

**UN JOINT PROGRAMME ON
LOCAL GOVERNANCE
AND DECENTRALIZED SERVICE DELIVERY**

SOMALILAND STORIES OF CHANGE

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Gebilay Central Market, October 2017, Somaliland

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About the United Nations Joint Programme on Local Governance and Decentralized Service Delivery (JPLG):

JPLG is comprised of five UN agencies (ILO, UNCDF, UNDP, UN-HABITAT and UNICEF) and together with our partners, the Government of Somaliland and donors, have provided support to strengthen the role and capacity of local governments to deliver services to citizens in Somaliland since 2008. The overall programme goal is that local governance contributes to peace and equitable delivery of services to people in Somaliland.

Text: Alexandra Williams

Photo Credit: UN JPLG/Alexandra Williams



Transparent Procurement Processes Encouraging Women's Participation in Construction Sector in Somaliland

Asha Warsame is charismatic and follows in her father's footsteps as the owner of her own construction business. She is known and respected in her field of work despite the fact that the construction sector is dominated by men. Since 2009, she has won nine construction tenders on Local Development Fund (LDF) projects



Asha Warsame, Hargeisa, Somaliland,
October 2017

When local government outsources services, it needs to demonstrate that public resources are being used effectively and the process of allocating these resources is transparent. An honest process builds incremental trust between local government and citizens.

The construction of the Kodbur fire station, a Local Development Fund project, aligns to the priorities in the Hargeisa District Development Framework; it also demonstrates that Hargeisa local government is taking responsibility for the fire safety of up to 250,000 citizens in the fire station catchment area. The project worth is USD 70,562 with UN Joint Programme on Local Governance (JPLG) and Decentralized

Service Delivery contributing USD 58,000, Somaliland Government USD 8,467 and Hargeisa District Council USD 3,528.

JPLG supported Hargeisa local government to conduct a fire station feasibility study and produce a workable design with an estimate of the materials required for the construction, known as the "Bill of Quantities." In October 2016, a local government advertisement was placed in the local newspapers inviting potential contractors to bid for the construction of the fire station, as well as other Local Development Fund (funded) projects.

Asha regularly checks the local newspapers for Hargeisa local government/JPLG tender advertisements. She bid for the Kodbur fire station, along with 30 other bidders. On November 17, she attended the meeting where the contract was awarded.

Asha highlights: ***"I am inspired and encouraged to apply for these tenders because the procurement process is fair."***
Asha continues: ***"The process is really important. At the bid opening there are many people present including the Procurement Officer and representatives from the Procurement Committee, Ministry of Finance, engineers, JPLG and representatives from companies who have put in a bid. One of the best parts of the process is that if you lose the bid, you can speak with the Procurement Committee directly and they will provide rationale and justification as to why you lost. I am happy with that. If you are fortunate to win the contract, you are invited to attend a workshop involving the local government, communities and contractors so each understand fully their role and responsibilities in the construction process."***

Asha continues: ***“The procurement process for the fire station felt nice. When local government establishes a transparent procurement process, it gives me confidence that government is working and can deliver to citizens in other ways.”*** When asked about being a woman in a male dominated sector, Asha replies: ***“It is not a problem, the men know me and I can hold my ground.”***

The population of Hargeisa is now over a million people and it is a lively and dynamic city with hectic traffic. On 25 July 2017, a foundation stone was laid at the fire station and construction of the fire station got underway. The project has created daily employment for skilled, semi-skilled and labour from low income families living close to the building site. The local government has rolled out a community awareness campaign on fire prevention in the locality as well.

As well as female contractors, Somaliland is also forging ahead with the employment of women engineers. On Saturday October 14 2017, the President of Somaliland took part in a ceremony to open a bridge in Gebilay District (a LDF Project), just an hour from Hargeisa. It is accessed by tarmac road and the project engineer is a woman, Engineer Yasmin Dirie.

for public sector tenders, on Local Development Fund projects, as the word spreads that the contracting process is fair. As part of the procurement process, JPLG also supports the training of staff to ensure that technical standards are applied to implement Local Development Fund projects, ensuring adherence to national and international standards and regulations on works.



