and a more integrated management of the field staff and the program’s logistics.

The first successful example of a UN Joint Programme in Somalia, JPLG has attracted the attention and praise of donors and government alike as a positive step towards harmonization and alignment. Consequently, government has been asking for more joint programmes as part of the UN Somali Assistance Strategy and the UN Country Team can certainly refer to JPLG as a useful model in the planning and design of new joint programmes.

A remarkable achievement of the JPLG is the set up and operation, within national counterpart institutions, of a comprehensive monitoring, evaluation and reporting system. Further improvements are nevertheless needed. But they depend less on revision and improvements of some outputs and outcomes indicators than on the adoption of a clearer “theory of change” for the program.

Monitoring and reporting on the “value-for-money” delivered by the JPLG may also require better systems and indicators, but a first assessment shows that the program is performing reasonably well in terms of “effectiveness” and “efficiency” of the resources deployed, and it is particularly good on the “economy” dimensions of procurement and unit costs.

The overall conclusion of the MTR is that the program is extremely relevant to the current conditions of Somalia and it is showing how localized solutions could be found to the challenges of peace and development in the country. It should therefore be extended beyond the end of 2012 when its current phase expires. The extension should however coincide with a more cohesive design of JPLG as a *territorial, District-based* and *LG-centred*, approach to peace/state building and development. This is the only way to ensure that that each UN agency’s intervention will eventually be driven by the program design, rather than the other way around. The time extension should be accompanied by a larger and more reliable financing framework, which is critical for all program’s operations, not least for its geographic expansion. This is needed to raise the program’s profile and turn it into a Somalia-wide mechanism to support sub-national (state-level) programs for bottom-up peace building through local development. Geographic expansion, however will require that the different realities of Somaliland, Puntland and south-central Somalia be taken into consideration and that different approaches be adopted when the program operates in the Mogadishu city-region, in districts of the emerging administrations of south-central Somalia, in new districts of Somaliland and Puntland or in districts that have already benefitted from a first round of JPLG assistance.

From the latest Outcome Evaluation on South central Somalia the following recommendations were made:

It is suggested that, in as much as the JPLG interventions in Adado are at a very early stage, the opportunity should be taken to undertake a more thorough competency analysis for LG staff and councillors that could lead to more individualised training needs assessment and, in turn, to the design of a focused and coaching-based training strategy.

It is understood that the rationale for JPLG engaging at central, regional and local levels of government – in the interests of framing a decentralisation policy, reforming legislation, and creating an enabling environment for effective and sustainable localised service delivery but it is suggested that, particularly at this stage when a second phase of the programme is being planned, an opportunity should be created for SAACID to present its arguments and join in the discussion about the ways forward for JPLG in Mogadishu and other parts of South central Somalia.

Outcome Evaluations for Puntland and Somaliland were done in 2010.

ANNEX 8

Results and Inputs and Activities Undertaken

Constraints in JPLG implementation and Mitigation

Significant incidents and changes have taken place in 2011. These have affected the project implementation in 2011, namely a) the sad deaths of the TFG Minister of Interior, Abdishakur Farah and UNDP/JPLG Project Officer Egeh in Somaliland, b) the departure of the previous UNDP/JPLG Project Manager in August, c) the introduction of a new UNDP/JPLG Project Manager d) the replacement of the Somaliland Minister Ministry of Interior (specifically delaying the policy and decentralization work in Somaliland), d) the delay of 2010 projects in Somaliland due to presidential election campaigns; and the power transfer also caused delays in the implementation of 2011 project, e) the replacement of the Vice Minister and the Director General of the Puntland Ministry of Women Development and Family Affairs that has hampered completion of 2011 initiatives and design and development of 2012 plans. Also the former JPLG Senior Programme Manager Joanne Morrison went on retirement in November 2011.

In South central Somalia particularly the main constraints and challenges have been related to:

- The lack of security
- Access/Movement limitations for UN staff
- The lack of government partners with access to geographical areas
- Lack of government internal financial controls.
- In fighting between the MOI and the Benadir Regional Administration.
- Frequent inter-conflict between TFG institutions.
- The humanitarian crisis of 2011

Mitigation of the constraints in SC:

- Strengthening of coordination between TFG Institutions and JPLG Management/Staff
- Improve security situation and speed up implementation of a roadmap to end transitional governments (including local) in Somalia through elections
- Assessed institutional capacity for key central/local government institutions in Mogadishu and South central Somalia in General
- Identified capacity gaps and delivery of capacity building packages based on demand driven approach
- Lengthy recruitment processes for supply-driven training approaches. In response UNDP-JPLG is implementing a capacity development mechanism which reduces supply-driven capacity development interventions and starts to shift ownership to government institutions, making it a more demand-driven and providing for scaled up support.

- District planning and budgeting processes are not sufficiently institutionalized and internal analysis has showed that district priorities are not sufficiently linked to national and sector priorities, which has implications from drawing in government resources for local service delivery in the medium term. Accordingly, in 2012, JPLG is concentrating attention to the development of district departments of planning that will address these challenges.
- UNDP's support with MOI was previously not sufficiently focused and work in late 2011 began to address this concern. Presently UNDP is undertaking efforts to focus assistances on the Department of Districts and the Department of Planning responsible for ensuring the implementation of the local governance law.

Somaliland:

- In Somaliland the delay in local elections that are overdue and scheduled for 2012. The last local elections were held in 2002. JPLG will need to plan for how to work with what will most likely be a large number of new district councillors and potentially staff that are not familiar with JPLG supported PEM processes. Also, any additional delays in the elections beyond 2012 could call into question JPLG's support to the existing and arguably illegitimate councils. There is a need to develop a capacity development mechanism which reduces supply-driven capacity development interventions and starts to shift ownership to government institutions, making it a more demand-driven and providing for scaled up support.
- District planning and budgeting processes are not sufficiently institutionalized and internal analysis has showed that district priorities are not sufficiently linked to national and sector priorities, which has implications from drawing in government resources for local service delivery in the medium term.
- There is a need to re-focus JPLG's support with MOI on the Department of Districts and the Department of Planning rather than the whole Ministry.
- Another challenge was the change in the Administration in Somaliland after the new government has come to power because some local staff with experience are being replaced with other persons and a valuable resource may be lost.
- The continuing delay in establishing Galkayo district council has made the council ineligible for JPLG funding.

Also in Somaliland, following tensions in the area of Las Anood and Erigavo during the second quarter of 2011, the Association of Local Government Authority of Somaliland (ALGASL) had to postpone visits for discussing a roadmap document and collecting comments from these districts.

Another constraint for the timely implementation of the activities was the contracting of service providers through UN procedures. The process took considerable time, to which the perceived risks and lack of multiple options for local implementation partners was added.

Support activities on land policy and managing land law development to the responsible line ministries in Puntland and Somaliland were delayed and partly hindered by the lack of skilled, dedicated human resources at the mandated ministries. Building such capacities will be emphasized in collaboration during 2012.

There were delays in disbursing of LDF funds as a consequence of the delays in going through the district planning and procurement cycle. This however, was a necessary constraint to allow the system to be put in place to ensure participation in project prioritization, ownership, compliance and accountability.

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

8.1 Outcome 1.1. Local government policy, legal and regulatory framework in the three zones of Somalia initiated.

(By Agency)	Outcome 1.1./2011
UN-HABITAT	<p>Somaliland</p> <p>Land policy: A Land Policy Discussion paper was completed as a result of land focus group discussions and consultations during 2011. It forms the draft Land Policy which will be subjected to final round of country-wide consultations to agree on the final National Land Policy to be drafted during 2012 and implemented to guide the development of a national land law and land administration systems.</p> <p>Land Management Law revision: Issues and Options paper for Urban Land Management Law reform was completed during 2011. This presents the essential issues that are necessary for a revised urban land management law to capture. The paper will be used for country-wide consultations on National Land Law development (including urban and rural land) and for public awareness.</p> <p>Hargeisa Land Dispute Tribunal: Operational support was provided to the Hargeisa Land Dispute Tribunal, through the MoPW. The concerned district offices are working on awareness raising, meetings with key persons and relevant institutions. Case files on land disputes and procedures have been completed in all the five districts of Hargeisa.</p> <p>Planning Standards & Building Codes: The MoPW has reviewed and provided comments on the Planning Standards and Building Codes documents. Awareness raising campaign and public consultations on the Planning Standards and Building Codes in all the regions have been completed. Due to the applicability and complexity of documents, through the discussions with the MoPW, it was agreed that the document will be divided into two parts: Part I: Planning Standards and Part II: Building Codes. MoPW will provide its comments on the draft before the finalization.</p> <p>Hargeisa City Charter: The approval of the Charter Bill by the Parliament has been put on hold in October 2011 Session due to the need of further discussions on a political issues related to elections, namely the</p>

number of districts and their boundaries within Hargeisa and to other sensitive bills currently under consideration at the House of Representatives. The best way forward as advised is to separate the out the provisions on the functions of the City - i.e. the non-contested 62 clauses out of total 72 - from the other parts which deal with representation, boundaries and districts and are currently unsettled,

Municipal Finance Policy

Roadmap on Municipal Finance Policy Development: The draft Roadmap on Municipal Finance Policy Development for Somaliland was officially launched by UN-Habitat during the third Somaliland Municipal Finance Workshop held in Hargeisa in January 2011. Feedback has been collected from most Districts during an awareness and consultation process led by the Association of Local Government Authorities of Somaliland (ALGASL), but following tensions in the area of Las Anood and Erigavo during the second quarter of 2011, the roadmap discussions in these districts had to be postponed. During the 4th quarter of 2011, a consultation on the roadmap on municipal finance policy was conducted with Odweyne district authorities, and comments and inputs were collected for incorporation in the final version.

Decree on Budgeting and Accounting Regulations: Based on the output of the Third Somaliland Municipal Finance Workshop organized in January 2011, a Decree on Revised Budgeting and Accounting Regulations was signed by the Ministry of Interior in August 2011 and officially introduced to 21 districts during a workshop organized in September. Participants were briefed on the decree and the new formats of accounting and budgeting system. Training materials have been prepared on the correct use of new formats and reporting by services, and are currently under review based on feedback and lessons learned from the introductory training sessions. The decree aims at increasing transparency and accountability in the financial management of district revenues, separating the revenue and expenditure for all services, and, in turn, improving service delivery.

Decree on automated systems: A Decree for the official adoption of automated systems by the Ministry of Interior has been prepared and is under finalization. The decree aims at the phased replacement of manual financial accounting and reporting practice with the automated systems, thereby increasing transparency and accountability of financial management, and allowing for improved financial management, planning and decision-making on municipal finance and service delivery.

Asset management: A draft Asset Management Document has been prepared by the Senior Municipal Finance Expert: Strategic Management of Fixed Assets by Local Government Authorities – Basic Guidelines.

Puntland

Land policy development: Land expert group recommendations and public consultations on these resulted in a Land Policy Discussion paper which sets the issues that require attention in and will guide the Puntland land policy drafting.

Urban Land Management Law development: The Inter-ministerial Committee on Urban Land Law collected the existing land laws practiced for analysis on the inconsistencies, overlaps and will summarize their findings in a report that will guide the drafting of a revised land management law by legal experts.

Municipal Finance Policy

Roadmap on Municipal Finance Policy Development: The draft Roadmap on Municipal Finance



	<p>Policy Development for Puntland has been translated into Somali language, and printed for distribution. A copy has been shared with MoI and a general consultation workshop will be organized in early 2012 for discussing the draft and collection of feedback.</p> <p>Decree on Budgeting and Accounting Regulations: Building on the outcomes of the first Puntland Municipal Finance Workshop in September 2010, service-based budgeting and accounting formats were developed. In February 2011, the new formats, together with a draft ministerial decree for institutionalizing them, were presented and discussed with the Minister of Interior, Accountant General, Auditor General, and Mayor of Garowe. Towards the end of March, a separate meeting was held in Bossaso with the Minister of Finance, the Vice-Minister of Interior, as well as representatives from the Magistrate of Accounts and Bossaso District. This resulted in a common understanding and agreement that the proposed revised formats would be useful to improve financial management and service delivery by Puntland districts. UN-HABITAT was requested to proceed with drafting the new formats and a decree for their introduction. The final draft was completed in 2011 and will be shared with all stakeholders for further review and discussions in early 2012.</p> <p>Asset management: A draft Asset Management Document has been prepared by the Senior Municipal Finance Expert: <i>Strategic Management of Fixed Assets by Local Government Authorities – Basic Guidelines</i>.</p>
UNDP	<p>Somaliland and Puntland</p> <p>MOI in PLD and SLD have conducted internal consultations on decentralization options and review of internal structure in preparation of consultancy support on the elaboration of the decentralization framework, implementation plan and policy.</p> <p>UNDP JPLG and Puntland Development Research Center (PDRC) and the Somaliland Academy of Peace and Development (APD) defined their joint work and cooperation with each district council and the decentralization process. Consequently JPLG signed a memorandum of understanding with each APD and PDRC defining our mutual support to the process.</p> <p><u>MOI organizational restructuring</u></p> <p>Draft report of MOI organizational restructuring has been completed. MOI approval and implementation are pending. The final approval, with adjustments as may be required, will be completed in line with the decentralization framework and policy finalization</p> <p><u>District restructuring</u></p> <p>The suggested draft uniform structure is pending for approval which will be completed in line with the decentralization framework and policy finalization</p> <p><u>MOI and MOWDAFA basic administrative training</u></p> <p>Implementing partners DELTA & DIAL conducted a training for 25 key personnel (champions) in strategic departments responsible for decentralization implementation from each of the 4 target districts and 40 from MOI and MOWDAFA were trained for 2 weeks (formal and on job training). Specialized training for these individuals will be developed and delivered in 2012</p> <p>South central Somalia</p> <p>JPLG has provided support to the Mogadishu City Law (MCL), and helped draft further legislation</p>

