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**PROGRAMME QUARTERLY PROGRESS REPORT**

Period: 2017

<b>Project Name</b>	<b>Somalia Capacity Development – Strengthening Institutional Performance (SIP)</b>
Gateway ID	00096443
Start date	1 July 2015
Planned end date (as per last approval)	31 December 2017
Focal Person	(Name): Albert Soer
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PSG	<b>Capacity Development (Cross cutting):</b> The objective of the SIP Project is to enable the Federal Government of Somalia (FGS) and the Puntland Government to fill critical capacity gaps in the civil service and to strengthen the capacity of key ministries and agencies to perform core government functions.
Priority	<b>Priority 1:</b> Improve capacity of central Government institutions to coordinate and lead structural reform and policy harmonization process <b>Priority 2:</b> Strengthen core public sector and civil service management functions in key domains <b>Priority 3:</b> Strengthen Cross Cutting and Sectoral Public Sector Capacities through dedicated support
Milestone	<b>1:1:</b> Systemic review of roles of responsibilities of different government institutions completed and updated structure of key FGS institutions developed <b>1:2:</b> Basic review of administrative procedures, systems and structures completed in selected government institutions and administrative reform programme formulated and agreed <b>2:2:</b> Review of the civil service legal framework and institutional structures for the management of the civil service completed
Location	Federal Government of Somalia (FGS) (Mogadishu) and Puntland (Garowe)
Gender Marker	2

<b>Total Budget as per ProDoc</b>	US\$ 16,895,581
MPTF:	US\$ 12,130,266
Non MPTF sources:	PBF: - n/a
	Trac: US\$ 1,885,000
	Other: - Swiss – US\$ 251,640

	PUNO	Report approved by:	Position/Title	Signature
2.	UNDP	David Akopyan	Country Deputy Director- Programme	



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Total MPTF Funds Received			Total non-MPTF Funds Received	
PUNO	Q2 2017	Cumulative	Q2 2017	Cumulative
UNDP	\$2,168,053	\$11,722,386.65	-	\$1,885,000

JP Expenditure of MPTF Funds <sup>1</sup>			JP Expenditure of non-MPTF Funds	
PUNO	Q2 2017	Cumulative	Q2 2017	Cumulative
UNDP	\$721,961	\$7,260,395	\$2252	\$1,318,441,55

### QUARTER HIGHLIGHTS

1. Consensus is built on the aid coordination structure at the FGS level through an SDRF meeting held in Mogadishu on 07 June with participation from all Federal Member states, civil society and international partners. Decision is made to change Pillar Working Groups to Sector Working Groups.
2. National NGO Policy is launched in Mogadishu by the FGS Permanent Secretary of the Ministry of Planning, Investment and Economic (MOPIED).
3. Gender mainstreaming enhanced through the Puntland Ministry of Women Development and Family Affairs (MOWDAFA) hosting of elders (Samdoono and Nabadnoono) training on gender mainstreaming in Garowe.
4. Aid architecture further developed and strengthened by Puntland Ministry of Planning and International Cooperation hosting 6 Sector Working Group meetings in fulfillment of the objectives of the Puntland Development Forum in Garowe in the month of May 2017.

### SITUATION UPDATE

The SIP project continued to support its partners in both the Federal Government of Somalia and the Puntland State in the second quarter. With the new Federal government getting into place, the speed of work picked up again.

#### Capacity Injection

Expecting that several of the longer-term advisory positions within the government partners would gradually be taken over by the CIM, the project had scheduled to substantially reduce the number of support advisors. However, it transpired that these expectations were optimistic and in view of the new requests by the Government for qualified embedded advisors, it is expected that the number of supported advisors will remain around 50-60.

#### Civil Service Management

The project supports the National Civil Service Commission (NCSC). The support seeks mainly to achieve a harmonized approach to civil service recruitment and appointment policy in Somalia. The NCSC undertook two important meetings in Mogadishu and South West State to discuss matters related to recruitment and appointment policies. To spearhead these discussions, a Recruitment and Appointment Policy as well as a Young Graduate Recruitment Manual have been drafted and are being discussed. Gender mainstreaming, gender equality and the need for a female quota in the civil service are issues that have been placed at the top of the agenda for discussions on the civil service by the NCSC. During the quarter, little progress was made vis-à-vis the finalization of the Federal civil service law. However, towards the end of the quarter

<sup>1</sup> **Uncertified expenditures.** Certified annual expenditures can be found in the Annual Financial Report of MPTF Office (<http://mptf.undp.org/factsheet/fund/4S000>)



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productive and constructive discussions were held with the Ministry of Labor and the process is expected to be back on track during the 3<sup>rd</sup> quarter, when also the work on a training policy will start.

### Gender

The project supported the Ministry of Women Human Rights and Development with drafting a data collection tool for evaluating the gender capacities of the staff in the Ministry, the “Gender Mainstreaming Tool for Somalia” and a review of Somalia’s compliance with international legal frameworks and policies. Unfortunately, towards the end of the quarter, the international consultant had to be withdrawn from the effort. The project and the Ministry are in the process of looking at other means to redress the situation. In Puntland, MOWDAFA hosted a training of a group of elders (Samdoono and Nabadnoono) in Garowe and trained them on gender mainstreaming. For Puntland, this is part of an ongoing process to mainstream gender into all aspects of leadership in leadership circles.

### Planning and M&E

At the FGS level, preparatory work was undertaken to support the Government to translate the National Development Plan into reasonable workplans, that are to be taken forward by the individual Ministries and the Aid Coordination Pillar Working Groups, accompanied by a solid M&E Framework. The MoPIED supported the Federal Member States in the formulation of the State Development Plans (which is also supported by the UNDP CD sister project on state formation). The National Development Council is operational bringing the federal and state ministries of planning and finance together to push forward the implementation of the NDP.

One of the major achievements of the NDP was to have it aligned to the Vision 2030 SDG goals. In this regard, the MOPIED has been working with all ministries at the Federal level and Member state levels to mainstream the SDG indicators as well as setting up a monitoring framework for the annual plans.