Asha's Engineer at the Kodbur fire station construction site in Hargeisa, where building is underway, October 2017

In 2017, JPLG has noted an increase in the number of private sector companies bidding



Devolving Education Services Delivers Improved Results in Berbera District

Annisa Axmed Moxamed Xuseen is in Grade 8 and attends the Omar bin Khataab Primary School in Berbera. She is 18 years old and enjoys mathematics. She says: ***“I like coming to school because I am getting a quality education and the teachers are good. My father has two families so I have nine brothers and nine sisters; I come to school because I want to make a better future for myself. I want to be a doctor.”*** When asked about Berbera local government Annisa replies: ***“I know the Berbera local government as we live near the local government office. Local government is supporting education and health. They collect rubbish and they do construction as well.”***



Annisa Axmed Moxamed Xuseen

Omar bin Khataab Primary School is one of 42 schools benefiting from the education decentralized service delivery model in the district, which is supported by the UN Joint Programme on Local Governance (JPLG) and Decentralized Service Delivery. Since 2014, JPLG has supported districts like Berbera to carry out their devolved service delivery functions through support to policy reforms,

capacity-building and technical assistance provided to district and Ministry of Education staff, as well as resource injections intended to test district planning, procurement and management systems, and stimulate domestic financing of local service delivery.

As a result, Berbera district administration has taken on responsibility for more and more education (and health) functions. Through financial contributions from JPLG, the Ministry of Education and locally generated resources, the district is now paying the salaries of 112 cleaners and guards at schools throughout the district, and top-up incentives for 223 teachers serving in rural areas. The district administration is also overseeing the rehabilitation and extension of classrooms, as well as routine school maintenance such as painting and ensuring water points and toilets are functioning. In addition, the district regularly pays the water and electricity bills for target schools, as well as supporting social mobilization for improved school enrolment, especially amongst girls, and supervision and monitoring of schools in the district.

Through policy and capacity support, JPLG has helped to clarify the legal framework, functions, roles and responsibilities between the tiers of government and in line with the Somaliland decentralization policy (2014), making collaboration around education service delivery more effective, and positively impacting on school children in Berbera district. Annisa has benefited from easier access to a school, as well as better quality and consistency of education services.

Not only has this progress led to Somali-led and owned quality decentralized education services, providing the district administration with a sense of ownership and civic pride but it has led to Berbera local government devoting

more revenue towards education. The Berbera education budget has quadrupled since 2014.

The commitment of the district administration is also demonstrated through their support to school clubs and extra curriculum activities, over and above the agreed devolved functions. In addition, they have established an award for the best performing student in every year group throughout Berbera district.



School Children at Omar bin Khataab Primary School, October 2017

This encouragement from Somaliland authorities, the district administration and JPLG has impacted positively on enrolment rates. 6,467 students are currently enrolled in schools targeted for support from the district, including 3,011 girls. This represents a more than 30 per cent increase in enrolment since 2014. Berbera District Council's Director of Social Affairs, Jimcale Abdilahi Jama, highlights: ***"Most of the classrooms use to be full of boys. Girls were left at home to do the housework and help their mothers. Since 2014, we have carried out awareness raising in the community and more girls are enrolling in school. We have also reached out to children from very poor families and orphans to ensure equal access to all. When the schools open for a new year, we do community mobilization and we communicate directly with the parents, encouraging children to enrol and attend school."***

The head teacher at Omar Bin Khataab School Foozi Bashe Abdilahi highlighted: ***"We take pride in keeping our school clean. We now have 6 cleaners and 2 watchman. We have created a child-friendly space in our school compound that is conducive to learning, we are grateful to the district administration and JPLG for this."***



Asia Mohamed Osman, Head of Education Section, October 2017

Asia Mohamed Osman, the Head of the Education Section under the Social Affairs Department, is one of two female Heads of Departments within the Berbera local administration. She says: ***"Two education offices have been constructed under the Social Affairs Department, with support from JPLG. Community representatives and parents can find us in these offices during working hours; citizens come to our offices on school related matters."*** She continues: ***"For the young girls at the school I am a role model. I visit them and they sometimes contact and speak to me directly if they have a problem. The girls trust me."***

Berbera Mayor Abdishakur Mohamoud Hassan highlights: ***"Through the provision of local services, communities are getting better education (and health) services; they are also getting to know their local councillors and understand the responsibilities of local councils. They are becoming familiar with the location of offices where they can go and meet with the district administration staff. We are***

better able to reflect their interests. As Berbera Mayor I encourage local communities to talk to me and ask questions. This is important for accountability. Elected Mayors were established in Somaliland in 2002; prior to this, Mayors were not elected but appointed by central government, so there was no real accountability.”