	<p>for re-organization and sharing of functions and resources between the Mogadishu City Council and the constitutive District Councils. In 2011 the MCL process was folded into the constitution making process. Additionally in early 2011 discussions on drafting a national decentralization policy commenced with MOI-TFG. However, with the assassination of the Minister of Interior and the institution of the road map subsequent discussions have not proceeded.</p> <p>All zones</p> <p><u>PEM revision</u></p> <p>A Public Expenditure Management (PEM) guideline has been produced with participation from all JPLG partners and local and national counterparts in PL & SL.</p>
ILO	<p>Somaliland and Puntland</p> <p>In January LG procurement audits were conducted in the target districts in Somaliland and Puntland to check compliance with the provisions of the procurement guidelines and standard tendering documents in 2010. The findings informed the capacity gaps and formed the basis for the training and mentoring support provided in 2011.</p> <p>During 2011 the target district continued to receive mentoring support through the procurement processes.</p> <p>Road Sector Study</p> <p>JPLG has completed a road sector study with the purpose of defining and assigning functions, responsibilities and powers related to road sector to the different tiers of government. The studies provide an overview of the sector, assessment of the institutional frameworks, identification of legal and facilitation instruments, and human resource capacity before unbundling sector functions (both production and services) and make recommendations for sectoral function assignment. The findings have been shared and will be discussed with the respective administrations at central and local level, the road authorities and other stakeholders in Somaliland and Puntland with a view to inform existing and potential institutional support to the road actors to strengthen their ability to undertaken their mandated functions in support of local service delivery.</p> <p>Institutional capacity assessments of the Ministry of Public Works and Housing in Somaliand and Puntland were undertaken to provide information on the responsibilities, roles and relationships, and their capacity to undertake them particularly with reference to providing the overall policy and strategic guidance, technical capacity development and standards and specifications for public works delivery at local level. The findings have been shared and will be discussed with the respective administrations and other stakeholders in Somaliland and Puntland with a view to inform existing and potential institutional support to the Ministries to strengthen their ability to undertaken their mandated functions in support of local service delivery.</p> <p>Natural Resource Management Sector Study</p> <p>Environmental sector studies have been conducted in Somaliland and Puntland; and a draft framework for decentralised natural resource management prepared and shared with the Ministries of Environment. The findings of the sector study were discussed and agreement reached that a sector study for natural resource management to define roles and functions at the different levels from community, through to district to central government. This will be taken forward in 2012.</p> <p>Community-based natural resource management training was provided for target districts in Somaliland and Puntland to impart knowledge and skills to central and local government officials</p>

	<p>and members of the civil societies to improve their understanding and capacity in the management of the natural resources.</p> <p>Public Private Partnerships in Local Service Delivery Policy Framework</p> <p>The debate on the draft policy frameworks developed in 2010 was taken forward in both Somaliland and Puntland with agreement on the establishment of inter-ministerial working groups to take forward the endorsement of the policy framework as the overarching framework governing the development of PPP in local service delivery.</p> <p>A simplified guide to public private partnerships was also prepared and translated based on the comprehensive toolkit developed in 2010. It provides local and central government officials with an introduction to PPP so that they can participate more meaningfully in the policy debate and to help in the process of developing and implementing projects under the PPP approach.</p> <p>In Sheikh a PPP feasibility study was undertaken to assess the option of initiating a PPP for the management of Sheikh Water Supply. The impetus for this study came as a result of the findings from a feasibility study carried out for the expansion of the Sheikh Water Supply as a priority project in the 2011 Sheikh AWPB.</p> <p>South central Somalia</p> <p>Local Government (LG) Procurement Guidelines – Following discussion with the Benadir Local Government and Ministry of Interior on developing local government procurement procedures agreement was reached that the process would involve an initial assessment of the local government procurement practice of the Benadir Local Government which was undertaken by the Ministry of Interior with support from ILO; followed by the training of a service provider who would orient, facilitate and guide further discussion and train the Ministry of Interior and the target local governments on local government procurement. The guidelines and training manuals developed for Puntland are being used as the basis with a view to modify and adapt them for use in South Central. The service provider was selected and a training of trainers undertaken for the providers. In 2012 the Ministry of Interior and the target local governments will receive training and support will be provided in adapting the guidelines and manual for use in South Central Somalia.</p>
UNCDF	<p>Puntland and Somaliland</p> <p>LDF-Disbursement took place and a Fiscal Policy-LOA was signed between MOF,AG and UNCDF. Also an LDF-Implementation and Supervision LOA with signed between MOI and UNCDF.</p>
UNICEF	<p>Following extensive policy dialogue, facilitated by UNICEF/JPLG in coordination with Ministry of Interior (MOI), joint Terms of Reference (ToR) for Sector Studies were agreed to by key sector ministries and stakeholders in Health, Education and WASH . The agreement noted the need for the studies to build on, and ensure linkage with, on-going strategic programmes within the sectors such as the Essential Package for Health Services (EPSH) framework, Health Policy Review in Somaliland, the Somali Education Administrations (ICDSEA) program, water sector policies and the Public Private Partnership (PPP) framework. UNICEF, under JPLG, commissioned Geopolcity Inc. to undertake the studies in Puntland and Somaliland.</p> <p>The studies assessed the current modalities of service delivery, legal frameworks, institutional structures/arrangements, procedures; responses to local government laws and identified capacity and resource gaps in relation to decentralization and service delivery. The draft reports for Somaliland and Puntland were circulated to UN JPLG, donors and sector agencies for technical input and comments. In addition, consultation discussions with donors and sector</p>

	agencies were held in Nairobi and further comments provided against the report with agreement on next steps for the consultation process and field validation. The revised report will be circulated to the wider stakeholders including government counterparts prior to the field sector-based validation workshops, tentatively scheduled for March 2012. It is anticipated that the validation process will result in an endorsement of the findings and recommendations, as well as agreement on the way forward for each sector, with a focus on strengthening vertical and horizontal service delivery.
--	--

8.2 Outcome 1.2. Up to 24 districts have legitimate Councils established and operational in selected locations

(By Agency)	Outcome 1.2./2011
UN-HABITAT	<p>Somaliland</p> <p><u>Office rehabilitations:</u></p> <p>Burao District Offices: Works for the expansion and improvement of Burao Council Offices started on 1 December 2010, and were fully completed in July 2011. Construction included a new Council Meeting Hall, upgraded sanitary facilities, and general improvements of the municipal premises. The works were completed by Urban Construction Company (UCC) at a cost of USD 51,664, including a direct contribution of USD 4,000 from Burao Local Government, and USD 47,664 from the UN Joint Programme on Local Governance & Decentralized Service Delivery.</p> <p>The New Council Hall is one of the first buildings in Somaliland with an improved roof design that incorporates locally manufactured concrete tiles. Compared to the commonly used iron-sheet roofs, the tiles offer much better protection against local weather conditions, provide better air circulation, and are more durable. Unlike the imported iron sheets, they are locally manufactured, through environmentally sustainable production methods. Besides the important practical and social benefits, these roofing materials offer an important aesthetic improvement, as was noted by the UN Resident Coordinator, Mr Mark Bowden, during a visit to Burao on March 2011.</p> <div>   </div>



The progress of works closely followed the amended time schedule, with 30% completion by the end of December 2010, 80% by 31 March 2011, substantial completion by the end of May, and full completion in July. The opening ceremony was held on 7 September, coinciding with the UN JPLG 2nd Quarterly Progress Meeting in Burao. The festive event was attended by the DGs of MoI, Public Works and MoLSA, the Mayor and Deputy Mayor of Burao, the Governor of Togdheer Region, and staff from all 5 UN JPLG partner Agencies. Furniture and equipment for the new Council Meeting Hall was delivered in January 2012.

Sheikh Local Government Offices: Rehabilitation and Expansion Works in Sheikh started in Mid-March 2011, but despite a 70% completion rate by mid May 2011, the Contractor was slow in completing the remaining works, including the finishing touches and snag list. Additional works requested by the Sheikh District Council were added to the contract scope, resulting in an increased contract amount of USD 26,818 (from the original amount of USD 23,780).

The contractor, Homestar Construction Company, finally completed the works by the end of September 2011. New furniture procured through the UN JPLG was delivered in January 2012.



Ministry of Labour & Social Affairs: Through the JPLG, UN-HABITAT is implementing the construction of an additional building for the Ministry of Labour & Social Affairs, with new offices for 24 staff, a conference room, the Minister's offices, and sanitary facilities. Taking into account a possible future expansion of the Ministry, the design allows for the addition of a second floor, with office space for 24 more staff.

The amended engineer's estimate for the project is US\$ 71,426. The tender for the construction works was carried out in September 2011, and bids (open in the presence of representatives from MoLSA, the Ministry of Public Works and Hargeisa Local Government) have been technically evaluated: 4 out of 14 participating bidders were found to be Technically Compliant. After evaluation of the financial bids by UNON Procurement Section, the contract was awarded in mid-January 2012 to Bulaale General Trading & Construction Company, at an amount of **USD 64,324.82**. The works are expected to be completed in May 2012.

Hargeisa Sub-District Offices: Decentralized billing and payment systems have been piloted in Hargeisa in 2011, and based on the experiences of the trial period, decentralized revenue systems will be expanded in 2012. 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. Designs, BoQs and tender documents were completed during the 4th quarter of 2011, and submitted to Hargeisa Local Government for review and approval.

The engineer's estimate for the 5 sub-district revenue office improvements is = **US\$ 47,154.**

Discussion is still ongoing on the proposed addition of 3 new Districts; upon conclusion of this process by the Local Government and the Ministry of Interior, additional budget will be sought in the course of 2012 to establish these additional district revenue offices.

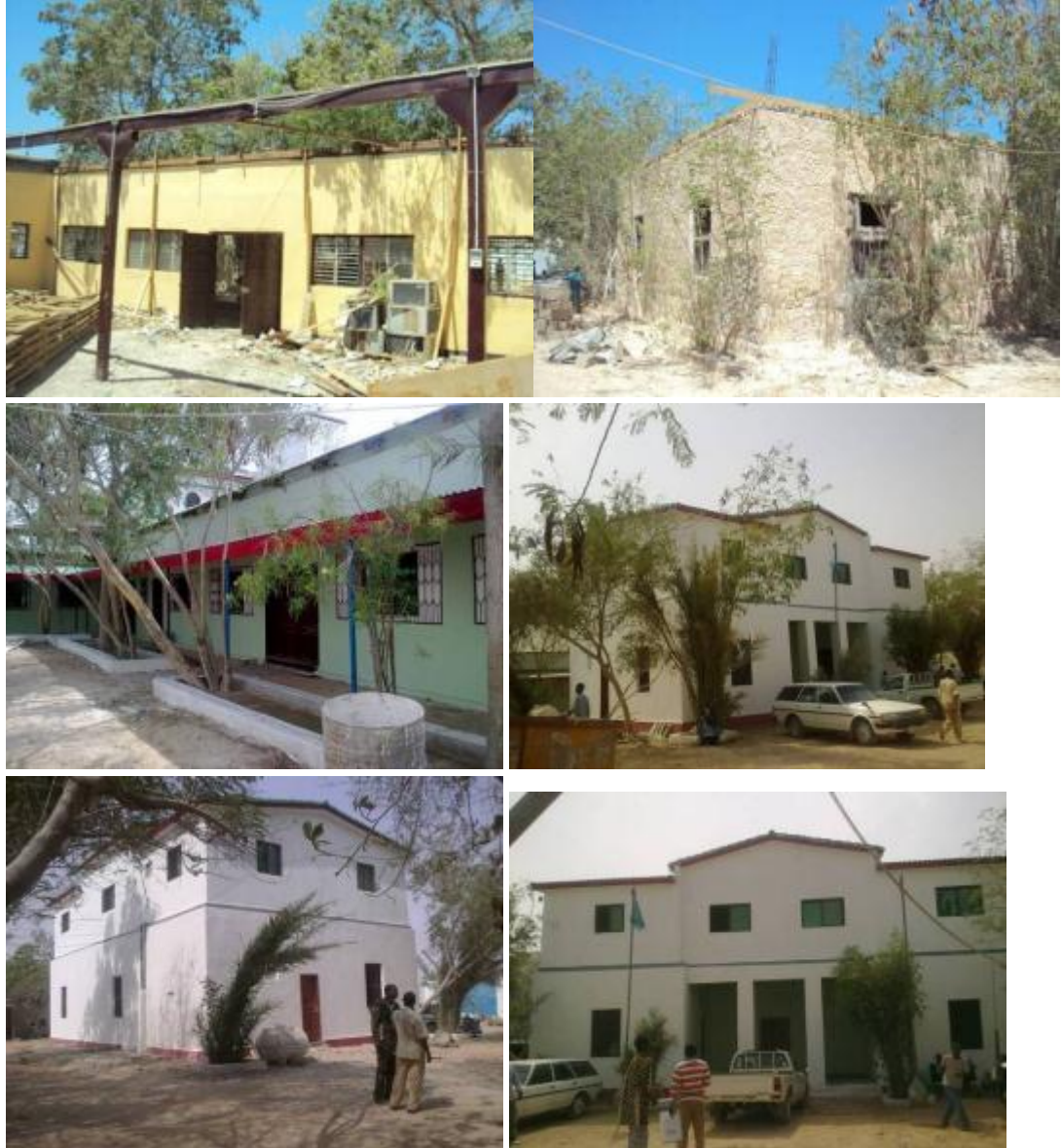


Puntland

Office rehabilitations:

Bossaso District Council Offices: The subcontract for the Expansion & Improvement of Bossaso Local Government Offices was awarded to Hodan Construction company, and completed after 4.5 months in mid July 2011 at a final cost of US\$ 62,129. The Local Government contributed USD 4,500 to for additional works, while the core contract amount of USD 57,629 was funded through the JPLG.