In Puntland the state government was supported to translate the state development plan into workplans and streamline these through the Puntland aid coordination architecture.

### Aid Coordination

Preparatory work was undertaken to operationalize the national aid coordination structure as presented in the National Development Plan, supporting the MoPIED and ACU. Towards the end of the quarter emerging initiatives to accommodate the coordination requirements following the CAS led to discussions concerning the overall structure and alignment, which are expected to be resolved during July 2017.

In Puntland, the project supported the aid coordination and management structure: the Puntland Development Forum document. The Sector Working Groups were formed and started meeting in governance, infrastructure, justice, social, security and livelihoods sector groups. These groups are all co - chaired by one government Ministry and a UN agency. The meetings were concluded in the second quarter and the members of the different SWGs which are aligned to the NDP pillars will now meet monthly to discuss development aid in Puntland and the implementation of the Puntland National Development Plan.

### Project Management

The project held a Steering Committee Meeting in Garowe on 14 June. This meeting, which is an internal control body of the project between the government partners and UNDP reviewed the 2016 performance, challenges and plans for the project’s future in Puntland.

In terms of project management, UNDP also carried out results based management training for all FGS government officers responsible for reporting and implementing government projects. Thirty-two men and eight women participated in the training. Evaluations after the training showed that there had been a massive turnaround in terms of new knowledge on reporting and RBM.



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QUARTERLY PROGRESS REPORT RESULTS MATRIX

OUTCOME STATEMENT			
Strengthened systems, processes and capabilities of the Governments to deliver on New Deal Compact.			
SUB-OUTCOME 1 STATEMENT			
Output 1: Capacity gaps in priority institutions filled in placing staff and advisors in priority positions.			
INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR <sup>2</sup>	
		THIS QUARTER	CUMULATIVE
Number of staff (disaggregated by sex, location, institution, position) within public institutions supported by UNDP	Federal: 26	17 <sup>3</sup>	151
	Puntland: 8	12 <sup>4</sup>	63
Percentage of direct supervisors satisfied with staff and advisors	Federal 75%	100% <sup>5</sup>	100%
	Puntland 75%	95%	98%
<b>Sources of Evidence:</b> i) Staff Lists and Payment Schedules for every individual employed under this facility are on file with the government and project (UNDP) for both the FGS and Puntland governments; ii) See Annex 4 with lists of staff at both the FGS and Puntland levels; iii) Third Party Monitoring reports; iv) Staff contracts and CTG records for contracts with relevant staff members. Third Party Monitoring reports of interviews with the relevant supervisors of the local advisors.			
Output 2: Rationalized and updated Civil Service Management policy, framework, system, processes, and guidelines developed.			
# of Civil Service Laws reviewed or amendments proposed	Federal: 1 for approval	0	1
	Puntland: 1 for approval	1	1
# of HR Management Frameworks submitted	Federal: 1 for approval	2 <sup>6</sup>	2
	Puntland: 1 for approval	0	1
# Number HR Management instruments rolled out	Federal: 1	0	0
	Puntland: 1	0	1
<b>Sources of Evidence:</b> i) Draft civil service laws drafted for the FGS and Puntland; iii) Copy of HR Management Framework draft document from Puntland on file with the project, Recruitment and Appointment Policy Draft and Draft Young Graduate Recruitment Manual			
Output 3: Improved training policy, facilities and plans proposed.			
# of Civil Service Training / Capacity Development Policy submitted	Federal: 1 for approval	0	0
	Puntland: 1 for approval	0	1
Training standards developed	Federal: 1 for approval	0	0
	Puntland: 1 for approval	0	1
Number of Civil Service Training Institute concepts developed	Federal: 1	0	0
	Puntland: 1	0	1

<sup>2</sup> Fill in only the numbers or yes/no; no explanations to be given here.

<sup>3</sup> There are 6 staff members supported by the project at the Aid Coordination Unit; 4 at the Ministry of Women Human Rights and Development, 1 local advisor and 6 Graduate Interns at the National Civil Service Commission.

<sup>4</sup> 7 local advisors are supported at the Puntland MOPIC, 1 local advisor and 1 Graduate intern at the Puntland Good Governance and Anti-Corruption Bureau, 2 local advisors at the Puntland Civil Service Commission and 1 advisor are at the Ministry of Women Development and Family Affairs.

<sup>5</sup> TPM report for Puntland carried out in May 2017 (95%) and supervisor assessments from the FGS institutions (100%) (on file with the project) done by the Director Generals from the institutions mentioned in supra notes 3 and 4 show that the supervisors were satisfied with the performance of the local advisors.

<sup>6</sup> Recruitment and Appointment Policy Draft and Draft Young Graduate Recruitment Manual



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<b>Sources of Evidence:</b> i) Puntland Draft Civil Service Training policy document on file with the project			
<b>Output 4: Strategic guidelines developed for internal Government coordination, good governance and strategic communication</b>			
Guidance materials for Federal Parliamentary relation management	Federal: 2 completed	0	1
Strategic Communications guidelines	Federal: 1 completed	0	0
Concept note for coordination between OOP and OPM concerning policy advice and performance management	Federal: 1	0	0
Concept note for the establishment of a performance management framework	Federal: 1	0	0
Number of reviews made concerning progress in implementation related to key national priorities	Federal: 2	0	0
Policy development framework has been developed	Federal:	0	0
	Puntland:	0	0
Performance management structure has been developed and is under implementation	Federal:	0	0
	Puntland:	0	0
Concept note for the elaboration of federal and state level organic law has been developed;	Federal: 1 Final	0	0
	Puntland: 1 Final	0	0
Ministry of Finance strategically leading PFM system development	Federal:1	1	1
Ministry of Finance strategically leading the use of country systems' roadmap development and implementation.	Federal: 1	1	1
Discussion paper on modalities for public sector engagement with non-state actors is developed	Federal: 1	0	0
Concept note for engagement with non-state actors is prepared	Federal: 1	0	0
Service delivery (Citizens') Charter for Puntland	Puntland: 1 Completed	0	1
Complaints Mechanism, Puntland	Puntland: 1 Completed	0	1
Good Governance Advocacy strategy, Puntland	Puntland: 1 Completed	0	1
<b>Sources of Evidence:</b> Reports from the Office of the President; Copy of the guidance materials; Copy of the Strategic Communications Guidelines; Complaints Mechanism verified to be in operation through interviews with beneficiaries and providers. Puntland Good Governance Advocacy Strategy draft document			
<b>Output 5: Assessments, tools, and plans developed to mainstream gender</b>			
Number of tools developed	Federal: 2 more completed	3 <sup>7</sup>	3
	Puntland: 2 more completed	0	1
Number of partners supported	Federal:3	3	4
	Puntland: 3	1	5