Berbera Mayor Abdishakur Mohamoud Hassan, October 2017

A total of 257 schools in four Somaliland districts have received support from JPLG. Over 49,300 students, including 20,298 girls, in Somaliland have benefited as a result.

The Mayor has also encouraged a more positive attitude to women through the creation of gender friendly workspaces. This has involved the separation of male and female toilets and hand basins, a special area for women to pray, the provision of transport for work purposes that prioritized women passengers and flexible working hours for women.



Left: Berbera Local Government Compound, October 2017



Borama District Improves Accountable Service Delivery through Strengthened Capacity and Devolution of Functions in Health and Education

The decentralization experience in Boroma district has demonstrated that the establishment of administrative and fiscal structures, which are based on the principles of accountability and transparency, delivers improved local service delivery and positively impacts the lives of citizens.



School children at the Sheikh Ahmed Salan Primary School in Borama benefitting from improved access, quality and consistency of education services through decentralization, October 2017

Borama was one of the first districts to benefit from JPLG and developed their first District Development Framework in 2010. Mr Mohamed Hussein MayDhane, Boroma Mayor, said: ***“Before 2010, Boroma had no development vision and our engagement with communities was not so great. When we produced our first District Development Framework which prioritized roads, water, health and education; with JPLG support and encouragement we have been empowered to reach out to our citizens and address their needs, priorities and challenges. We hope to build on this experience in the future.”*** Bringing local government together with a population to identify priority projects in a transparent manner contributes to strengthened legitimacy.

The priorities in the District Development Framework are linked to the district annual work plan and budget through five steps over a 12 month period. The first is “Planning” which results in the production of the five year District Development Framework, updated annually through consultations with villages and endorsed by the district council. The mayor, executive secretary, planning department and department of social affairs are all involved in step one. The second is the production of a “Budget” approved by the district council. The third is an “Annual Work Plan and Budget” based on the District Development Framework, approved by the district council and the fourth is “implementation” of projects (services and infrastructure) which bring tangible positive change to Somali lives.



Mr Mohamed Hussein MayDhane, Boroma Mayor (right) with mothers at the Borama Mother and Child Health Centre, October 2017

Ahmed Ofleh, JPLG Boroma Capacity Development Consultant says: ***“Before JPLG, no one in the Boroma district administration had a job description which caused tension. Now the Mayor, Deputy Mayor, the five Heads of Departments (Finance, Public Works, Social Affairs, Revenue and Planning) and the Executive Secretary have a job description which has greatly improved***

our working environment as each individual knows their role and responsibilities. It has created a sense of pride and purpose at the Boroma Municipal Council Offices.”

He continues: **“Since the Department of Planning was set up with JPLG support, planning skills and competencies of staff have really improved; staff have attended many courses covering district core functions (finance, participatory planning etc) and this has improved their knowledge but also their confidence as well.”**

The 2010 Boroma District Development Framework identified the community priority as roads. In 2014, JPLG provided capacity support to the Boroma Public Works Department. This has led to citizens benefitting from 16km of tarmac road in the town centre; encouraging entrepreneurs to open new shops and improving the quality of businesses, boosting the economy and creating more opportunity for tax collection resulting in increased revenues. The rehabilitated roads have also contributed to improved equitable access to essential services such as markets, schools and health facilities. It has also created a new economic opportunity for the youth, who ply their three wheel covered motorcycles known as “Bajaaj” as a taxi service around town.