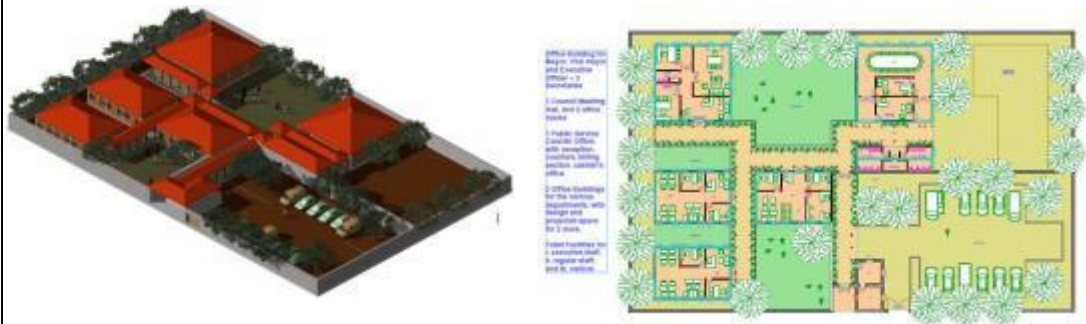
The construction works included a new Upper Floor and Roof for the Main Building ("Mayor's Office) of Bossaso Municipality, the general rehabilitation of the existing Ground Floor, general repairs of the other offices, the rehabilitation of the old Council Meeting Hall, and repairs and improvement of the existing old toilet blocks and water supply system. Concrete roofing tiles were used for the Main Building, to provide adequate cooling and protection against the harsh climate of Bossaso.



In a Letter of Appreciation, Mr Hassan Abdalla Hassan, the newly elected Mayor of Bossaso, expressed his gratitude for the improved office facilities: "I am grateful and would like to thank the JPLG and UN-HABITAT for the construction and rehabilitation of the Bossaso Local Authority premises. In fact, we are very happy with the beautiful job that has been done."

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 were 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. In Mid-2011, Galkayo District council confirmed its preference for Option ii, and identified a suitable location for the new District Authority Office within the centrally located Hara Dayah area. During the 3rd Quarter of 2011, UN-HABITAT completed the design of the new building, after receiving inputs and comments from the District Council. Tender documents have been finalized and were distributed in November, while Bids were

collected and technically evaluated in December. It is expected that the construction works will be carried out between March and August 2012, at an estimated cost of approximately USD 98,000.



In addition to the design and construction of the new District Offices, the JPLG (through UN-HABITAT, with additional support from ILO) is assisting in the overall planning of the Hara Dayah area (covering 44,000m²). For this purpose, a local task force has been established, consisting of stakeholders from the local government, business community, street vendors, and Galkayo elders. Within the framework of the UN JPLG District Development planning process, the construction of a new market facility at Hara Dayah has been identified as one of the key priorities.



Garowe Municipal Offices: A small extension was requested for the Garowe Local Government Offices, in order to provide adequate space for the GIS/database revenue office. The proposed expansion was discussed with Garowe Municipality prior to the 2nd quarter progress meeting of September 2011. It was agreed that UN-HABITAT would assist the Local Government with the construction of the GIS office, either within the present local government premises, or at a nearby plot owned by the Council (next to the tree nursery). A budget of USD 25,000 has been set aside in 2012 for this purpose.

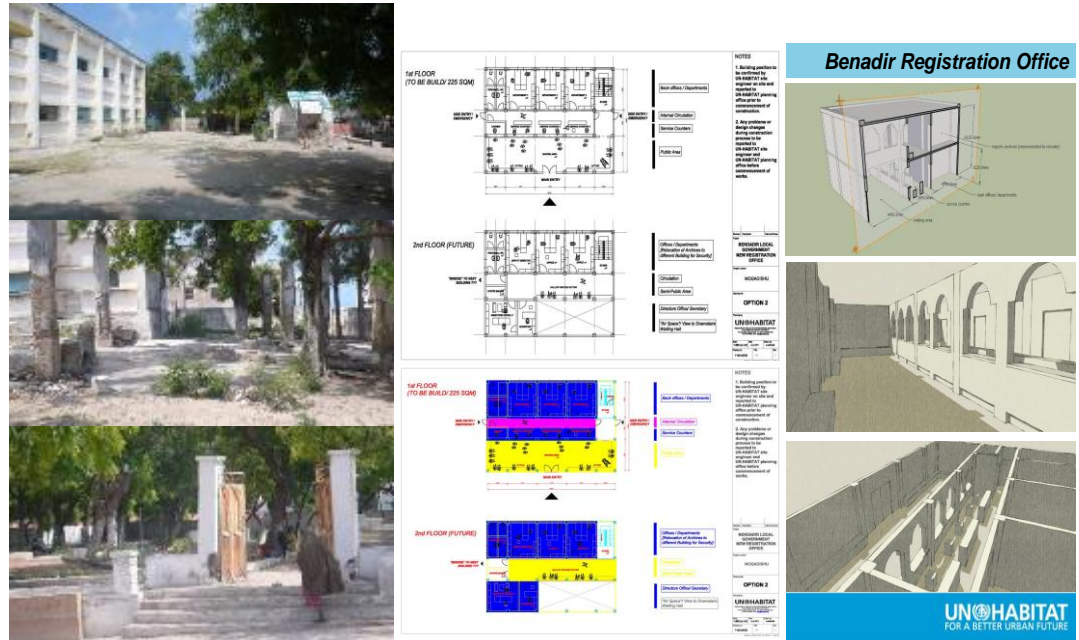
South central Somalia

Mogadishu Local Government Registration Offices: The Benadir Regional Administration (BRA) offices are currently located (on a temporary basis) inside the Ministry of Justice building, in the Hamarweyne District of Mogadishu. Improvement works were incorporated in the UN JPLG workplan for 2011; however, after coordinating activities through the Mogadishu Stabilization group under the RC Office, it turned out that the works were also included in the planned activities of the International Organization for Migration (IOM).

After discussions with IOM and the Vice Mayor of Mogadishu, it was decided that UN-HABITAT

(through the JPLG) would amend its original plans, and instead assist BRA with the construction of new office space for the Benadir Registration Department.


The registry department is one of the main services provided by any local government. After a gap of about 20 years (with most formal records lost, destroyed or expired), it is important to resume this kind of formal registration and data collection in Mogadishu. The establishment of this new office could be directly linked to the establishment of a local revenue base for Mogadishu Local Government, through fees charged for personal registration docs, business licenses, and property deeds - thus, a foundation for further taxation and revenue efforts. With support from the JPLG, the physical construction will be tied to capacity building, the development of revenue systems and the establishment of administrative procedures, as well as the provision of equipment.



During the 3rd Quarter of 2011, UN-HABITAT completed the Site Plan, Building Design, BoQs and 3D Visualizations for the construction of a new, 450m² 2-storey building in the Ministry of Justice compound. However, following subsequent developments in Mogadishu, and in particular the withdrawal of AS troops in September 2011, BRA realized that the temporary nature of the proposed site within the Ministry of Justice was a major disadvantage of current site. Instead, the Local Authority proposed the rehabilitation of the Old Benadir Anagraph Office in Shingani, where the land and building owned by Regional Administration. The area has become accessible after the withdrawal of AS fighters.

Following discussions with the Mayor and the Vice Mayor, UN-HABITAT agreed to the proposed rehabilitation of the old Anagraph Office, noting that the ownership and sustainability arguments were very convincing, despite the considerable amount of time that had already been invested in technical work on the Ministry of Justice option. A first site assessment of the old Anagraph Office was carried out by the UN-HABITAT local engineer, jointly with BRA; a second technical assessment followed in November, resulting in a preliminary design and draft scope of works.

The Anagraph offices are located in a joint compound with the dilapidated offices of the former Tax Collection department. In addition to the reconstruction of the Registration Office, JPLG is advised to consider the rehabilitation of the Tax Collection department, considering the important function of both offices, their close administrative relation, and their location within the same compound.

	 <p>Old Anagraph Office in Mogadishu: proposed for rehabilitation and establishment of Registration Office and Tax Collection department</p> <p>Towards the end of November and during the month of December, work was delayed, due to objections from TFG military staff, who were using the abandoned office buildings as temporary quarters. A meeting was held with the Vice Mayor, explaining the difficulties experienced to access and conduct measurements at the proposed site. Follow up meetings were conducted between the military and BRA, in order to arrive at an amicable and suitable solution for resettlement. By the end of 2011, negotiations in this regard were still ongoing.</p>
UNDP	<p>Puntland</p> <p>Five new districts have elected legitimate councils. Benderbeyla, Eyl , Bosasso , Dangoroyo and Badan districts establsied district. Eyl has 23 council members of which 3 are women (13%) . Bosaso district council is 29 in which 5 are women (17%), Dangorayo has 23 council members of which 3 (13%) are women. Banderbayla has 23 council members of which 2 are women (9%) and Badan has 27 council members of which 10 are women (37%)</p> <p>South central Somalia</p> <p>According to the JPLG concept note there are only 5 districts upgraded to Phase 2 in the JPLG Workplan for 2012. Mogadishu and South central Somalia follow a phased approach model for JPLG initiatives and activities. Phase 2 districts do not have legitimate councils elected but there are selected or nominated councils.</p>

8.3 Outcome 1.3. Up to 24 rural and urban councils' capacity to govern and manage service delivery enhanced

(By Agency)	Outcome 1.3./2011
UN-HABITAT	<p>Somaliland <u>Governance Capacity Building</u></p> <p>Association of Local Government Authorities of Somaliland: Support to the institutional set-up of the Association of Local Government Authorities of Somaliland (ALGASL), previously known as the Somaliland Municipal Association (SMA), was completed in the first quarter of 2011. Major achievements include the establishing of a new organizational structure accompanied by a new constitution and a strategic plan for 2011 to 2013. Continued support and cooperation with the ALGASL within the JPLG has been renewed in June 2011, focusing on delivery of services to member districts through improved advocacy and awarenessraising on local government issues, communication and information sharing between districts, capacity building elements and peer learning mechanisms for district staff and councilors. The new agreement aims at covering the costs of the association's basic running while it can focus on the development of new activities</p>

source of revenue. As part of the JPLG support to ALGASL, the annual work plan, budget and inventory were updated. In order to improve communication and advocacy, ALGASL's official website and Facebook web site were updated with the latest information on service delivery and other support to member districts, and a new and redesigned issue of the Magaalo Newsletter was disseminated. In addition, ALGASL organized an awareness campaign on "Cities and climate change" in Gabiley in celebration of World Habitat Day in October 2011. Furthermore, following the success of the first peer-learning activity with its Kenyan counterpart, the Association of Local Government Authorities of Kenya (ALGAK) in 2010, a second mission is planned in early 2012 and includes a study tour of ALGAK members and a workshop in Somaliland focusing on decentralization issues and human resource management.



Mayor of Gabiley
during World Habitat Day in Somaliland

ALGASL website



ALGASL Newsletter September 2011

Land and Urban Management institute

A five-year Strategic Development Plan for LUMI was shared with and approved by the Ministry of Public Works. The Plan will be submitted to the National Urban Planning Committee of Somaliland for their approval, formalization, and implementation with support from JPLG. The Ministry and UN-HABITAT were engaged in discussions on the key criteria on which LUMI could start receiving further institutional and functional support from the JPLG, such as availability of core set of competent management and technical staff for LUMI.

Urban Planning

Urban planning manual: The translation of Urban Planning Manual for Somaliland into Somali has been completed with the technical review by the MoPW and UN-HABITAT. Final layout is ready and shared with the MoPW for the final endorsement before the printing.

Urban road classification and road naming: UN HABITAT, in conjunction with the Municipality of Hargeisa, is implementing a road classification and road naming project, which was approved by Local Council of Hargeisa in February 2011. The main objectives of the project is to provide a clear hierarchy for urban roads for better transport and administrative management of the urban area in Hargeisa. This project should enhance economic activities and security with increased accessibility and support the establishment of 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.

Technical Committee of the project was set up, composed of the staff from the Municipal Office, Land and Urban Management Institute of Somaliland, and UN-HABITAT.

The road classification survey commenced in May. The categories and definitions of urban roads, selections of the trunk, primary, secondary roads have been determined. The total number of roads selected was: Trunk roads (3), Primary roads (15), and Secondary roads (66). 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.