<sup>7</sup> 3 draft documents were developed: Gender Mainstreaming Toolkit, Gender Assessment Tool for Ministry staff and an International Compliance Framework Assessment report



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Number of staff trained	Federal:5	5	10
	Puntland: 5	0	20
<b>Sources of Evidence:</b> i) Draft Gender toolkit; ii) Partnership agreements; Draft documents for tools, plans and assessments developed in FGS and Puntland; Signed Agreements with partners; Signed attendance sheets to meetings and trainings in both Puntland and the FGS.			
<b>Output 6: Guidance to undertake Development Planning, M&amp;E and Aid Coordination including reporting developed.</b>			
Number of institutional coordination arrangements for development policy drafted	Federal: 1	1	1
	Puntland: 1	1	1
Number of M&E Strategies reviewed, amended, updated or developed.	Federal: 1	1	1
	Puntland: 1	1	1
Number of processes, tools and guidelines for collection and storage of data developed	Federal: 5	0	0
	Puntland: 1	1	1
Development of a coherent M&E system for following up on the implementation of the National Development Plan;	Federal: 1	1	1
	Puntland:1	1	1
Coordination mechanism for statistics development is operational	Federal: 1	0	0
	Puntland: 1	1	1
The Ministry of Planning and International Development is supported to developing the National Statistics Office	Federal: 1	0	1
# of Aid Coordination Architecture developed and institutionalized	Federal: 1	1	1
	Puntland: 1	1	1
Number of DAD/AIMS systems operational	Federal: 1	0	0
	Puntland: 1	0	0
Number of Quarterly reports on Aid Flows are generated through DAD/AIMS	Federal: 2	0	0
	Puntland: 2	0	0
<b>Sources of Evidence:</b> i) NDP guidance notes; ii) M&E strategy for federal level, the new Puntland five-year development plan and the M&E section for the NDP; iii) ACU documentation PSG Working Group meetings			
<b>Output 7: Project management and implementation arrangement is established ensuring appropriate project implementation</b>			
Number of Project Board meetings are convened as scheduled	Federal: 2	0	4
	Puntland: 2	1	5
Number of Project progress reports generated periodically or monitored, reviewed and evaluated	Combined (Federal and Puntland): 3	3	7
Percentage of staff in the Project teams recruited.	Combined (Federal and Puntland): 90%	100%	100%
<b>Sources of Evidence:</b> i) Project Board meeting reports from FGS and Puntland Staff records (Contracts and Timesheets)			

**NARRATIVE**

**Output 1: Capacity gaps in priority institutions filled in placing staff and advisors in priority positions.**

The second quarter saw a marked reduction of close to 58% in local advisors and graduate interns supported by the project, from 68 to 29 individuals. The reduction was due to the implementation of an anticipated cut in the number of local advisory positions in core of government ministries which were expected to be transferred to the World Bank CIM project as regular civil service positions. This situation does not mean that the government no longer needs specialized support for core



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functions in government. Government ministries in Somalia continue to lack quality and experienced labor to handle civil service work. In this regard, the SIP project will continue supporting the FGS and Puntland governments with dedicated staffs for short - term periods in the next quarter for selected institutions such as the MOPIED in the implementation of the National Development Plan.

At the FGS level, the project continued to support four local advisors at the Ministry of Women Human Rights and Development (MOWHRD). At the MoWHRD, the local advisors were involved in the day to day work that supported communications; gender mainstreaming; human resources and policy planning. This work is important as it is bound to set Somalia on the right path in aligning itself with international norms of gender and sexual based violence. Among some other important activities, the MOWHRD staff took part and contributed to a civil service workshop that sought to discuss gender mainstreaming in the civil service on 29 and 30 April in Mogadishu.

At the Federal level, the National Civil Service Commission (NCSC) is supported with one local advisor and six Graduate Interns. The local advisor was involved in drafting two key documents that are under discussion at the Commission and within the other Federal Member States' Civil Service Commissions. The draft documents are the Recruitment and Appointment Policy and the Young Graduate Recruitment Manual. The advisor was also key in preparing documents used in meetings by the NCSC Chairperson for two key meetings held in Mogadishu and Baidoa in April and May 2017 respectively. The Graduate Interns continue to be taken through the paces of a professional work environment at the Commission with participation in such important meetings as alluded to above.

At the Puntland level, local advisors at the Ministry of Planning and International Cooperation (MOPIC) were involved in various activities providing expert support to administration and finance, communication, monitoring and evaluation, planning as well as aid management. The local advisors continue to give support to the Ministry's quest to set up a fully functional Ministry with all systems in place. The Ministry's civil service is increasingly taking over the day to day finance, administration, reporting and statistics functions. A TPM report produced by IDC in May 2017, notes that the Puntland MOPIC Director General is satisfied with the local advisors' performance. To enhance cohesion and improvement in the work of the local advisors and the rest of the civil servants in MOPIC, the project supported a two-day Retreat which was held in Garowe. The successful meeting led to an honest discussion on the strengths, weakness and opportunities available for the Ministry to accomplish. A report of the Retreat was produced and is available for further information.