Construction on the side of a new tarmac road with Bajaaj parked outside a shop, October 2017

Suhayb Hassan is 17 years old and has been driving his Bajaaj for 6 months. **“The new tarmac road means I make a good profit as**

the shops are doing well and it is easier to get the Bajaaj around town. I wanted to get an income but I’m a student and driving my Bajaaj helps me pay fees. I earn about USD 10 a day. My father bought me my Bajaaj.”

Road rehabilitation in 2013 and 2014 in Boroma created immediate employment job opportunities equivalent to 11, 900 workdays.

Mohamed Ali Farah joined the Public Works Department as district engineer in 2013. He attended Amoud University in Boroma. He says: **“I have constructed a lot of buildings including a social hall and rehabilitated the Boroma Mother and Child Health Centre and built classrooms; I am also involved in the rehabilitation and construction of roads (with rain drainage) and bridges.”** He highlights how he has benefited from many capacity trainings, supported by JPLG. **“I attended a training in Ethiopia in 2015 which was very impressive and the exposure really helped me. I learned how to use low cost local products such as rocks to build and construct roads. I subsequently built two Boroma 100m cobblestone roads using this method, through a Local Economic Development Project.”**

Currently the district administration is building the 1.3km Haslayda Road, not far from Boroma town centre. The road was dangerous during heavy rains because water would wash over it, sweeping people and even vehicles away. People living in nearby houses felt unsafe. Through participatory planning and community engagement, Boroma district administration together with the population identified it as a priority project, facilitated a transparent procurement process (through the Procurement Committee that consists of the District Engineer, Procurement Officer, Heads of the five Departments), with funding managed through the Local Development Fund. The road has been designed with a culvert that allows water to flow underneath it, preventing flooding during heavy rains. 12 companies bid on the contract and two were chosen. Ahmed Hoori is one of the contractors. He says: **“I was happy with the procurement process and very happy to**

win. I have been trained on the engineering requirements of the construction in Hargeisa to meet national and international standards.”

Down the road from Boroma Municipal Council Offices, the Boroma Mother and Child Health



Mohamed Ali Farah, District Engineer with Contractor Ahmed Hoori at the Culvert, Borama October 2017

Centre was rehabilitated by the Boroma district administration, with support from JPLG. Borama district is implementing the devolution of health functions in six health facilities with the district administration responsible for routine maintenance of the health facility, payment of electricity and water utility bills and social mobilization, with support from JPLG. Nasra Zandule is a mother and has come to the health centre with her daughter, Cawo, who is three years old and has a fever. Nasra says: **“This clinic is free of charge and we get very good services. The staff really care for our children here. If we are pregnant, they monitor our progress. The staff here are well qualified and we trust them to help us and our children. It is a good place.”**

Fadumo Omer Kaahi is Head of the Boroma Mother and Child Health Clinic (MCH), which is very busy and clean. She says they often have 60 people coming to the clinic in a day. Fadumo says: **“The major difference (since the district administration took responsibility for some functions at the MCH) is we get a quick response if we have a challenge or an issue to sort out. Previously, the decision-making process**

involved the regional health coordinator and the Ministry of Health, which sometimes took months to resolve. Now, health managers can raise issues and propose solutions, discuss with the local administration and quickly implement. This is much better for staff morale and it is much better for women and children who come to the clinic.



Nasra Zandule with her daughter Cawo at the Borama MCH, October 2017



Borama Mother and Child Health Clinic, Borama 2017



District Development Frameworks Reflect Aspirations of Communities and their Vision

Local government leadership and the participation of communities in planning processes are pillars of the Somaliland local government planning system and are instrumental in sustaining peace and promoting development. The process of five-year district development planning; followed by an annual participatory prioritization process, is anchored in the Somaliland District Participatory Planning and Finance Guide (DPFG, earlier known PEM). In 2012, the first round of District Development Frameworks (DDF) were rolled out in seven pilot districts in Somaliland. Following an assessment of the process and the outcomes the districts are preparing to embark on the second round of District Development Frameworks.