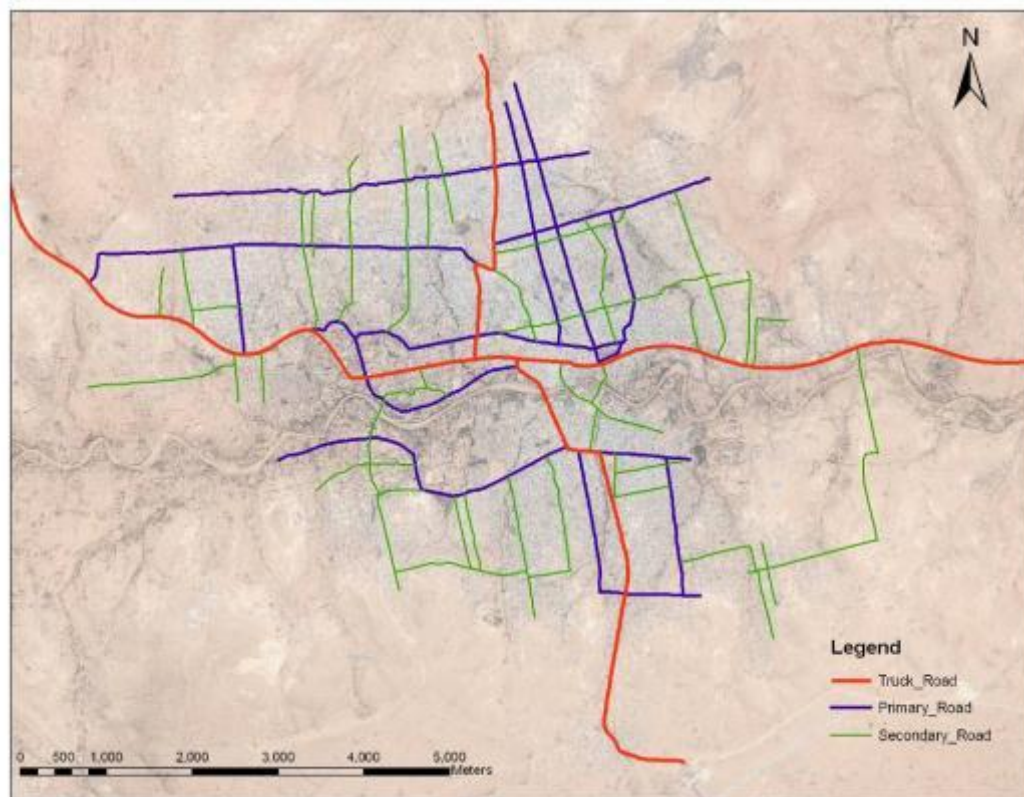
After the finalization of road categories and field survey, road data was incorporated into a Geographic Information System (GIS) database and presented in a road classification map, which was used by the Hargeisa Municipality for initiation of street naming through neighborhood consultations in September. A stakeholder workshop was organized to initiate road naming process. Participants comprised of councilors, prominent elders from each of the 5 districts in Hargeisa, the technical committee, head of Districts and head of Departments in the municipality. Following the mayor's suggestion, road names were agreed as derived from historical, local and geographical backgrounds. All the district offices submitted their proposals for urban road names under their jurisdiction, with the assistance of technical committee. Final set of names was under consultations by end of 2011. The last phase of the project will entail the installation on the name plates on the road which will commence after the Council approves the proposed names.

Road Survey- May 2011



Stakeholder workshop – September 2011





Urban Road Classification Map of Hargeisa (final version)

- **District Council Finance:**
- The previous phase of the automation of public finance interventions (until March 2011) has achieved the following main outputs:
- Accounting and Information Management Systems (AIMS) customized, installed and made functional in seven selected districts (Hargeisa, Burao, Gabiley, Boroma, Berbera, Sheikh and Erigavo). In Las Anood and Odweyne, the systems were installed and tested and relevant staff trained, but their operationalization met serious challenges. For Odweyne, these obstacles were largely resolved during intensified follow-up in February and March 2011, both by UN-HABITAT and Terre Solidali.
- Billing and Information Management Systems (BIMS) linked to the main sources of revenue collection, such as property taxes, business license fees and public building rent. BIMS customized, installed and implemented in seven districts (Hargeisa, Berbera, Boroma, Burao, Erigavo, Gabiley and Sheikh), and bills produced, distributed and collection monitored for main sources of revenue.
- Data consolidation modules installed for the Somaliland Ministry of Interior and Magistrate of Accounts.
- General Receipt Audit module developed and installed at the Magistrate of Accounts.
- Service/Priority Accounts (within AIMS) created to manage the DDF external grants and staff trained in 6 UN JPLG target districts.
- Web site designed and discussed (to be adopted by districts).

	<ul style="list-style-type: none"> • All districts constantly monitored, trained on-the-job and supported for the production of statutory financial and accounting monthly reports for the Ministry of Interior. • Automated Accounting & Billing system for the Burao Water Agency (Somaliland) customized and implemented • In collaboration with CNR-ISGI, training material and manuals developed and training implemented on basic IT, basic accounting, financial best practices, AIMS and BIMS. <p>Since the start of the third phase, monitoring missions for the consolidation of automated systems to the 9 Districts targeted by AMF-III are carried out on a monthly basis by MOI staff supported by Terre Solidali.</p> <p>Burao: The monitoring and on-the-job training activity assisted by Burao Municipality for the neighboring municipalities of Erigavo, Sheikh, Las Anood and Odweyne has been hindered by the arrest of the municipality administrator who was fully conversant with the AIMS and BIMS, and also instrumental in the delivery of the peer training process. AIMS and BIMS are currently used for Burao Local Government finances at a good level, even though operations are hampered by the absence of the chief financial administrator.</p> <p>Berbera: Locally generated taxes and fees represent only a small percentage of the total revenue collection for Berbera: the largest portion by far is derived from central government transfers linked to the Berbera Port. As a result, the municipality is not very motivated to boost local revenue collection or to set up procedures to address this aspect. Despite the serious challenges, the AIMS and BIMS systems are now working. However, the GIS property database, created by UN-HABITAT, is not in use presently, due to the departure of trained staff. The municipality has confirmed its commitment to start using the GIS database system, subject to the provision of additional training in map reading and assistance with the reconciliation of the old property coding and the new GIS database reference numbers. The UN-HABITAT GIS expert provided the map-reading training in November 2011 and the BIMS work has resumed since, while the reconciliation of the property codes is ongoing.</p> <p>Hargeisa: The BIMS System is currently running and the Billing section has started manual updating of the database by the linking GIS codes for the old and new properties. Nonetheless, the BIMS section missed the objective to have the updated spatial database complete before the end of the year. TS IT staff and the UN-Habitat GIS expert are dealing with this issue, and the updates are expected to be completed by the end of January 2012.</p> <p>Mol: During the second semester of 2011, the municipal finance monitoring and follow-up by Mol slowed down, after the team supervisor was transferred to other tasks within the Ministry. During the first quarter of 2012, the MOI follow up will be reinforced with the establishment of a Municipal Finance working group consisting of the main stakeholders of the project, including MOI, MgOA, UN-Habitat, UNDP and Terre Solidali. TORs were drafted and discussed during November 2011 and the first meeting was held in January 2012.</p> <p>An important factor that has hampered the institutionalization of AIMS and BIMS at the District level is the internal transfer and/or departure of several civil servants trained by the project. To mitigate this situation, the project will carry out an additional training course for new trainees and a refresher course for people already trained. However, it is also seen as the responsibility of the counterparts (Districts, Ministries and other participating institutions) to avoid the internal transfer of trained staff to positions where their newly learned skills will not be applied, while leaving untrained staff in positions for which others have been purposely trained.</p> <p>In almost all Municipalities, AIMS and BIMS are already an integrated component of the local</p>
--	---

	<p>management system. The new accounting and budget formats are being incorporated in the AIMS system and in the new procedures according to the Decree approved by MoI. These new formats have been used during a training conducted at central level for MoI and MgOA, and during the AIMS refresher training for municipal staff in Somaliland.</p> <p>An additional training programme was conducted in December on the draft procedural manual (to be finalized in 2012) on the correct use of new formats and reporting by services. Twenty participants from MoI (Department of Regions and Districts staff, National Audit Office - Auditing Staff) and 6 Somaliland Municipalities Accounting Staff have participated in the training session. Boroma, Las Anood and Odweyne Municipalities were invited, but did not participate in the training. Among the participants from the District authorities were accountants who have been using the AIMS for the last 2 to 3 years, and are fully conversant with the automated systems.</p> <p>With the introduction of the revised budgeting and accounting formats, several new concepts are introduced in the municipal accountancy. These include the Current Budget (Current Revenue and Current Expenditure); Capital Budget (Capital Revenue and Capital Outlays) and Accounting based on services. Nonetheless, the starting of the new fiscal year with the revised Chart of Accounts is not going to be possible. The relevant administrative staff is not yet acquainted with the new structure, especially the part concerning the balance sheet.</p> <p>The introduction of automated systems at 1 public service provider was delayed since the Somaliland government policy on PPPs in the water sector has been put on hold by the Central Authorities. Debate in this regard is still going on between Ministries, Parliament and donors. The selection of a public service provider has therefore also been stopped, awaiting the outcome of these discussions.</p> <p>The implementation of decentralized billing and tax collection in Hargeisa will start in early 2012. The training for the first five districts will be conducted in early 2012, even though the construction of the new revenue offices will not be completed. A first batch of 3 computers for the districts has been purchased to facilitate the refresher training for AIMS in December 2011. The rest of the equipment has also been purchased in mid-December to be utilized during the decentralized districts training forecast in February 2012. All equipment is now installed with the BIMS system and ready to be delivered. The subdivision of the new property database into the different districts is ongoing with the lead of Terre Solidali IT Expert and his Assistant, and technical support from the UN-Habitat GIS expert.</p> <p>Implementation of central municipal finance databases for district data consolidation at the MoI and MgOA in Somaliland, and capacity building to use databases information: a training course for the Central Authorities on module consolidation has been carried in November 2011 for 10 staff of the General Auditor's office and 4 staff of MoI that are involved in the monitoring and consolidation of district finances. The module consolidation training was based on the revised Accounting & Budgeting formats approved in August 2011, as well the draft procedural manual for the operational integration of the new formats. The implementation of a central database at MoI and MgOA started afterwards.</p> <p>An inventory of PPPs in 9 target districts is almost finalized. The analysis of the data collected will be completed in February 2012 in order to achieve the following objectives:</p> <ul style="list-style-type: none"> • Define the information needs for relevant public institutions before venturing into a PPP • Propose standardized fundamental criteria for contracts by service (building on existing international best-practice standard formats) • Determine training needs of relevant public institution staff to be enabled in their management and oversight roles within the PPP arrangements
--	---

UN-HABITAT through Terre Solidali will provide support to existing PPPs, with a focus on strengthening the supervisory capacities of relevant district authorities, and capacity building of local authorities for design and oversight of new PPPs.

Puntland

Governance Capacity Building

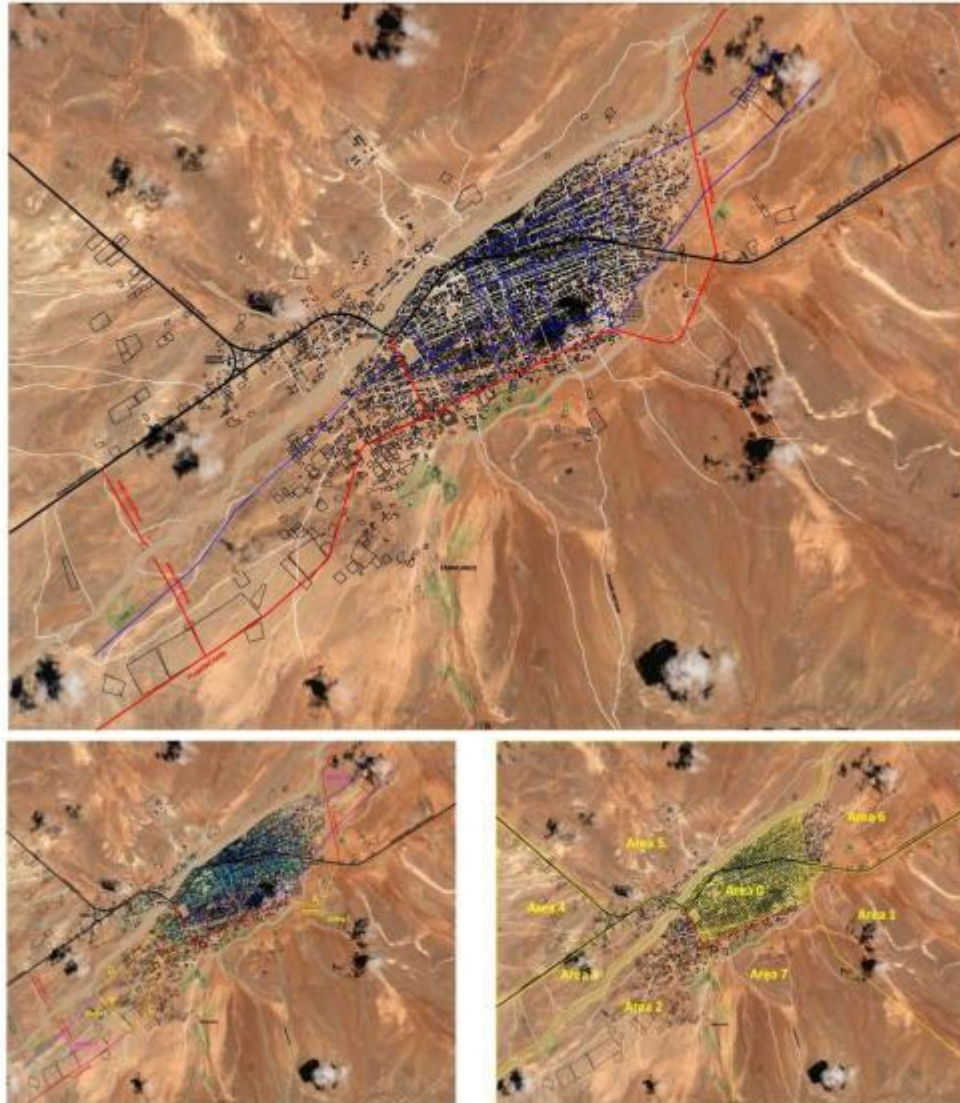
The Association of Local Government Authorities of Puntland (ALGAPL): The process of the establishment of Puntland local government association began in 2010 with 8 mayors of Puntland districts: Garowe, Galkayo, Gardo, Badan, Bandar Bayla, Eiyl, Galdogob and Bossaso. UN-HABITAT was assigned to support the process of setting up the basic organizational structure and start-up functions of the Association. To this end, an inception mission will take place to assess the needs and establish a strategy for its implementation.