The Aid Coordination Unit (ACU) housed under the FGS Office of the Prime Minister (OPM) was expected to be supported with six local advisors down from a complement of 23 in the first quarter of 2017. The local advisors' salaries are supported by the UNDP SIP project. The other positions were expected to be either support through the CIM or by bilateral contributions. However, towards the end of the quarter it became clear that CIM integration is unlikely and based upon forthcoming additional support, the project reintegrated the positions and started paying the salary backlog. In the reporting, period the ACU fulfilled four main functions by providing the necessary technical secretariat support for the current drought response, assistance in the preparation of the London Somalia Conference that took place on 11 May 2017. The ACU continued to provide advice to different government bodies on aid effectiveness, strengthening dialogue between donors and government.

### **Output 2: Rationalized and updated Civil Service Management policy, framework, system, processes, and guidelines developed.**

#### **Civil service laws and regulations**

At the end of 2016, two major civil service laws had been drafted and translated at both the FGS and Puntland levels. The two pieces of legislation for the FGS (Civil Service Law #11) and the Puntland government (Civil Service Law #5) have not yet been presented to the different cabinets. No further progress was recorded in this reporting period. However, there have been fresh talks with both governments at the FGS and Puntland levels to revive actions on these two pieces of legislation so that



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they can be adopted as law. The project is supporting the FGS Ministry of Labor and the Puntland Ministry of Labor Youth and Sports to ensure that the two pieces of legislation can be in line with modern day expectations.

### **Output 3: Improved training policy, facilities and plans proposed.**

The training systems for civil service servants in Somalia remain weak or not institutionalized. Currently, there are no specific capacity development policies or dedicated Civil Service Training Institutes (CSI) in Puntland and on the Federal level. In 2016, the Puntland MOLYS through the support of an international consultant and one local advisor finalized the Civil Service Institute concept note, proposing to establish an institution that will handle civil service training for all government agencies to create uniformity and competence for civil servants as well as enhancing service delivery. The MOLYS also submitted a set of training standards that outline the training courses such as finance management; procurement for government; the use of government finance systems; human resources management and other civil service related courses. The documents have been translated into Somali but are yet to be submitted to the Puntland Cabinet for approval,

There were no activities linked to this output in the FGS in the reporting period. However, towards the end of the quarter, productive meetings were held with the Ministry and it is expected that during the 3<sup>rd</sup> quarter these activities will start.

### **Output 4: Strategic guidelines developed for internal Government coordination, good governance and strategic communication**

#### Parliament support:

While the Office of the Prime Minister maintains relations with the FGS Parliament, the efficiency and effectiveness of these relations can be improved. Strategic communications are underdeveloped and good governance guidance is mostly absent. The intention to support the Office of the Prime Minister with dedicated staff and advisory services to strengthen these functions could not be realized because negotiations with the new OPM are still ongoing with UNDP.

#### Good governance support:

The project has supported the Puntland Good Governance and Anti-Corruption Bureau (PGGAB) to draft and finalize three policy papers: The Service Delivery Charter for Puntland, a Public Complaints Mechanism as well as a Good Governance and Advocacy Strategy document. These documents are in the process of being translated into Somali before they will be tabled before the Puntland Cabinet for approval. The PGGAB is currently implementing its Three Year Strategic Plan, which is aligned to the Puntland revised Development Plan. Activities supported by the project include media interviews and programs on Puntland state television and radio networks to discuss good governance and corruption matters in Puntland. The phone in programs have attracted attention and broadened the views of the Puntland citizens on issues of good governance and anti-corruption. The project is also supporting the PGGAB with one local advisor and one graduate intern to assist in the implementation of its Three Year Strategic Plan. Consultations through different stakeholders and publics such as youth, women and even government institutions have been conducted in the second quarter. These consultations have been conducted by way of formal meetings conducted for the different groups at the PGGAB offices in Garowe. While the Three-Year Strategy is implementable it requires more financial and human resources. The latest proposal from the PGGAB is to host a national anti-corruption conference in Garowe bringing together various national and international stakeholders.

### **Output 5: Assessments, tools, and plans developed to mainstream gender**

In Somalia, gender-mainstreaming capacities are insufficient to warrant sufficient attention to gender in government policies, strategies and operational processes. The SIP project supports the Federal Ministry of Women Human Rights and Development (MOWDHR) and Puntland's Ministry of Women Development and Family Affairs (MOWDAFA) on gender mainstreaming.





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The project supported the salaries of 4 local advisors and one international consultant at the FGS MOWDHR. The MOWDHR commissioned work on strengthening gender mainstreaming in Somalia. Three draft documents were developed during the reporting period. One document dealt with reviewing Somalia's compliance with international legal instruments and recommended that the document be used as a *"baseline which will be used to dialogue with key stakeholders to come up with a consultative way forward on the revision of key legislations in line with key international instruments"*. The second draft document focuses on developing gender mainstreaming tools for Somalia. This draft document discusses ways in which the Federal Government of Somalia can mainstream gender in its policies, legislation and gives recommendations on steps to operationalize the Gender Mainstreaming Strategy. In addition, a data collection tool was developed for use by the MOWDHR to evaluate its staff on their competency levels, knowledge of gender issues as well training needs so that they can be trained to be able to deliver better services when doing their work. These documents are under consideration in the MOWDHR. Unfortunately, towards the end of the quarter, the international consultant had to be withdrawn from the project. Discussions with the Ministry how to address the present situation are ongoing.