Hargeisa, Somaliland, A bustling city with over a million residents, October 2017

The Ministry of Interior is leading the process of producing the new generation of District Development Frameworks, supported by the newly established Local Government Institute under the Civil Service Institute where the facilitators of the process have been provided training. Capitalizing on the districts' practical experience of the process and to identify where DPFG training could be improved and to explore the best way to develop the new District Development Frameworks; the

directors of the planning departments and the JPLG Capacity Development Consultants attended a meeting in May 2017 in Hargeisa. The capacity support provided to the target districts has significantly improved the districts capacity to lead the processes.



The Mayor of Borama, Mr Mohamed Hussein MayDhane at the Borama Mother and Child Health Centre, October 2017

The Mayor of Borama, Mr Mohamed Hussein MayDhane describes how they are using the District Development Framework process to articulate a vision for the district and to anchor the vision in the communities needs while linking it with the overall strategic priorities of Somaliland; ***“We are using three sources to input to our District Development Framework; the district profile, community engagement and the National Development Plan. We have to be careful with expectations. The real strength of JPLG is that they have provided us with a framework for planning which brings connectivity and improves the relationship between district councils and communities, as well as with central government. We have projects in the town and fewer in the rural areas, which are usually water related; we have found the community monitoring groups that monitor project delivery are really valuable as they also link us further***

into the community, so relations are strengthened and improved.”

The cycle is composed of five steps over a 12 month period. The first is “Planning” which results in the production of the five year District Development Framework, updated annually through consultations with villages and endorsed by the district council. The mayor, executive secretary, planning department and department of social affairs are all involved in step one. The second is the production of a “Budget” approved by the district council. The third is an “Annual Work Plan and Budget” based on the District Development Framework, approved by the district council. The fourth is “Implementation” of projects (services and infrastructure). The fifth is the “Monitoring and Evaluation” of projects that includes oversight from the Ministry of Interior.

The Mayor of Borama, Mr Mohamed Hussein MayDhane reflects on the way the process enables the local government to respond to the communities’ needs and incorporate them in the planning process on an annual basis: ***“JPLG saw the needs of the citizens as the starting point and we now work in our communities to reflect them in the District Development Framework. In the past Ministries from central government would dictate projects for Borama. Now if a need arises within our community; the local government takes the initiative and investigates the need in the community and we try to address it through the planning framework.”***

The process in the DPFG clarifies the roles of the district council as well as the roles of different staff of the district administration. By clarifying roles and responsibilities districts departments improve efficiency and accountability of the governance processes and it empowers staff to engage actively. The Director of Social Affairs in Berbera, Jimcale Abdillahi Jama: ***“JPLG provided us with a new dimension on how we could improve delivery to our citizens through improved structure and organization and particularly***

using the District Development Framework and the annual work plan and budget. It has changed our mindset about what we can achieve. We have more confidence in planning for service delivery. We are starting to plan projects using the JPLG processes but using our own revenues. We have just completed the construction of Somaliland’s first public library and we used the planning and procurement skills we had acquired through JPLG to do this. We would like to continue this in the future.”



Berbera Public Library, the first public library in Somaliland, using JPLG planning and procurement framework. October 2017

Five UN Agencies compose JPLG who support government-led delivery of sustainable local government with each agency contributing to an area of expertise, empowering local government to facilitate an effective planning framework that puts service delivery to citizens at its heart. UNDP provide support to institutionalize the planning and budgeting cycle with necessary training, UNICEF provides support to the community consultations, UNCDF advise on funds for the service delivery projects implemented through the Local Development Fund, UN Habitat supports the compilation of district profiles and ILO provides technical support to the procurement process, a component of the planning cycle, as well as providing practical support such as engineers who collaborate on construction of projects to ensure they meet national and international standards.



Revision of Law to Empower Local Governments

In Somaliland, the Local Government law (Regions and District Law 23 2002/2007) is being reviewed with a strong engagement and partnership between the Ministry of Interior and the Solicitor General. The partnership demonstrates the broad support for empowering local governments in Somaliland through providing a legal framework which provides clarity on functions and reflects the current policy environment. It is envisaged that changes in the areas of governance and service delivery, since the initial drafting of Local Government Law will be reflected and ensure that a uniform system of local government is rolled out to all districts of Somaliland.