16 days of activism against sexual and gender based violence: UN-HABITAT supported the Ministry of Women Development and Family Affairs in Puntland for the celebration of the 16 days of activism against sexual and gender based violence. The awareness rising campaign involved local communities, key leaders and IDPs youth. This event aimed at fostering dialogue and increasing knowledge on GBV issues.

Urban Planning

Urban spatial planning support to the municipality of Garowe in urban road network planning, aiming at the preparation of the first official urban road network plan for a Puntland town, was initiated during 2011. Technical support continued in the last quarter and the proposal for the development of road network development plan was finalized. This included preparation of cost estimates for road works, revision of drawings for priority route demarcation, and preparation of a costed work plan for the Garowe DC for implementation during 2012. The key outputs of the project will be a road network development plan (by the Garowe District Planning Department, approved by the DC), technical route demarcation plans, road designs and the physical demarcation of approx. 8 km of selected main roads.

Proposed preliminary road network development plan, Selected routes for main road demarcation, and proposed road network planning areas for future phases:



District Council Finance:

The previous phase of the automation of public finance interventions (ended in March 2011) has achieved the following main outputs:

- Service/Priority Accounts (within AIMS) created to manage the DDF external grants and staff trained in four districts.
- Consensus building process and design of the road map for municipal finance reform in Puntland.

Since the start of the third phase of the Automation of Municipal Finance, the first **AIMS** training has been organized in October 2011 for finance and administrative staff of the 4 A-grade municipalities (Bosasso, Garowe, Gardo, Galkayo) plus staff from Adado district from South central Somalia. During the training, emphasis was given to basic accounting standards and procedures. The training, followed up by on-the job technical support and mentoring, will allow the staff of the 5 Districts to produce monthly financial reports in line with MOI requirements. Continuous on-the-job and refresher trainings are provided to all 4 Puntland Municipalities.

BIMS Training has been introduced and conducted in Garowe in December 2011. Staff from Garowe Municipality (Revenue Collection, Land Management, GIS and Accounting Departments) and the Puntland Ministry of Interior attended the training session. Garowe Local Authority staff will be responsible for effective utilization of the Billing System, and IT equipment has been provided for this purpose. The newly developed UN-Habitat GIS Database has been imported and directly linked to the BIMS Billing System.

In order to strengthen the institutionalization process, the intervention will increase the involvement of both central and local authorities in the entire process. To achieve this result, staff from the Central Authorities (in particular, the Ministry of Interior) actively participated in the AIMS and BIMS training. A **working group** formula with Mol, MgoA, Terre Solidali and UN-Habitat is under discussion and should be operational during the first quarter of 2012.

An inventory of **PPPs** in 4 districts in **Puntland** is ongoing.

South central Somalia

Governance Capacity Building

A **basic and advanced GIS training** was held in Garowe between 26 October and 4 November 2011 for participants from the Benadir Regional Administration and the TFG Ministry of Interior. The main objective was to introduce the trainees to ARC GIS desktop software applications and provide them with a foundation to become skilled users of ArcView, Arc Info or Arc Editor. The training covered fundamental concepts of GIS, and also demonstrated how to create, edit, adjust and manage tabular data, query Geo databases, and present data by using maps, charts and reports. GIS is wide and multidisciplinary in nature and to this effect, the training was customized according to user's specific needs.

After the training the participants had a better understanding of GIS and ArcGIS components and its capabilities in decision making through intelligent computer analysis and spatial simulations. The training involved both theoretical and hands on practical sessions. The Benadir Regional Administration could use GIS for urban planning purposes by mapping infrastructures, mapping IDPs and mapping public properties owned by the Local Government while Ministry of Interior could map public properties owned by the Central Government and map projects funded through the Mol.

GIS Training in Garowe- November 2011



A new combined training module for **Gender, Local Leadership, and Conflict Resolution** was designed. Training on Conflict Management for the district councilors and representatives (civil society, private sector, community and religious leaders) was completed in the districts of Hodan,

	<p>Wadajir, Shagani, Bondhere, Hamarweyne, Waberi, Hamar, Karran, Wardhigley and Darkeynley in 2011. Training will be conducted in the remaining seven districts of Mogadishu in 2012.</p> <p><u>Mapping of Public Infrastructure</u></p> <p>The District mapping exercise focuses on the GIS-based inventory and status of public infrastructure in all the districts of Mogadishu. The ongoing mapping work builds upon the existing district profiles, with the aim of expanding their content, while updating and enhancing knowledge on the status of public infrastructure in all the districts of Mogadishu. The second phase of the project was on collecting more detailed data on infrastructures. Some of the attributes information included location of schools, health facilities, water points, energy sources and markets, their sizes and status. Under the overall guidance and technical support of UN-HABITAT, the local team has produced databases of five districts in this phase. Notably this work has been able to progress despite heightened security concerns.</p> <p><u>Municipal Finance</u></p> <p>During the ongoing phase of the Municipal Finance work, the introduction of automated accounting systems at local government level is planned in one selected target District (Adado). Three staff from Adado Municipality participated in the AIMS training in Garowe in October 2011. A monitoring plan will allow for on-the-job training activities in the coming months. After the initial assessment of the existing institutional structures and working environment, and the discussion for the implementation plans with the local authorities, Terre Solidali is planning to install the required equipment and deliver the software in February 2012, if the security situation allows for adequate access.</p> <p>The backstopping of DDF/LDF accounting in terms of its posting and integration into the general district accounting will be included in the monitoring of AIMS progress. Initial support to the production of the financial reports to MOI and the JPLG has been provided.</p>
UNDP	<p>Puntland</p> <p><u>Districts basic administrative training</u></p> <p>Implementing partners DELTA & DIAL delivered basic administrative training for the 4 targeted districts in Puntland for 100 key district administration staff of the 4 districts.</p>
ILO	<p>Local Government Procurement Capacity Building Somaliland/Puntland</p> <p>The target districts in Somaliland and Puntland received on-the-job mentoring support through the procurement process for the 2011 investment projects. This entailed the preparation of tender documents, advertisement of tenders, bid opening, bid evaluation and the award of contracts to the winning bidders.</p> <p>District Public Works and Service Delivery Somaliland/Puntland</p> <p>The district public works departments continued to receive on-the-job mentoring support in the implementation of the priority works and services projects. In Somaliland the 2010 projects were completed and handed over to the districts. See also table under section 3.3 above.</p> <p>The districts were also supported to undertake project appraisals and feasibility studies for the 2012 prioritized projects as listed above under section 3.3 above.</p>


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

(By Agency)	Outcome 1.4./2011
UN-HABITAT	<p><u>Municipal Geographic Information Systems (GIS)</u></p> <p>UN-HABITAT and the Municipality of Hargeisa updated the Hargeisa Property 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 fieldwork for the current updating exercise was completed in February 2011. The data has been validated and a verified database is ready to 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. This updated database will lead to an increase in the municipal revenues. The revenue collected in 2010 was about USD 697,708</p> <p>Borama Municipality was using manual system for collecting revenue despite having a GIS database and a functional installed AIMS and BIMS. They cited the major obstacle for not using the automated system was lack of trained staff. A one week long training was organized in September where the tax collectors were trained on basic GIS, map reading and AIMS and BIMS. Currently, the municipality is using the automated billing system. A similar training took place in Berbera municipality in November 2011. The municipality is currently in the process of linking their old property codes from the tax register with the GIS numbers from the database. The GIS database has the primary objective of providing the required information on property location and characteristics to improve the municipality's urban planning process and property taxation system.</p> <p><u>Puntland</u></p> <p><u>Municipal Geographic Information Systems (GIS)</u></p> <p>Garowe municipality and KAALO Relief and Development developed a Buildings and Property GIS Database for the purpose of property taxation and urban planning. The Garowe Building and Property Database is now completed and linked to the Billing Information Management System (BIMS) for printing and dissemination of bills. Garowe municipality staff has been trained on the fundamentals of BIMS and will also benefit from a 12 months continuous on-the-job training. The shift from the manual to the automated system of property tax billing is now ongoing. Discussions on Gardo GIS Property Database are now complete. The development of the Gardo Building and Property GIS Database shall be done in conjunction with Gardo municipality and KAALO. In the next few weeks the field staff involved will be recruited and trained and thereafter field data collection and database entry will commence.</p>

8.5 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./2011
UN-HABITAT	<p><u>Puntland</u></p> <p><u>Solid waste management</u></p> <ul style="list-style-type: none"> A Cooperation Agreement for SWM activities in Puntland was signed between UN-HABITAT and CESVI in August 2011, after receiving the required approvals from UN-HABITAT's Programme Support Division. Between 10 and 12 September, the proposed SWM intervention and the incorporation of

	CESVI in Puntland were presented to and discussed with the Minister of Planning, the			
	District level consultation	Start Date	End date	Key outcomes and designation of participants
	Garowe	13th Nov	14th Nov	SWM Proposal aligned to JPLG framework Submitted for 75000.00 USD grant
	Galkayo	16th Nov	17th Nov	Proposal review for 75000.00 USD grant still ongoing
	Bosasso	25th Nov	26th Nov	Proposal review for 75000.00 USD grant still
	<p>Minister and DG of Interior, and the Mayors of the 4 Puntland target Districts.</p> <ul style="list-style-type: none">• Mol and MoPIC provided the go ahead for the SWM sub-project and the proposed role of CESVI on 11 September 2011; CESVI's registration was extended on the same day• By the end of September, CESVI had established a project office in Garowe and hired local staff for the project.• Joint consultations on Solid Waste Management were planned for 19 and 20 October in Garowe, with participation from all 4 target districts, Mol, the Ministry of Environment, and UN JPLG partners. The objectives of the first round of consultations were to:<ul style="list-style-type: none">- Inform counterparts of the planned SWM activities, the consultation and formulation process for the 4 district SWM sub-projects, and the close alignment of the SWM grants to the DBF/LDF planning and budgeting process.- Review current situation of SWM in the 4 Districts, identify common and unique problems, and possible solutions.- Review existing SWM plans and proposals, based on the previous SUDP consultation process.- Map out the way forward for the formulation of updated short-, medium- and long-term District Plans for SWM.- Discuss and agree on the prioritization, identification, and planning implementation process for the District SWM grants.- Present objectives and overall content of proposed Liquid and Solid Waste Sector Study by UN-HABITAT. <p>Follow up to specific district consultations have been undertaken as tabulated with the following results:</p> <ul style="list-style-type: none">- SWM focal points appointed by each municipality at agreed rate of USD200 per month- Coordination meetings help with JPLG partners and programming output aspects agreed upon- Contract agreements with 4 respective municipalities for grants of USD75,000 being finalized by implementing partner CESVI- Sector study consultations and desk review ongoing between JPLG partners			

			ongoing
Gardo	28th Nov	29th Nov	SWM Proposal aligned to JPLG framework Submitted for 75000.00 USD grant
<p><i>Puntland District consultation in Garowe</i></p> 			
<p>South central Somalia</p> <p>Participatory District Rehabilitation in Mogadishu:</p> <p>Under the Mogadishu Participatory District Rehabilitation Project (Phase I), which was implemented by UN-HABITAT and the partner SAACID-Somalia, 8 projects (7 rehabilitations and 1 new construction) have been implemented in South Central Somalia in collaboration with district authorities and local communities. (more information is available in section 3.3)</p> <p>In July, a contract was signed between UN-HABITAT and SAACID-Somalia for the implementation of Phase II of the Participatory District Rehabilitation in Mogadishu. The new project phase again targets all sixteen districts of Mogadishu (Hodan, Hamarweyne, Wadajir, Dharkenley, Shingani, Waberi, Hamarjajab, Howlwadag, Bondhere, Wardhigley, Waqshid, Shibis, Abdul-Aziz, Karaan, Heliwaa, and Deynile) and the Bermuda enclave. The main objectives of this intervention are to:</p> <ol style="list-style-type: none"> 1. Strengthen informal local governance structures through district assessments and participatory consultations for the prioritization of projects to be implemented, 2. Implement projects for improved services and upgraded public infrastructure, in particular urban poor and IDPs through rehabilitation of public infrastructure and priority services, and 3. Improve livelihoods through labour-intensive project implementation. <p>Participatory consultation workshops for project identification, prioritization and action planning started in September. 16 consultations have been organized in the district of Hodan, Waberi, Wadajir, Shingani, Bondhere, Karaan, Hamar-Weyne, Shibis, Wardhigley, Abdul- Aziz, Dharkeynley, Yaqshid, Deynlie, Heiwa, Hawl-wadag, and Hamar Jajab (total 960 persons). Each project consultation process is conducted with 60 participants from the respective District, representing a broad cross-section of key stake holders from the local administration, civil society groups, religious leaders, local business people, market vendors and shopkeepers, IDPs, etc.</p> <p><u>Schools for 2000 Children from IDP Communities & Urban Poor</u> : In March 2011, it was agreed with Sida to construct IDP schools for 2,000 children in Mogadishu. As a pilot project of its kind, the planning team moved rapidly to locate and assess adequate sites in cooperation with SAACID, to produce a high quality and cost-effective design, and to conclude an agreement with UNICEF to manage the schools as part of their Emergency Education Initiative. Suitable sites with the necessary guarantees provided by the District Authorities were identified in the districts of Shingani, Hodan, Waberi, Dharkenely and Wadajir. In total 25 classrooms were built by sub-contracted companies, providing access to education to 2,000 children in two shifts, with an estimated number of indirect beneficiaries set at 14,000 people. The classrooms were provided</p>			

with essential furniture, as well as blackboards and storage space. Each school also has appropriate sanitation facilities, with between ten and five toilets, and a shaded verandah. The permanent nature of the newly-constructed schools provides a sizeable progress in comparison to the tents and semi-permanent buildings in previous use, and contributes to the step-wise process of rehabilitating and rebuilding the Somali capital. The project demonstrated that it is possible to build quality infrastructure in Mogadishu, not only within a very short implementation time of 5 months and at a good value, but also accompanied by a thorough land identification process involving the local authorities and communities.