Furthermore, the project supported the salary of one local adviser at the Puntland MOWDAFA and he was responsible for gender mainstreaming. With the Gender Mainstreaming Toolkit finalized in the first quarter, the MOWDAFA continued with the dissemination of information to wider sections of Puntland's key populations in the reporting period. On 6 June, MOWDAFA hosted an elders meeting (Samdoono and Nabadnoo) in Garowe. Forty elders (32 men and 8 women) attended the meeting. The meeting sought to train the elders on gender mainstreaming and how they can align their activities, rulings in traditional courts and engagement with citizens under their jurisdiction. An end of meeting evaluation carried out by MOWDAFA showed that all the participants had gained new knowledge on gender mainstreaming because of the training. At the end of the meeting, the Minister of Women noted that after the training of the elders, the next step will be to train young men in Puntland. As she observed *"One thing women can do to help reverse the way men behave is to start teaching their sons early on about women's rights"*.

### **Output 6: Guidance to undertake Development Planning, M&E and Aid Coordination including reporting developed.**

While ad hoc arrangements for development planning standards and M&E existed in Somalia they were at varying levels of operability. In 2017, the Aid coordination structures exist, but require further strengthening. The activities under this output contributed to Priority 1 (*Improve capacity of central Government institutions to coordinate and lead structural reform and policy harmonization process*).

#### Development Planning

While the NDP is now a FGS endorsed document since December 2016, more work needs to be done to break down the document into measurable and implementable annual workplans. Since the first quarter, the project has been supporting the MOPIED with an international consultant who is advising them on how to carry this work forward. The work has progressed well in the reporting period. In this regard, the consultant has worked on a revised organizational structure for the MOPIED considering the added functions in Investment Promotion and Economic Development. The structure has been proposed to the Minister, Ambassador Gamal for implementation by the international Planning and SDG consultant.

An implementation plan was presented to the Minister of MOPIED who in turn presented it to the Prime Minister of the FGS as well as Cabinet on 27 April 2017. The implementation contains logical frameworks which were translated into annual deliverables linked to implementation arrangements. Data for the baselines, targets and data sources was also updated in this round of editing. Reports from the MOPIED Permanent Secretary note that the work presented to the Cabinet and Prime Minister was deemed satisfactory and at that occasion, the Prime Minister instructed all line Ministries to prepare their Action Plans in accordance with the NDP highlighted goals and outcomes as well as conform to the proposed Gant Chart model proposed by the MOPIED Minister. Some challenges with regards to the alignment of the Line Ministries implementation plans



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were noted but these were referred for resolution at the Cabinet level. The NDP Gantt Chart provides a tool to align these differences and thus this problem will most likely be resolved with ease.

It is important to note that the support of the international consultant in this process has assisted the technical team of the MOPIED to gain expertise in planning. It is hoped that these civil servants will be able to continue with this work as well as assist civil servants in the Federal Member States to develop their own annual and implementation plans aligned to the National Development Plan. In this regard, from 20 – 23 April, a team from MOPIED led by the Planning and SDG advisor carried out a training exercise in the South West State on the NDP and how to draft implementation plans. This meeting led to the setting up of a SWS Strategic Planning Steering Committee with participation at the levels of the SWS Minister of Planning as well as the Speaker of the Assembly. Furthermore, on 24 April, a workshop was held for the Galmudug state. This workshop managed to assist the setting up of a process and team that will aid the finalization of a final draft of the Galmudug Strategic Plan (2017 – 2019) to the next stage. Another similar session was held on 2 May with a Cabinet delegation from the HirShabelle State in Mogadishu. The Jubaland Development Plan was also discussed at a meeting on 19 June. The draft document was being reviewed during the reporting period.

While the Puntland Revised Three Year Development Plan was approved in 2016, consultative meetings with different Ministries as well as coaching for senior government staff by the MOPIC was carried out in the reporting period to align line Ministries annual plans as well as to ensure that the implementation plans are in sync with the document. The project supports six local advisors who are assisting the MOPIC and line ministries with aligning their activities to the National Development priorities as well as planning.

### Monitoring & Evaluation, and SGD mainstreaming

An international consultant attached to the MOPIED continues to work on mainstreaming the SDGs to the NDP. Efforts have been made to assist the FMS (Galmudug, HirShabelle, South West State, Jubaland) to align their annual implementation plans with SDG indicators. Two meetings were held for the staff members of the Planning Ministries of the FMS in Mogadishu and Baidoa. While the Planning and SDG advisor is tasked with developing an approach to stimulate awareness of SDGs of federal and state levels as well as developing an implementation approach, work is anticipated to begin in earnest in the third quarter. The MOPIED reported having held two meetings with the MOPIED staff responsible for SDG mainstreaming including staff from the Statistics Department.

Both the National NDP and the Puntland Development Plan include basic M&E frameworks and mainstream the SDGs. Building upon an overall M&E strategy developed (with SIP support) in 2015, the MOPIC was supported to establish a dedicated M&E unit and ensure an appropriate M&E framework would underlie the NDP. Detailed M&E arrangements have been developed in draft form, and through the proposed coordination arrangements in the NDP (the Sector Working Groups) the further design of the M&E arrangement directly linked to the NDP will be taken forward.

In Puntland, the MOPIC has designed a database where they are currently capturing all data on development activities being implemented in the regional state. Where information used to be haphazardly collected making it difficult to analyze, it is currently being stored in one place making it easier for the government to access and measure its performance. The project envisages a more formal Aid Information and Management System (AIMS) to be put in place in the whole of Federal Somalia.

### Aid Coordination

The project provides since its inception substantial support to the Aid Coordination Unit (OPM) with staff, operational funds as well as technical advice. The ACU operates appropriately and organizes the HLPF meetings, SRDF Steering Committees and support the various Sector Working Groups. On 7 June, the ACU successfully convened an SDRF meeting in Mogadishu where the outgoing Deputy Prime Minister Hon. Mohamed Omer Arteh handed over the chair to the new Deputy Prime Minister. The meeting which was attended by government officials from the FGS, FMS, donors, civil society leaders, the World Bank and



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the African Development Bank officials discussed several issues connected to aid management in Somalia. The Minister of Humanitarian and Disaster Management presented the update on the response efforts to the drought situation at the same meeting. The Aid Coordination Unit presented a report on SDRF funds. Two further documents, “Aid Flows in Somalia – Analysis of aid flow data” and “Use of Country Systems: Roadmap for Somalia” both produced by the ACU in April 2017 were presented at the same SDRF meeting. The next SDRF meeting will be held on 26 July 2017.