Revision of Law is required to empower Local Governments leading to improved service delivery for citizens. Gebilay Market, October 2017

In 2016, JPLG collaborated with the Civil Service Institute and key government stakeholders to document legal and policy gaps, in relation to sectors, affecting implementation of the Somaliland decentralization policy and roadmap. The review also looked at how the legal and policy framework could be strengthened in support of

the devolution of authority. This includes Regions and District Law 23 2002/2007 which was developed before the decentralization policy and needs major revision to align to the decentralization policy for consistency. Somaliland's Solicitor General, Abdisamad Omar Mal, said as a first step he would need to define the problem of Regions and District Law 23 2002/2007 as it relates to the decentralization policy: ***“One of the major challenges of Local Government Law is that it does not clearly identify the district council mandate for both urban and rural populations. Many districts are currently acting as a municipality and are starting to collect taxes from citizens locally for improved service delivery but this is not always reaching the service delivery needs of populations beyond the urban centre. We need to align Local Government Law (Law 23 2002/2007) to the Decentralization Policy which is focused on meeting the needs of all populations in the districts.”***

The Solicitor General highlights the need for an inclusive process: ***“The Ministry of Interior and the Somaliland Solicitor General will come together to understand how best to harmonize the Regions and District Law under the Decentralization Policy. All stakeholders and districts will be called to discuss the revisions.”***

He adds: ***“In Somaliland, we want to empower districts to provide services such as health, education, water, so that as many functions as possible are decentralized to the local level. I believe this will create better service delivery for our citizens. I would also like to see local government promoting the participation of all groups in the planning processes.”***



Improving Accountable Service Delivery and With the People's Voice in Borama District

Through the implementation of decentralized service delivery, the Government of Somaliland has transferred new functions, authority, responsibilities and financial resources to district administrations which has enhanced health, education and water management, and positively impacted Somali lives.

These newly decentralized functions are outlined in memoranda of understanding signed between the respective ministries and Borama and Burao districts. In health and education, they include: infrastructure rehabilitation and routine maintenance, payment of water and electricity expenses and social mobilization activities. In water management, they include the establishment of a Public Private Partnership for managing of water points, oversight of water provision to the community and maintenance of water facilities.

The Community Scorecard provides a real time monitoring mechanism, using SMS phone messaging technology to give voice to community perspectives on the quality of services provided by district authorities, thereby strengthening accountability in service delivery, supported by the UN Joint Programme on Local Governance and Decentralized Service Delivery. In Borama, the Community Scorecard covers 48 schools, 24 Mother and Child Health Centres and 21 Water Points. Every month, 203 community health, education and water committee members attached to these facilities provide structured and constructive feedback via SMS Scorecard in response to a series of questions on service quality sent to their mobile phones. Feedback is captured through a database and used to generate monthly reports. These are shared with officials from the district and the relevant line ministry, and form the basis for

quarterly interface meetings where authorities and committee representatives can discuss key issues and develop joint action plans to improve service delivery.

Abdihakur Omer, is a Field Officer seconded from the Civil Service Institute in Hargeisa to support the Community Scorecard process in Borama. He is responsible for maintaining respondent contact lists, mobilizing committee members to participate in the scorecard, disseminating feedback reports and monitoring implementation of action plans. Abdihakur Omer says: ***"Monitoring the newly decentralized functions is really important to ensure services are delivered to agreed standards. It is also providing a voice and empowering communities to provide feedback on the quality of health, education and water services."***



Abdihakur Omer and Abdilahi Nour with the Head of Social Affairs Department at Borama Municipal Offices, October 2017

He continues: ***"The benefits of the Community Scorecard are that it improves the quality, efficiency and accountability of the school, or health facility or water point. It has also helped the community to understand their role in community-led***

monitoring of services for the improvement of service provision and accountability. It is also helpful for a service provider to know that if something goes wrong, the community are now able to voice the problem and there is a system in place to resolve it.”