Project	Estimated No. Direct Beneficiaries	Estimated No. Indirect Beneficiaries	Contract Price in US\$
Construction of a school in Shingani district	720	900	72,675
Construction of a school in Hodan	480	700	46,606
Construction of a school in Waberi district	240	8,738	27,452
Construction of a school in Dharkenely district	240	573	27,891
Construction of a school in Wadajir district	320	575	36,583
TOTALS	2,000	11,486	211,207



Hodan



Waberi




Wadajir



Dharkenley



Shingani

	
UNDP	<p>Puntland</p> <p>2010 Investments funded through DBF: 2010 investments for the four target districts completed except Galkayo airport road. Garowe tree plantation and Bosasso roads are still ongoing. The living conditions of communities in four districts improved after receiving local government services such as increased access to markets, improved business opportunities, cleaner streets and water supplies. This came after the district councils were trained in service delivery and then roads were rehabilitated in Bosasso, Garowe and Galkayo and Gardo the residents of the four districts will benefit from the roads</p> <p>2011 Investments Approval forms: projects approval sheets and project documents such as land ownership from the municipalities were handed over to ILO for further processing preliminary design and cost estimates for 2011 projects Bosasso, Garowe, Gardo and Galkayo were also completed with ILO.</p> <p>Completed all 2012 AWP&Bs: UNDP- JPLG and MOI teams have finalized with the districts 2012 AWP&B for the four target districts, the AWP&B and compiled and shared with the JPLG partners for further processing</p>
ILO	<p>Somaliland and Puntland</p> <p>All target districts (except Galkayo) received support in the procurement process of the 2011 priority investment projects in their Annual Work Plans and Budgets to be funded under the LDF as listed under section 3.3.</p> <p>The districts public works departments also received mentoring support in the implementation and completion of the 2010 investment projects a listed under section 3.3.</p>

8.6 Outcome 1.6. Seventy five communities and 25 private sector service providers have increased capacity to deliver services

(By Agency)	Outcome 1.6./2011
ILO	As per the local government procurement guidelines the target districts published and advertised the procurement plans and tenders. This ensured the private sector awareness on opportunities to engage in the process. In addition, the districts provided bid orientation meetings allowing interested contractors and service providers seek additional information on the bids and the bidding process to assist them adhere to the procedures when submitting their bids.

8.7 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./2011
UNICEF	<p>Lessons learnt from previous implementation and recommendations from the Outcome Evaluations (OES) Report indicated the need to enhance the interactivity and targeting of the Civic Education programme, notably to reach and engage with rural communities. To that end, a workshop was held in Hargeisa with all key partners in Somaliland and Puntland involved in similar civic and social mobilization programmes sharing lessons learnt on how to improve the programme. One of the outcomes of the workshop was an agreement to diversify partnerships and approaches, including a revision of the Civic Education Strategy that was developed in 2009, and development of a resource pack that can act as facilitation guide in implementation.</p> <p>UNICEF/JPLG thus entered into an institutional contract with Delta/IDC to revise the current Program Strategy and develop the Civic Education Resource Pack. The process is on-going and it is anticipated that the revised strategy and resource pack will be ready for validation with stakeholders in the first quarter of 2012. Notably, these outputs will guide effective delivery in strengthening and deepening principles of democracy, public participation, transparency and accountability, mutual responsibility and cooperation between local governments and communities.</p> <p>Somaliland</p> <p>New partner Kow Media Cooperation (KMC) was identified to promote a mixture of grassroots and mass media campaigns. KMC started with carrying out a rapid civic community assessment to help inform the overall programme development and design. The assessment was highly participatory and it was conducted in all the six targeted districts including the villages. The key findings of the assessment were used to design an appropriate communication tool for the Civic Education programme. So far, KMC with support from UNICEF, developed a series of drama episodes to educate the general public under JPLG. The key theme and focus of the first productions were on the “roles and responsibilities of local government” vs “roles and responsibilities of citizens”. The drama was performed by well trained and known artists. The drama was presented to the general public via mobile cinemas specially designed for rural communities, and to a lesser extent, to urban areas especially in IDP camps. KMC also fixed TV Screens to public buses which also showed the drama. An estimated population of 350,000 was directly reached.</p> <p>Additionally, three drama radio programmes were developed and broadcast from Radio Hargeisa. The objectives of the programmes were to encourage the public’s participation in local governance; to spell out the role of Local Governments in service delivery; and to promote transparency and accountability. The programmes reached an estimated population of 190,000 in Hargeisa and its suburbs. To ensure that a maximum number of people were reached, the programmes were aired in prime time before or after news bulletins.</p> <p>The caravan team, consisting of artists, poets, community dialogue facilitators and mediators, was dispatched to the targets districts. The team performed live drama theatre performances on civic issues mainly focusing on key themes of participation, rights and responsibilities and ownership. The performances enabled the general public to be fully prepared for community dialogue on civic issues. At the same time, the caravan team covered four target districts and at least five sites in</p>

each district. Approximately 46,000 people were reached, particularly in rural areas. In the long run, it is hoped that this will lead to better informed communities at grassroots level who actively participate and contribute to the development of their localities. Meanwhile a Facebook page for the Civic Education project was also created with the aim to facilitate dialogue among youth in Somaliland, as well as diaspora communities, on civic issues. The page is regularly updated and discussions are moderated carefully by the project manager.



Live Theatre Drama Performance



Civic Education Dialogue in Borama

Puntland

In Puntland, UNICEF in collaboration with Somali Development Trust (SDT) continues to support Civic Education in the four JPLG target districts using a combination of mass-media and grass-root approaches to target both rural and urban villages, local government, elders, women, youth groups and other stakeholders. To strengthen outreach in rural communities, 15 facilitators (4 women from MOWDAFA) received capacity building training on participatory approaches, advocacy and social mobilization skills to enable them to facilitate and engage targeted villages on civic issues. These facilitators work closely to mentor the 46 (16 female) CORPS selected from targeted villages, 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 female facilitators from MOWDAFA worked closely with the CORPS to strengthen female participation in governance issues. As a result, a total of 420 Village Committee members (281 female), in 39 sites, were reached through the community outreach dialogue, and through the 14 mobile screen shows, strengthening village participation and campaigns on civic issues. The open dialogue sessions mobilized by the CORPS stimulated discussions on Civic Education and created a mood of learning from each other as the facilitators guided and directed the discussions.

In addition to the outreach approach above, Somali Development Trust (SDT) employed a number of mass-media strategies including radio program, visual screening through TV, public education using billboard, dramas, poems, and debates to enhance citizen participation and increase local accountability in targeted districts. These resulted to significant change of attitude of the targeted villages on their views and perceptions on their roles and responsibilities as citizen's vs. Local Governments. . The key mass media achievements included the following;

- A total of 12,000 portfolios of key Civic Education messages were prepared, finalized and printed in the local newspapers and disseminated to the public;
- 40 assorted signboards are being developed and produced with colorful messages on Civic Education (so far 10 have already been finalized and erected at selected strategic sites in four districts;
- 10 feature messages identified, scripted, recorded and aired on local radio channels;
- 10 interactive programs broadcasted on local radio and TV 8 times per month, and a total

	<p>of 4 dramas on Civic Education were screened.</p> <p>South Central Somalia</p> <p>In consultation with the district administration and village representatives, Save Somalia Women and Children (SSWC) were identified to be the implementing partner for Civic Education activities in Adado district. SSWC conducted rapid Civic Education community assessments in Himan and Heeb State. The assessment was highly participatory and the community members, government officials and representatives of CSOs were all consulted during the assessment. The assessment covered about 300 households from the 24 targeted villages in Adado district. The assessment focused on attitudes, knowledge and perceptions of communities on governance issues. The field data collected was compiled and analyzed and key findings validated with key stakeholders through a one day workshop which brought together a total of 50 (15 female) representatives from youth and women groups, district authorities, community development committees, and CSOs.</p> <p>As a follow up of the above, a three-day Civic Education workshop was organized with key stakeholders that included 60 (20 female) representatives from districts & regional authorities; youth and women groups; community representatives both from urban and rural areas; and CSOs. The aim of the workshop was to orientate the participants on pertinent Civic Education concepts and issues with emphasis to the key themes of civic rights, civic responsibilities, participation, ownership etc. The workshops facilitated a learning forum for all for the civic issues. The participants of the workshop developed greater understanding and awareness of civic issues based on the local context. Grassroots approaches to enhance community dialogue is under development and will be rolled out through use of trained community resource persons from the targeted villages, who will be supported to undertake community mobilization and advocacy campaigns around civic issues. The CORPS training is planned for the first quarter in 2012. Meanwhile, the village validation of district investment workshop was recorded in order to be used for outreach activities in coming weeks as well as aired on local radio.</p>
--	--

8.8 Outcome 2.2. Annual district plans and budgets in up to 24 councils reflect community priorities

(By Agency)	Outcome 2.2./2011
UNICEF	<p>In response to program evaluation and feedback on the need to strengthen community participation in the district planning process, UNICEF in partnership with STIPA engaged in a review of the community consultation process and tools, based on lessons learned and the updated Module 2 - District Planning Module. This included:</p> <ul style="list-style-type: none"> • Updating the Participatory Integrated Community Development (PICD) data collection tools; • Making these tools user friendly for easy documentation of data collection; • Revising the output process to facilitate village 'cluster' development visions, as opposed to 'single village' prioritization of projects; • Moving from a process led by external staff and/or MOI consultants, to one led and managed by the district administration itself, to ensure that the principles and practices of the process are internalized and practised by Local Government staff in the future. <p>The above led to the following achievements;</p> <ul style="list-style-type: none"> • 50 Trainers of Trainers (TOTs) (5 in each of the 10 targeted districts), of whom 4 are women, were identified from the Department of Planning and Social Affairs in Somaliland and 20 TOTs in Puntland (of which 6 are women). These TOTs were equipped with participatory skills

that enabled them to lead and oversee community consultations, validation and public meetings in their respective districts enhancing public participation, transparency and accountability of local councils.

- In addition, the TOTs were supported to undertake open procurement processes in recruitment of 158 facilitators (94 in Somaliland of whom 34 were female and 64 in Puntland of whom 5 were female) outsourced from local NGOs and CBOs within their districts. These facilitators were trained to carry out village-cluster consultation processes and data collection with supervision and backstopping from the TOTs and UNICEF Service Providers. These resulted in village cluster social economic development visions that were used to revise the DDF.
- In South Central Somalia, UNICEF Service Providers in coordination with the local administration, selected 50 facilitators identified from the 24 clustered villages in Adado district (of which 10 were female) and provided capacity building in the community consultation process and data collection tools. The process resulted in the development of district development investment plan.
- In Somaliland, Puntland and South central Somalia, districts were supported in conducting validation of their districts plans. The validation events achieved participation of an average of about 60 participants of which 40% were female, and included representatives from village committees from both rural and urban areas; women and youth groups; elders; the business community and sheikhs.

In addition to the above achievements, UNICEF facilitated the participation of 22 (4 female) participants from PL, SL and SC (including MOI Planning Directors from PL & SL, the Mayor of Adado and some local governments' social/planning department staff) in the 5th

International PICD Conference on 'participation in devolved governance' held in Kisumu, Kenya, from 3rd -7th October 2011. This provided them with the opportunity to share their experiences, learn from other participants and increase their knowledge on local participation in decentralized governance.



Community consultation in Adado



Hargeisa Validation Workshop

ILO

**Somaliland and Puntland
Enterprise surveys**

In 2011 enterprise surveys, which are a key component to local economy assessments, have been completed for all JPLG pilot districts in Somaliland and Puntland, and shared with the relevant Ministries such as Planning, Labour and Interior. The data from the local economy assessments and the complimentary enterprise surveys were compiled into an easily manageable database that allows the interrogation and presentation of data. A workshop to demonstrate the data and its use to the districts was undertaken and the data is now being published on CD to be shared with the respective local governments.

Draft Local Economic Development Strategy (Burao and Garowe District)

LED training was provided to target district councilors and staff on the LED with the aim of generating interest and understanding on LED concepts and the process of developing local economic development strategies and plans, and the role of the local government and public private dialogue in LED process.


ILO supported local public-private dialogue through the establishment of Local Economic Development Partnerships in Burao and Garowe. These function as forums for discussion of economic development needs and plans, as well as networks to mobilize resources and institutions for local economic development. In Burao district support was provided in developing a draft local economic development strategy. In 2012 further support will be provided on governance arrangements of the forum as well as on drafting and costing of the LED strategy and developing work plans that fit into the district AWPB.