The Puntland Development Forum was set up in December 2016. One of its key outputs was setting up 6 Sector Working Groups where different government institutions, civil society and the international donor community could interact to spearhead the implementation of the Three-Year Development Plan. Puntland MOPIC with support from the project managed to convene six key meetings which brought close to 300 people together in six different meetings. The goals of the meetings were achieved as the SWGs were set up. The meetings discussed the Terms of Reference for the different SWGs, the six months calendar of meetings for the SWGs as well as details on how the platforms would be managed. Minutes and reports from the meetings are on file with the project and the Ministry. They have also been shared with all relevant stakeholders. Action plans, itineraries for meetings as well as the objectives for the SWGs were discussed in the inaugural meetings and endorsed. The table below will highlight the dates that the meetings were held and the institutions chairing the different SWGs. More information on the different membership of the sector working groups is available from press statements that were released after each meeting and were posted on the MOPIC website or their twitter handle: @MopicP

<b>Date Meeting Convened</b>	<b>Sector Working Group</b>	<b>Co - Chairing Institutions</b>
<b>01 May</b>	Infrastructure	Ministry of Public Works and Transport
<b>07 May</b>	Justice	Ministry of Justice and UNDP
<b>11 May</b>	Security	Ministry of Security and DDR and UNSOM
<b>23 May</b>	Social	Ministry of Education and UNICEF
<b>25 May</b>	Livelihoods	Ministry of Livestock and FAOSO
<b>31 May</b>	Governance	Ministry of Interior and UNDP and World Bank

**Output 7: Project management and implementation arrangement is established ensuring appropriate project implementation**

In the reporting period, only the National Civil Service Commission and the Ministry of Women Human Rights and Development had active LOAs at the FGS level. In Puntland, the MOPIC, MOWDAFA, PGGAB and the CSC had active LOAs. The Ministries have managed to submit their financial and narrative reports where it shows activities planned were implemented successfully.

One Steering Committee Meeting was held in Puntland on 14 June 2017. Discussions were held on the achievements of 2016, the challenges faced and the planned activities for 2017. Discussions centered around the consolidation of draft policy and legal documents produced in 2016 and getting them into national tools that had cabinet endorsement and for others having them gazette into legislation. There was no board meeting in the Federal Government of Somalia for the project.

**Other Key Achievements**

- Adoption of the Sector Working Group structure and kick starting the meetings in Puntland as well as the adoption of the same in Mogadishu was key.



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- Hosting of meetings between the National Civil Service Commission and South West Civil Service Commission. Cooperation of this nature will be key going forward in civil service management.
- Adoption and launch of the NGO Policy by the FGS MOPIED on 6 June 2017

### Challenges (incl: Delays or Deviations) and Lessons Learnt:

**Failure to have draft policies and legislation adopted by governments:** While several draft policy documents and legislation have been proposed to the FGS and Puntland government Ministries, there is a seeming failure to turnaround these documents into official government documents. It has taken nearly six months since the first drafts of the Civil Service Law #5 and #11 at the FGS and Puntland levels to be presented before Parliament. The process seems to have stagnated. **Lesson learnt:** Turnaround of draft policy and legislation in both the FGS and Puntland governments takes time. However, there might be need to adjust the strategy in presenting these documents and advocating for such policies to the different cabinets in future.

**Logistical challenges for South – South cooperation meetings:** Challenges remain in securing host nations willing to consider partnerships with some Somali government institutions whereas in other instances partnerships are secured with ease. **Lesson learnt:** There is greater need to diversify the South – South initiative and not limit it to East African states. It is possible that other countries within the developing world could be more willing to receive Somali government officials.

**High staff turnover in government institutions at the change of government:** The change in guard in Somalia is usually associated with a huge staff turnover in most Ministries. While anticipated, the hope was for a different situation when the new government came into office in the first quarter. This was not to be. Several institutions working with the project have had wide sweeping changes of staff leading to situations where project implementation has been delayed in some instances. **Lesson learnt:** New governments in Somalia have the tendency to sack old staff members usually associated with the outgoing regime. The dilemma for the project is whether to conform to this way of doing business or insist that government must maintain old staff. The civil service and related laws need to define this situation.

### Catalytic effects

The work carried out by the MOPIED to develop annual work plans as well as implementation plans for the NDP will enable the different Line Ministries to map their targets as well monitoring and evaluation goals with ease. Since this initiative has been extended to all the Federal Member States it has the potential to extend capacity building to the other FMS as well as ensuring that the states have measurable work plans aligned to the NDP. Furthermore, the adoption of the change from Pillar Working Groups associated with the New Deal framework to the Sector Working Group strategy linked to the National Development Plan encourages all stakeholders to be aligned with the new NDP funding structures. Moreover, the adoption of the Sector Working Groups in Puntland is a welcome development that ensures that the Puntland Development Forum's aid coordination architecture is committed to delivering on the goals of the Puntland Three Year Development Plan. All the three issues mentioned here create new opportunities for the implementation of the National Development Action, a key agenda for the new FGS government.

### Gender

An international Gender Consultant has been contracted by the project to work with the FGS Ministry of Women and Human Rights Development to develop a Strategic Plan, Annual Workplan, Communications and Human Resources Management Policies for the Ministry. The three draft policy documents on gender mainstreaming, review of Somalia's standing with international instruments and the data collection toolkit were important milestones. The National Civil Service Commission is spearheading meetings with Ministries and FMS supported by the MOWHRD and OPM. Issues discussed include gender mainstreaming in the civil service, raising the minimum quota of women in the civil service as well as other matters that affect



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women to turn away jobs in the public service. The implementation of the gender mainstreaming toolkit in Puntland continues in earnest. The MOWDAFA carried out a well-attended training session with elders in Garowe (Nabadoo and Samadoo).