The Community Scorecard Focal Point at the Social Affairs Department, Abdilahi Nour Farah, who supports district authorities to develop a response plan against community feedback, says: **“The Community Scorecard process encourages communities, service providers and the district administration to resolve issues. In our discussions we also identify limitations and expectations jointly and identify issues that have to be resolved at the district level. Every three months, the district council, Social Affairs Department staff, regional sector representatives and representatives from the Community Scorecard Committee meet. During these meetings, problems are identified, and an action plan is formulated to address these problems.”**

The Community Scorecard is strengthening the coordination and information flows between the Borama Mayor, district council, line ministries representatives, and service providers and communities on the ground. It is also raising awareness and improving understanding of citizen perceptions of services and service providers at large. The ongoing and dynamic feedback on specific service-related indicators and interventions at the community level is also enabling JPLG and its partners to track the effectiveness and impact of decentralized service delivery.

At the Ahmed Salan School in Borama, the Community Education Committee is actively engaged in the Community Scorecard process. A representative on the committee, who has three children at the school responds to the monthly SMS messages. He says: **“We welcome decentralization as our local government has become more aware; we also welcome support from our local government. This school and our children have benefitted from water, furnishings and construction. The situation for children and**

parents has improved because if there is a problem, we know as parents where to go and we have the chance to discuss with the administration and to know local government.”

Yahya Indhanour Omer is a pupil at the Ahmed Salan School and is 17 years old. He says **“I transferred to this school because it is good quality. The school also has good teachers and a kind head teacher. The teachers are trying to understand the students’ perspective as well.”** Yahya likes maths and would like to be an accountant. His father is a pharmacist. He likes to play football and is a supporter of Real Madrid.



Yahya Indhnour Omer

Asha Ahmed Ali is a pupil at the Ahmed Salan School and is 17 years old and in Grade 8. She likes science. She has five brothers and three sisters. Her mother is very keen that she goes to school. She is hoping to become a doctor.



Asha Ahmed Ali



Mako Ibrahim Omer, Borama Mother and Child Health Centre, October 2017. Mako is a member of the Community Health Committee. She replies to the SMS poll on a monthly basis, reporting on the quality and consistency of health services provided at the Borama MCH.



Gebilay District Embraces Civic Pride and Ownership of Local Service Delivery Boosted Through Own Source Revenue Collection

Gebilay is an attractive agricultural town, less than an hour by road from Hargeisa. There are pavements and solar lighting on the road outside the municipal buildings. The Gebilay district government has been empowered and has embraced civic pride, since JPLG started working in the district in 2012. Prior to this, there was no district profile and no development vision.



Solar lights in Gebilay have greatly improved security for town residents at night, improving their quality of life. They were funded by the district administration, October 2017

Mohamed Amin Omar Abdi is the Mayor of Gebilay. In October 2017, Gebilay District won the “Champion Award” presented by the Somaliland Government, for the district with the best performance on decentralized service delivery through good local governance for 2016/2017. He says: **“Gebilay has made a lot of progress due to the commitment of the Gebilay team (executive secretary, district councillors and administration) and support from JPLG in areas of capacity building, transparent and accountable procurement, service delivery and revenue collection. On the latter, we have**

significantly increased the amount of revenue that is collected, enabling the district administration to build and rehabilitate roads and support schools and health clinics. This is encouraging our residents to pay tax. Before JPLG, the district budget was approximately USD 600,000 per year. Now it is an estimated USD 4 million a year. Our district administration is committed to women’s employment, Gebilay has six departments, two of the departments are headed up by a woman.”



Gebilay Mayor with his Champion Award, which he collected in Hargeisa in October 2017

Gebilay has 2 women district councillors (out of a total of 21), Cibaado Elmi specializes in social affairs. She says: **“I have been a Gebilay district councillor for 5 years. In the rural areas, I visit the people and they know me and I sit with them to solve problems. In Gebilay, the district councillors are well organized and we meet up regularly and there is good cooperation. We would like to be the number one district in Somaliland. We have used JPLG systems and processes and we have improved our revenues which has encouraged us. I like being able to participate in decision making on the district council. When I am involved in decisions, my voice is heard.”**



Cibaado Elmi is one of two female district councillors in Gebilay district, October 2017