Revision to municipal business licensing regulations and design of a new business licensing system

The design phase of the pilots in Hargeisa and Garowe to streamline the local government regulation and licensing of the businesses was completed which seeks to address systematic and procedural issues including categorization of businesses and licensing fees, database management (a component

	<p>to be integrated into the existing BIMS), training of local government staff and information and awareness on licensing procedures to the public and business community. Commitment was obtained from the top political leadership, key staff involved in the business licensing and other stakeholders to the process and a draft executive order mandating the simplification of process with terms of reference for the Simplification Committee has been completed and is awaiting approval. During 2012 the implementation will commence through the establishment of a Simplification Committee consisting of local government and the private sector.</p> <p>Community-based Natural resource management – Target districts in Somaliland and Puntland received training on community-based natural resource management.</p>
--	---

8.9 Outcome 2.3. Basic mechanism for community monitoring of all projects funded by the development fund

(By Agency)	Outcome 2.3./2011
UNICEF	<p>Somaliland and Puntland</p> <p>UNICEF, in collaboration with the target districts, established 31 CMGs (14 in Somaliland and 17 in Puntland). With the support of implementing partners STIPA, SDT and YOVENCO, UNICEF conducted Participatory Impact Monitoring (PIM) training in Hargeisa and Burao (Somaliland); and in Garowe (Puntland) for 7 days each. Some 59 (16 female) representatives in Somaliland and 56 (14 female) representatives in Puntland, from the CMGs in all target districts were trained. The aim of the training was to enhance the capacity of the communities in monitoring of district projects.</p> <p>In these trainings, the roles of communities, districts engineers and contractors were clearly defined as far as project monitoring is concerned. ILO Engineers had the responsibility for the overall monitoring process, coordination and planning, procurement and conflict resolution. District engineers were to monitor implementation of activities, approval of payments and evaluation of projects. Contractors monitored signing of contracts and payments, contract rules, friendly resolution of community disputes, hiring of quality and professional casual laborers, procurement, daily monitoring, hiring of quality supervisors, maintaining quality BoQs, and daily reporting. Communities, on the other hand, were to monitor implementation of work plans, quality of construction and finishing before handover. The CMGs were supported to develop a project based monitoring matrix.</p> <div data-bbox="380 1367 1398 1732">  </div> <p>PIM Training participants group photo (SL)</p>
UNICEF and ILO	<p>Somaliland and Puntland</p> <p>Community Monitoring Groups established for the 2011 priority projects received training on Participatory Impact Monitoring jointly conducted by ILO and UNICEF. The training brings together the CMGs, the contractor awarded the project and facilitators from UNICEF and ILO.</p>

	Together they are trained on impact monitoring and supported in developing monitoring frameworks using appropriate indicators that they can easily monitor.
--	---

8.10 Outcome 2.4. Public reporting meetings in up to 24 districts held annually

(By Agency)	Outcome 2.4./2011
UNICEF	<p>Puntland and Somaliland</p> <p>Following the training of districts' TOTs (30 from Somaliland and 20 from Puntland) which equipped the districts with participatory skills on how to undertake public meetings, agreement was reached on the public meeting dates and development of action plans for holding the meetings. For the first time in the history of Somaliland, public meetings with local government were held between 2nd and 9th of April, 2011, in the six JPLG target districts of Somaliland: Hargeisa, Borama, Berbera, Sheikh, Odweine and Burao. The objective of the meetings was to strengthen and widen the principles of democracy, holistic development, enhancing participation, transparency and accountability of local councils.</p> <p>The participants were drawn from both urban and rural communities where the JPLG had implemented projects in the last two years. Dignitaries who attended included the Mayors, Ministry of Interior, a Sultan, executive secretaries, councilors, sheikhs, and community leaders. The estimated number of participants in the meetings was as follows: Hargeisa 500, Boroma 250, Berbera 150, Sheikh 250, Burao 300, and Odweine 250; overall participation was at least 40% women, 10% children and the rest (50%) were men.</p> <p>The public meetings were held using participatory methodologies which included presentation of budgets, expenditure, balance and future plans; and questions and answer sessions. Men, women, youth, and even children were given an opportunity to speak. Various issues were raised from concerns on the recent drought situation, to the role of women in development and politics. Children and youth raised concerns on the need for more recreational places such as playgrounds and youth resource centers. They called for increased council accountability in the use of their taxes and requested more development by the council beyond infrastructure projects.</p> <p>NOTE: for further details please refer to the Quarter 2 report available on the JPLG website.</p>

ANNEX 9

Progress against OVIs

ANNEX 9A : REPORTING FRAMEWORK FOR THE JPLG – YEAR 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	Progress till date: 3rd Quarterly Report 2011	Progress till date: Q 4 (Annual Report) 2011
				Target: SL: Sheik, Odweine, Berbera, Borama, Hargeisa, Burao		As of 31 March 2011	As of 30 June 2011	As of 30 September 2011	As of 31 December 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: ü Tendering committees were established for each of the 6 LGs ü Procurement officers were nominated in each of the 6 LGs ü Tender	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: ü Tendering committees were established for each of the 6 LGs ü Procurement officers were nominated in each of the 6 LGs ü Tender	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: ü Tendering committees were established for each of the 6 LGs ü Procurement officers were nominated in each of the 6 LGs ü Tender	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: ü Tendering committees were established for each of the 6 LGs ü Procurement officers were nominated in each of the 6 LGs ü 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	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	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	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
--	--	--	--	--	--	--	--	--	--

			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 Mol 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 Mol 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 Mol 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 Mol 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 0, Hargeisa 0, Berbera 0, Sheikh 0, Burao 0, Odweine 0 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 0, Sheikh 0, Berbera 0, Borama 0, Odweine 0, Burao 0	Hargeisa 0, Sheikh 0, Berbera 0, Borama 0, Odweine 0, Burao 0	Hargeisa 0, Sheikh 0, Berbera 0, Borama 0, Odweine 0, Burao 0

		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 PL: 2 to 3 SC: 0	Study reports on allocation of sector functions between central and local governments Line ministries strategic and work plans	Not yet done	Not yet done	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 PL: 8 SC: 0	Mol and LG records of council members	23	23	23	23

			Increase in number of women and vulnerable groups represented in district councils	SL: 5% PL:0% SC: 0%	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.	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 2012.	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 2012.
		1.2.2. District councils meetings held	Number of district councils holding and recording meetings as stipulated in the law	SL:6 PL: 4 SC: 0	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)	6 (Hargeisa, Sheikh, Berbera, Borama, Odweine, Burao)	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 PL: 4 SC: 0	Minutes of meetings Published by-laws	0	0	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 PL: 4 SC: 0	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	5 (Borama, Hargeisa 5 subcommittees, Berbera, Sheikh, Burao)	5 (Borama, Hargeisa 5 subcommittees, Berbera, Sheikh, Burao)

		1.2.5. Village committees established	Number of VCs established as per law	PL: 56 SL: 357 SC:?	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 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 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 Borama as yet)
			Number of VCs having representation of women and other vulnerable groups	PL: 54 SL: 143 SC:?	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	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

		1.2.6. LG departments in place	Number of districts with departments in place as per the law	SL: 6 PL: 4 SC: 0	Mol and LG records LG organograms	6 (Borama, Hargeisa, Berbera, Sheikh, Burao, Odweine)	6 (Borama, Hargeisa, Berbera, Sheikh, Burao, Odweine)	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 PL:4 SC:1	DDF AWPB	All 6 districts have approved AWPB derived from the DDF	All 6 districts have approved AWPB derived from the DDF	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 PL:4 SC: 1	AWPB	All 6 districts' DDFs mainstreamed gender and security	All 6 districts' DDFs mainstreamed gender and security	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, PL and SC: Public Works, Admin and Finance Departments	Departmental work plans	4(Burao, not approved by the council)	12 (Burao, Borama, Odweine)	12 (Burao, Borama, Odweine)	12 (Burao, Borama, Odweine)
		1.3.3. At least 70% of the planned results in the AWPB achieved	% age of results in AWPB implemented	SL - Borama: 70%; Berbera: 70%, Hargeisa: 70%, Burao: 70%; Sheikh: 70%; Odweine: 70% PL – Garowe: 70%, Bossaso: 70%, Gardho: 70%, Galkayo: 70%; Adado:	Project progress reports	0%(only JPLG activities)	0%(only JPLG activities)	0%(only JPLG activities)	0%(only JPLG activities)

				70%					
			% of budget in AWPB utilised	SL – Borama: 70%, Berbera: 70%, Hargeisa: 70%, Burao: 70%; Sheikh: 70%; Odweine: 70% PL – Garowe: 70 %, Bossaso: 70%, Gardho: 70%, Galkayo: 70%; Adado: 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%	Hargeisa 80.5%, Sheikh 31%, Berbera 82.5%, Borama 75%, Odweine 11.5%, Burao 67.2%	Hargeisa 90.%, Sheikh 45%, Berbera 93%, Borama 88%, Odweine 24%, Burao 89.4%
		1.3.4. Quarterly financial statements approved by LG Executive Committee	Number of districts with approved quarterly? financial statements	SL: 6; PL: 4, SC: 0	Financial statements	6 (Borama, Hargeisa, Berbera, Sheikh, Burao, Odweine)	6 (Hargeisa, Sheikh, Berbera, Borama, Odweine, Burao)	6 (Hargeisa, Sheikh, Berbera, Borama, Odweine, Burao)	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; PL: 2, SC: 0	Internal audit reports	1(Burao)	1 (Odweine)	0	0
		1..3.6. Annual external audit report produced and approved	Number of districts where annual external audit report has been produced	SL: 6; PL:4; SC: 0	External audit report	0	0	0	0

		1.3.7. Fiscal transfer system developed and implemented	Number of districts receiving fiscal transfers as per the law	SL: 6; PL: 4; SC: 0	Financial statements	1 (Sheikh)	0	6 (Burao, Odweine, Hargeisa, Borama, Sheikh, Berbera)	6 (Burao, Odweine, Hargeisa, Borama, Sheikh, Berbera)
		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%; Garowe: 70%; Bossaso: 70%; Gardho: 70%; Galkayo: 70%; Adado: 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	Burao 100%, Odweine 100%, Hargeisa 100%, Borama 100%, Berbera 100%, Sheikh 100%	Burao 100%, Odweine 100%, Hargeisa 100%, Borama 100%, Berbera 100%, Sheikh 100%
		1.3.9. LGs develop and implement human resource management/development (HRM/D) guidelines	Number of LGs where staff have job descriptions	SL:6; PL: 4, SC: 0	HRM/D guidelines	1 (Burao)	6 (Hargeisa where the process is just starting, Sheikh, Berbera, Borama, Odweine, Burao)	6 (Hargeisa, Sheikh, Berbera, Borama, Odweine, Burao)	6 (Hargeisa, Sheikh, Berbera, Borama, Odweine, Burao)
			% increase in women filling professional positions per district	SL: 1% PL: 1% SC: NA	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	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 Garowe: M/F; Committee Name/Department Bossaso Gardho: M/F; Committee Name/Department Galkayo: M/F; Committee Name/Department Adado: M/F; Committee Name/Department	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,	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	Hargeisa 17m 8F: among others councillors, District Engineer, Procurement Officer, Department heads and staff; Berbera 13M 6F: Among others District Engineer, Procurement Officer, Department heads and staff from departments, Borama 10M 6F: Among others District Engineer, Heads of Departments and Staff; Burao 2M: District Engineer, Procurement Officer; Odweine 2 M District Engineer, Procurement Officer	23M 2F from six Districts; 29M 4F from six Districts and MoI; 37M 4F from six Districts; 29M 4 F from six Districts and MoI; 13M from six Districts and MoI/MoPW; 15M from Districts and Ministry of Livestock & Environ, Interior, Public Works, Agriculture, Hargeisa Water Agency; 12 M from Hargeisa and Sheikh Districts and MoPW; 14M from six Districts and Ministry Commerce, Interior, Finance, Chamber of Commerce, Private Sector Stakeholders; 14M 1F from six Districts and MoI; 10M from Hargeisa District; 60M and 30F from six Districts and MoI; 30M and 14F from Hargeisa, Borama and
--	--	--	--	----------------------	---	---	--	---

					Accountant, Chair Person of Economic and Development Committee	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, Department heads and staff, and Manager, Sheikh Water Agency	Berbera Districts; 8M 1F from Sheikh District and Sheikh Water Agency, Ministry of Water & Energy; 14M 4F from Hargeisa District and MoI; 48M 19F from all Districts and MoI; 35M 15 F from Burao, Odweine and Sheikh Districts and MoI; 15M 12 F from Burao District; 23M 6F from Hargeisa, Borama and Berbera Districts and MoI; 13M 1F from Hargeisa and Burao Districts and MoPW; 22M 5F from Burao, Sheikh and Odweine Districts and MoI; 17M 2F from Ministry of Water , Energy & Minerals; Ministry of Interior; 20M from Ministry of Public Works, Somaliland
--	--	--	--	--	--	--	--

									Road Authority; 32M 3F from six Districts, MoF and other Govt
		1.3.10. Registration systems in place and operational	Number of districts with system for collecting data on births,	SL: 2; PL: 2, SC: 0	Registration data sheets	2 (Hargeisa, Burao)	3 (Hargeisa, Burao, Berbera)	3 (Hargeisa, Burao, Berbera)	3 (Hargeisa, Burao, Berbera)

			marriages, deaths, registration of persons, land (disaggregated by gender)						
			Number of districts with basic information on services (health, education, water, roads, communication)	SL: 2; PL: 2, SC:17	Registration data sheets	None	None	None	None
			Number of districts with up-to-date information on all development projects implemented in the district by sector and location	SL: 2; PL: 2, SC: 0	Registration data sheets	None	None	None	None
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	SL - Berbera: 10%; Borama: 5%; Hargeisa: 10%, Burao: 10%; Sheikh: 5%?; Odweine: 5%? PL – Garowe: 10%; Bossaso: 10%?; Gardho: 5%?; Galkayo: 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%	Burao 0.93%, Sheikh 2%, Odweine 8%, Borama 42%, Berbera 12%, Hargeisa 8%	Burao 0.93%, Sheikh 2%, Odweine 8%, Borama 42%, Berbera 12%, Hargeisa 8%