The project continued to incorporate a UNDP directive that every LOA signed with a partner must be supported by a Female Graduate Intern as this has the effect of increasing the chances of female Somalia graduates in getting professional experience. The project supported 3 Graduate Female Interns at MOWDAFA, the CSC and MOPIC in Puntland. One intern was supported at the Ministry of Women Human Rights and Development at the FGS level.

Proportion of gender specific outputs in Joint Programme <sup>8</sup>	Total no. of Outputs	Total no. of gender specific Outputs
	5	2
Proportion of Joint Programme staff with responsibility for gender issues (as of end of 2016) <sup>9</sup>	Total no. of Staff	Total no. of staff with responsibility for gender issues
	10	5

<b>Human Rights</b>	
Has the Joint Programme included a protection risk assessment in its context analysis, including on gender issues, and taken measures to mitigate these risks to ensure they are not exacerbated or new risks created?	<b>Result (Yes/No)</b>
	No
No. of Joint Programme outputs specifically designed to address specific protection concerns.	<b>Result (No.)</b>
	N/A
No. of Joint Programme outputs designed to build capacity of duty bearers to fulfil their human rights obligations towards rights holders.	<b>Result (No.)</b>
	8
<b>Other</b>	
Does the Joint Programmes have a national cost – sharing component (i.e. funds and /or other resources provided by the FGS and/or FMS (including in – kind contributions)? (if “Yes”, describe below).	<b>Result (Yes/No)</b>
	No
Have FMS(s) been engaged in one or more of the following: design, planning, implementation, coordination and/or monitoring of the Joint Programme.	<b>Result (Yes/No)</b>
	No
<b>Describe nature of cost sharing:</b>	
<b>Support to Drought response –</b>	
The project teams in Mogadishu and Puntland have participated in UNDP staff and planning meetings where drought mitigation plans have been deliberated. Resources in terms of time, human resources and advisory support to government institutions such as HADMA in Puntland were noted in the reporting period.	

<sup>8</sup> Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women’s Empowerment.

<sup>9</sup> Staff members are those contracted to undertaken work for the Joint Programme including full time staff, consultants, advisors, interns, etc. Staff members with responsibility for gender issues are those who have gender related activities included in their Terms of Reference.



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### Communications and Visibility

**Website use:** The FGS Minister of Planning, Investment and Economic Development uses the following website for all its updates. Most relevant and recent information is posted on: <http://www.mopic.gov.so/> and the Puntland MOPIC uses the following: [mopicplgov.net](http://mopicplgov.net). The Ministry of Women Development and Family Affairs (MOWDAFA) tweets from this handle: [@MOWDAFA](https://twitter.com/MOWDAFA)

#### Social Media Use:

For all information about the NDP in Somalia – the MOPIC has a twitter account, which is constantly updated with pictures from meetings, press releases and any other details. Its twitter handle is: @MOPIED\_Somalia. And the Puntland MOPIC is @MopicP

**Pictures:** The project in collaboration with the different government partners collects pictures from meetings, workshops, trainings, banners etc. To ensure visibility of the UN and cooperating partners, the pictures taken should have the UN logo and logos from the different donors. A collage of pictures is available in Annex 5 of this report.

### Looking Ahead

- In the third quarter, the project will pay specific attention to strengthening the ‘use of national systems’ predominantly through the management arrangements of the Letters of Agreement (LOA), which will be further aligned with the national systems. Several LOAs are due for renewal at the FGS level and these will be signed before the end of the quarter.
- The finalization of the two civil service laws in both the FGS and Puntland, and bringing them to Cabinet and subsequently parliament approval are high priorities. The final output being the enactment of the two pieces of legislation.
- The Federal Government of Somalia will be supported with the development of a detailed proposal for establishing a Civil Service Training Institute and national training arrangements for civil service staff. The Puntland government will be supported with the implementation of their plans to establish a civil service training institute through project facilitation with other agencies that may support.
- More trainings as well as more activities on gender mainstreaming in the civil service will be conducted at both the FGS and Puntland level. The SIP project intends to support the MOWHRD of the Federal Government of Somalia with the development and implementation of tools and systems to ensure that gender is mainstreamed in (new and amended) legislation and policies.
- In close coordination with the StEFS (UNDP State Formation project, also in the Capacity Development Programme) the federal member states will be supported to finalize their state strategic plans. With the start of the implementation of new Somalia NDP, more work will be centered on strengthening the monitoring and evaluation system for results measurement. The project equally will support the statistics office in MOPIC responsible for the strengthening of the system for administratively collected data and the coordination of the national surveys.
- Looking forward, a more elaborate aid management system will be set up. In the first half of 2017, in line with the NDP and the required amendments to the coordination architecture and to provide improved options for Federal Member State inclusion and participation, the SIP project together with the RCO (UN Resident Coordinator’s Office), the MOPIC and the ACU will develop a new project that will provide a comprehensive, coherent and well-coordinated support to the overall aid coordination architecture. Based on the agreed upon division of labor between the FGS MOPIC and the ACU, the project will support both federal entities in implementing a coherent aid management and coordination infrastructure. Specific attention will be given to the participation of the Federal Member States in the Aid Coordination architecture. In Puntland, the establishment of the Puntland Development Forum was supported in 2016, and will continue in 2017 with the hope that the system can be replicated in other regional administrations.