Abdirahman Nour Abokor is one of Somaliland's longest serving executive secretaries, appointed in 2012. District administrations are composed of civil servants who report to the elected district council through an executive secretary responsible for running day to day operations (appointed by central government) and reporting to the elected Mayor. He highlights: ***"The district is divided into four clusters (covering 136 villages) and each cluster has a rubbish collection vehicle, which collects waste on a regular basis, organized by the district administration. Sensitization has been carried out, to raise awareness on the benefits of keeping the environment clean, this has inspired residents to participate and put their rubbish out on waste collection days."***

Abdirahman Nour Abokor continues: ***"There have been very substantial and positive developments since JPLG began collaborating with our district. I am sitting in a calm and peaceful office. We have a functioning human resources office. Our six departments are organized and roles and responsibilities in the departments and amongst staff are clearly defined. We now have a department of planning and a department of social affairs, with support***

from JPLG. We have also appointed young graduates as directors as we want to bring in a fresh generation with new ideas. Our residents know the location of all our offices, which are clearly signposted."

Abdirahman Nour Abokor continues: ***"JPLG has taught us how to more effectively collect revenue using AIMS and BIMS and our staff have been trained to use these systems. When JPLG started capacitating our local government, our communities started to understand accountability. It is also my experience that when local government is organized, the people have more trust."***



At the Gebilay Mother and Child Health Clinic, improved health services in a safe and hygienic environment has reduced the number of women giving birth at home. The Gebilay district administration are using their own source revenue, raised through taxes, to contribute to this health service, building incremental trust and legitimacy in the district administration. October 2017.

"We have also learned how to plan more effectively. We have a saying "if you fail to plan you plan to fail!" For example, the Department of Social Affairs, has established a committee for each of the four clusters. The committee consults with the people on their priorities and reports back to the Director of Social Affairs. This has provided the district administration with a good understanding of the needs of our constituents."

The increase in revenues in the district has encouraged the district administration to support the provision of services using their own revenues as well. Recently, the district administration built four additional classrooms at the University of Gebilay and a secondary school. Abdirahman Nour Abodkor says: ***“Before JPLG, Gebilay had one rough road and now we have 12km of good quality tarmac roads which has improved access to essential services such as markets, schools and health facilities, some have been supported by JPLG and some from revenue raised through local government. We are also focused on villages outside of Gebilay and have built a 2km road in a rural area of the district. In Arabsio (village) we built a slaughter house and we also build water catchments. We encourage the youth with civic pride. With support from JPLG we built a sports stadium which was opened by the Somaliland President in October 2017. During Ramadan the youth meet at the stadium and a football tournament is held. The district of Gebilay has 30 football teams.”***



Finishing up on East and West Gabiley Culvert Box and Access Road, with support from the Local Development Fund, October 2017

Gebilay district was part of a second wave of districts who signed a memorandum of understanding with the central government to devolve certain functions in the education sector in 2016. Since then Gebilay has constructed 3 primary schools with furnishings,

with JPLG support. The education focal point is Muhiyadiin Issa. On the wall of his office is a chart with the name of all 78 of the Gebilay primary schools. It also identifies the number of students who are male (7,549) and female (4,481). In addition to number of watchmen (92) and cleaners (94) and teachers male (438) and female (57). The chart is regularly updated. Muhiyadiin goes on to highlight some of the advantages of the devolution of functions in the education sector in Gebilay district. ***“We have an improved relationship with the regional education authorities; the quality of teachers is improving and teachers are staying longer in schools with incentives, which benefits Gebilay children. Our schools are much cleaner and the water supply is much better. In order to encourage all our students, the top performing student in our district is awarded a computer as the first prize.”***

In the busy Gebilay central market, constructed by the district administration, with support from JPLG, Luul Ahmed Geele sells vegetables. She says: ***“I like to get some money for my family for meat and clothes and that is why I come and sell my goods here. I pay tax for my stall. Every day about one dollar which goes to the local government, who are keeping the market clean and I like coming here.”***



Lul Ahmed Geele in Gebilay Central Market, October 2017



A Bhajaaj taxi driver outside the Gebilay central market



A grocer at the Gebilay central market, October 2017