			Number of LGs collecting more than 80% of the revenue forecast	SL: 6; PL: 4; SC: 0	Financial statement	0	0	2(Berbera, Hargeisa)	2(Berbera, Hargeisa)
1.5	All eligible district councils have at least 1 priority service delivery project funded annually	1.5.1. LGs implementing priority projects	% of LG projects implemented and operational	SL: 80% PL: 80% SC: 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 completed and are operational	63% of Projects have been completed and are operational	63% 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, PL: 4, SC: 1	Asset register O&M strategy	1 (Burao)	3 (Burao, Borama, Odweine)	5 (Burao, Borama, Berbera, Odweine, Sheikh)	5 (Burao, Borama, Berbera, Odweine, Sheikh)
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 PL: Garowe: 3 Bossaso: 3 Gardho: 2 Galkayo: 2 (SC not yet included)	Contracts	Berbera 3, Burao 2	Berbera 1 (construction of football playground)	Odweine 3, Burao 2, Hargeisa 1, Borama 5, Sheikh 1, Berbera 2	Odweine 3, Burao 2, Hargeisa 1, Borama 5, Sheikh 1, Berbera 2

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 districts covered by civic education campaigns	SL: 6; PL: 4; SC: 1	Civic education strategy and reports	0	0	1 (Hargeisa)	1 (Hargeisa)
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; PL: 4; SC: 1	LG minutes AWPB	All 6 district held village planning meetings at villages	All 6 district held village planning meetings at villages	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; PL: 4; SC: 1	DC minutes AWPB	All 6 districts held public meetings to endorse AWPB	All 6 districts held public meetings to endorse 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 and operational	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; PL: 4; SC: 1	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)	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; PL: 4, SC: 1	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	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

		Number of LGs holdings reporting meetings with communitie s at least once a year	SL: 6; PL: 4, SC: 0	LG minutes	0	6 (Borama, Hargeisa, Berbera, Sheikh, Burao, Odweine)	0	0
--	--	--	------------------------	------------	---	--	---	---

ANNEX 9B: REPORTING FRAMEWORK FOR THE JPLG – YEAR 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	Progress till date: 3rd Quarterly Report 2011	Progress till date: Q 4 (Annual Report) 2011
				Target Districts: PI: Bossaso, Garowe, Gardo, Galkayo		As of 31 March 2011	As of 30 June 2011	As of 30 September 2011	As of 31 December 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	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	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	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
-----	---	---	---	---	-----------------------------------	--	--	--	--

						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.	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.	but noted that proceedings of some public meetings not properly documented and filed.	filed.
		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	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	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 decentralizing service delivery obligations and resources to local governments	(Agreement on assignment of functions) SL: 2 to 3 PL: 2 to 3 SC: 0	Study reports on allocation of sector functions between central and local governments, Line ministries strategic and work plans	Not yet done	Not yet done	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 PL: 8 SC: 0	Mol and LG records of council members	7	8	8	8

		1.2.1.District councils established as per grade	Increase in number of women and vulnerable groups represented in district councils	SL: 5% PL:0% SC: 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 1/3 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 1/3 of council	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 1/3 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 1/3 of council members.
--	--	--	--	---------------------	---------------------------------------	---	--	---	---

							members.		
		1.2.2. District councils meetings held	Number of district councils holding and recording meetings as stipulated in the law	SL:6 PL: 4 SC: 0	Minutes of council meeting	Garowe: 3, Gardo:3 and Galkayo:3. Bossaso: no council	Garowe: 3, Gardo:3, Galkayo & Bossaso: no council	Garowe: 3, Gardo:3, Bossaso: 2 & Galkayo: no council	Garowe: 3, Gardo:3, Bossaso: 2 & Galkayo: no council
		1.2.3. District councils passing by-laws	Number and type of by-laws passed by district	SL:6 PL: 4 SC: 0	Minutes of meetings, Published by-laws	0	0	0	0
		1.2.4. District council sub-committees established	Number of districts where sub-committees have been established as per	SL: 6 PL: 4 SC: 0	LG records of sub-committee members	3 (Garowe, Gardo, Galkayo)	2 (Garowe and Gardo)	2 (Garowe, Bossaso and Gardo)	2 (Garowe, Bossaso and Gardo)

			the law						
		1.2.5. Village committees established	Number of VCs established as per law	PL: 56 SL: Being collected by Mol; SC:?	Mol and LG records of villages and village committee members	56	56	56	56

		1.2.5. Village committees established	Number of VCs having representation of women and other vulnerable groups	PL: 54 SL: Clarify after data collection Mol; SC:?	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 chairpersonshi	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	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 they comprised the majority in the sub-committees under these VCs.	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 they comprised the majority in the sub-committees under these VCs.
--	--	---------------------------------------	--	--	--	---	--	--	--

						p and deputies in a number of these VCs; while they comprised the majority in the sub-committees under these VCs.	towns, women succeeded in attaining chairpersons hip and deputies in a number of these VCs; while they comprised the majority in the sub-committees under these VCs.		
		1.2.6. LG departments in place	Number of districts with departments in place as per the law	SL: 6 PL: 4 SC: 0	Mol and LG records, LG organograms	4 (Garowe, Gardo. Bossaso and Galkayo)	4 (Garowe, Gardo. Bossaso and Galkayo)	4 (Garowe, Gardo. Bossaso and Galkayo)	4 (Garowe, Gardo. Bossaso and Galkayo)
1.3	Up to 98 rural and urban councils' capacity to govern and manage service delivery enhance	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	SL: 6 PL:4 SC:1	DDF, AWPB	All 4 districts have approved AWPB derived from the DDF	All 4 districts have approved AWPB derived from the DDF	All 4 districts have approved AWPB derived from the DDF	All 4 districts have approved AWPB derived from the DDF

	d		District Development Framework (DDF)						
		1.3.1. Approved annual work plan and budget (AWPB) per district	Number of districts with DDF mainstreaming gender and security	SL: 6 PL:4 SC: 1	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	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	SL, PL and SC: 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	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 achieved	% age of results in AWPB implemented	SL - Borama: 70%; Berbera: 70%, Hargeisa: 70%, Burao: 70%; Sheikh: 70%; Odweine: 70% PL – Garowe: 70%, Bossaso: 70%, Gardho: 70%, Galkayo: 70%; Adado: 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	Garowe: 4, Gardo: 4 & Bossaso: 7	Garowe: 4, Gardo: 4 & Bossaso: 7
		1.3.3. At least 70% of the planned results in the AWPB achieved	% of budget in AWPB utilised	SL – Borama: 70%, Berbera: 70%, Hargeisa: 70%, Burao: 70%; Sheikh: 70%; Odweine: 70% PL – Garowe: 70 %, Bossaso: 70%, Gardho: 70%, Galkayo: 70%; Adado: 70%	Project financial reports	Garowe: 17.6%; Bossaso: 20%; Gardo: 8%; Galkayo: 19%	Garowe: 32.3%; Bossaso: 35%; Gardo: 28%; Galkayo: 33.7%	Garowe: 62.1%; Bossaso: 58.4%; Gardo: 53.6%; Galkayo: 61%	Garowe: 62.1%; Bossaso: 58.4%; Gardo: 53.6%; Galkayo: 61%

		1.3.4. Quarterly financial statements approved by LG Executive Committee	Number of districts with approved quarterly financial statements	SL: 6; PL: 4, SC: 0	Financial statements	4 (Garowe, Bossaso, Gardo and Galkayo)	4 (Garowe, Bossaso, Gardo and Galkayo)	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	SL: 3; PL: 2, SC: 0	Internal audit reports	1(Garowe)	None	None	None
		1.3.6. Annual external audit report produced and approved	Number of districts where annual external audit report has been produced	SL: 6; PL:4; SC: 0	External audit report	4 (Garowe, Gardo, Bossaso and Galkayo)	4 (Garowe, Gardo, Bossaso and Galkayo)	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	SL: 6; PL: 4; SC: 0	Financial statements	1(Garowe)	2 (Garowe & Galkayo)	2 (Garowe & Galkayo)	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	Borama: 70%; Berbera: 70%; Hargeisa: 70%, Burao: 70%; Sheikh: 70%; Odweine: 70% Garowe: 70%; Bossaso: 70%, Gardho: 70%; Galkayo:70%; Adado: 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	Garowe:85%, Gardo: 100% & Bossaso: 90%	Garowe:85%, Gardo: 100% & Bossaso: 90%
		1.3.9. LGs develop and implement human resource	Number of LGs where staff have job	SL:6; PL: 4, SC: 0	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	Training on the creation of job descriptions is planned for 4th Quarter	Training on the creation of job descriptions is planned for 2012

		management/development (HRM/D) guidelines	descriptions				3rd Quarter		
		1.3.9. LGs develop and implement human resource management/development (HRM/D) guidelines	% increase in women filling professional positions per district	SL: 1% PL: 1% SC: NA	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	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; 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	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	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

						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	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.	Gardo: ü Since 2010, Gardo LG promoted one woman to head the Department of Land.	
		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 , departmen	Hargeisa: M/F; Committee Name/Department Burao: M/F; Committee Name/Department Borama: M/F; Committee Name/Department Berbera: M/F; Committee	Training data sheets	Galkaio: M:4; F:0; Admin and Finance Dep., Publc 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.	District TOT Training on community consultation process and on public meeting: Galkaio: 5(3 M & 2 F), Garowe: 5(4M & 1F), Gardo:5(4M & 1F) & Bossaso: 5(4M & 1F)	District TOT Training on community consultation process and on public meeting: Galkaio: 5(3 M & 2 F), Garowe: 5(4M & 1F), Gardo:5(4M & 1F) & Bossaso: 5(4M & 1F)

			t)				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)	SL: 2; PL: 2, SC: 0	Registration data sheets	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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,	SL: 2; PL: 2, SC:17	Registration data sheets	Sector Studies for Health and Education (UNICEF) are planned for the 2nd Quarter, Sector Studies for Environment and Roads	Sector Studies for Health and Education (UNICEF) are planned for the 3rd Quarter, Sector Studies for Environment and Roads (ILO) were carried out	Sector Studies for Health and Education (UNICEF) are planned for the 3rd Quarter, Sector Studies for Environment and Roads (ILO) were carried out	Sector Studies for Health and Education (UNICEF) are planned for the 3rd Quarter, Sector Studies for Environment and Roads (ILO) were carried out in the

			communic ation)			(ILO) were carried out in the 1st Quarter	Environment and Roads (ILO) were carried out in the 1st Quarter	in the 1st Quarter	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	SL: 2; PL: 2, SC: 0	Registration data sheets	No up-to-date registration of implemented development projects	No up-to-date registration of implemented development projects	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	SL - Berbera: 10%; Borama: 5%; Hargeisa: 10%, Burao: 10%; Sheikh: 5%?; Odweine: 5%? 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%	Garowe: -7%; Bossaso: -20, Galkayo:-11% & Gardo:7%	Garowe: -7%; Bossaso: -20, Galkayo:-11% & Gardo:7%
		1.4.1. Local revenue generation improved	Number of LGs collecting more than 80% of the revenue forecast	SL: 6; PL: 4; SC: 0	Financial statement	4 (Garowe, Bossaso, Gardo and Galkayo)	4 (Garowe, Bossaso, Gardo and Galkayo)	4 (Garowe, Bossaso, Gardo and Galkayo)	4 (Garowe, Bossaso, Gardo and Galkayo)
1.5	All eligible district councils have at least 1	1.5.1 % of LG projects implemented and operational	% of LGs implementing priority projects	SL: 80% PL: 80% SC: 80%:	Project reports	0% of 2011 projects	0% of 2011 projects	Garowe:85%, Gardo: 100% & Bossaso: 90%	Garowe:85%, Gardo: 100% & Bossaso: 90%

	priority service delivery project funded annually								
		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, PL: 4, SC: 1	Asset register, O&M strategy	4 (Garowe, Bossaso, Gardo and Galkayo)	4 (Garowe, Bossaso, Gardo and Galkayo)	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	SL: Borama: 3 Borama: 3 Hargeisa: 3 Burao: 3	Contracts	In this quarter no service contracts awarded, will report again next quarter	1 (Garowe: Tree plantation project to Hormud Construction Company)	Garowe: 4, Gardo: 4 & Bossaso: 7	Garowe: 4, Gardo: 4 & Bossaso: 7
2	Expected results under specific Objective 2 by 2012								
2.1	Target communities in up to 98 districts have basic understanding of their rights	2.1.1. Civic education coverage	Number of LGs that hold planning meetings at village level on AWPB	SL: 6; PL: 4; SC: 1	Civic education strategy and reports	4 (Garowe, Gardo, Bossaso and Galkayo)	4 (Garowe, Gardo, Bossaso and Galkayo)	4 (Garowe, Gardo, Bossaso and Galkayo)	4 (Garowe, Gardo, Bossaso and Galkayo)

	and responsibilities vis-a-vis district councils								
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	SL: 6; PL: 4; SC: 1	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 	<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	SL: 6; PL: 4; SC: 1	DC minutes, AWPB	<p>ū 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.</p>	<p>ū 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.</p>	<p>ū 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.</p>	<p>ū 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.</p>
--	--	---	---	---------------------	------------------	--	--	--	--

							their priorities.		
2.3	Basic mechanism for community monitoring of all projects funded by the development fund strengthened and operational	2.3.1. Community monitoring groups established through VC	Number of districts that have community monitoring groups formed and trained in participatory impact monitoring	SL: 6; PL: 4; SC: 1	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)	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)	SL: 6; PL: 4, SC: 1	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 	<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 reports)	Number of LGs holdings reporting meetings with communities at least once a year	SL: 6; PL: 4, SC: 0	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 	<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