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**ANNEX 1. RISK MANAGEMENT**

Type of Risk <sup>10</sup>	Description of Risk	Mitigating Measures
<b>Financial</b>		
<b>Risk assessment as per Pro Doc</b>	Limited capacity of partners to comply with appropriate finance and procurement policies and procedures in managing, tracking and reporting on expenditures.	HACT Assessments are carried out on each partner and UNDP Finance procedures are observed for all transactions. Trainings for partner staff members are also implemented
<b>Risk reporting for April – June 2017</b>	NTR <sup>11</sup>	<b>NTR ALL: Mogadishu and Puntland:</b> The project is under the financial control of an International Project Management Specialist in charge of the day to day financial accounting for the two projects.
<b>Operational</b>		
<b>Risk assessment as per Pro Doc</b>	Delay in recruitment of project management and international and national full time technical staff	Recruitment will be planned well in advance, and engaging HR contractors will be explored to ensure timely deployment of required staff- both national and international.  All the staff required for the entire project will be assessed in advance, and a special recruitment drive will be conducted to attract better and required talents, and deployed.
<b>Risk reporting for April – June 2017</b>	<b>ii) Puntland: Logistical problems:</b> such as visa approvals for meetings to be held outside Somalia continue to dog some Government institutions linked to the project.	<b>ii) Puntland: Logistical problems:</b> In future, several options will be put on the table for consideration such that if one especially the Nairobi one fails the meetings can be transferred to a regional country such as Ethiopia and Uganda subject to resource availability and other logistical arrangements.
<b>Organizational</b>		
<b>Risk assessment as per Pro Doc</b>	Lack of agreement on coordination and cooperation arrangements	The Steering Committee and the Component Boards will address emerging issues and evolving circumstances and may proceed with amendments to project work plans or operating processes to allow an appropriate response.
<b>Risk reporting for April – June 2017</b>	NTR	While the Board Meetings were held, it is intended to increase the frequency to 4 times per year.
<b>Political</b>		
<b>Risk assessment as per Pro Doc</b>	Change of Ministers and Senior staff in the Ministries.	Recent history has shown that on Federal level the government changes regularly and the impact is high, although changes since early 2016 have been very limited. The situation in Puntland is more stable. Broad involvement of

<sup>10</sup> Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.

<sup>11</sup> NTR – Nothing to report



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		senior staff in the Ministries improves understanding, agreements and reduces the dependency of the project on a limited number of staff.
<b>Risk reporting for April – June 2017</b>	The project had planned to carry out Third Party Monitoring activities in the FGS and Puntland. This largely failed in several institutions such as the MOIFA, OOP and OPM because the local advisors had left their positions after the change of government.	In future, it would be necessary to ensure that reviews are carried out before the end of the government tenure and to also ensure that the Government is equipped with expertise on staff retention for continuity purposes.
<b>Regulatory</b>		
<b>Risk assessment as per Pro Doc</b>	Absence of clear regulatory frameworks	Establishment of sound networks on the different levels of implementation and oversight to ensure appropriate flows of information and review of relevance and ‘best fit’ of the project with on the ground realities
<b>Risk reporting for April – June 2017</b>	<b>NTR</b>	<b>NTR</b>
<b>Security</b>		
<b>Risk assessment as per Pro Doc</b>	<b>Serious deterioration of the security situation.</b>	The situation is closely monitored, and instructions by DSS are followed.
<b>Risk reporting for April – June 2017</b>		<p>More meetings are planned for in pre-vetted hotels as well as the MIA.</p> <p><b>FGS:</b> The project has tried in certain instance to host meetings for government officials at the protected Mogadishu International Airport to ensure their participation as well as other international stakeholders.</p> <p><b>Puntland:</b> Adherence to UN security advice and employing flexible working arrangements, including remote support of IPs to implement project activities through LOAs. The security level for Puntland has since been reviewed to PC2 which means that programming can continue without interference albeit taking all necessary precautions as dictated by UNDSS.</p>
<b>Strategic</b>		
<b>Risk assessment as per Pro Doc</b>	Absence of qualified consultants to implement the assignments	UNDP uses its rosters for the present assignment as well as a recruitment company. The combined resources make it unlikely that suitable consultants cannot be located. The internal UNDP recruitment mechanisms will be deployed and external recruitment capacity will be engaged to mitigate this risk further. Close communication and involvement of the partners in the process will avoid misunderstanding and undue expectations.





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Risk reporting for April – June 2017	NTR	<b>ALL: Mogadishu and Puntland:</b> The main strategy is to retain consultants who have executed their initial assignments effectively. This is to ensure continuity in the implementation of project activities with the added value of avoiding the long learning curve that often comes with new consultants
<b>Social and Environmental Risks (SESR)</b>		
SESR Screening completed in 2016	Duty-bearers do not have the capacity to meet their obligations in the Project	The partners receive hands-on support and training to implement their obligations.
Risk reporting for April – June 2017	NTR	NTR
SESR Screening completed in 2016	Risk 2: Rights-holders do not have the capacity to claim their rights	While understanding that rights can be claimed there, the procedural environment to do so is underdeveloped. The project supports the partners to develop that procedural environment
Risk reporting for April – June 2017	NTR	NTR
SESR Screening completed in 2016	Project would have adverse impacts on gender equality and/or the situation of women and girls	The project is actively promoting equal treatment of women. The policy and procedural environment the project is promoting normally should help in this. However, active and passive resistance delays implementation and ‘urgency’ in development action pushes towards neglect of issues not deemed the most important, which includes gender.
Risk reporting for April – June 2017	NTR	NTR



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**ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES**

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
<p><b>[i.e. Programme oversight field monitoring visit]</b></p>	<p>17, 18, 19 April 2017</p>	<p>Asset Verification Mission for SIP partners in Puntland.</p>	<p>The Monitoring and Evaluation Officer accompanied by the Puntland IT officer as well as the SIP Project Assistant carried out verification missions to the Puntland Civil Service Commission, the Puntland Good Governance and Anti-Corruption Bureau and the Ministry of Women Development and Family Affairs. All the institutions had all the equipment that was donated to them by UNDP and in good working order. The equipment verified included laptops, desktop computers, office furniture, cameras, projectors and vehicles where they have been given to partners such as the PGGAB. A separate report was issued and is on file with the project.</p>
	<p>22 May – 4 June 2017</p>	<p>Project Monitoring Trip to Garowe by Monitoring and Evaluation Officer.</p>	<p>The M&amp;E Officer met with staff from the MOPIC for project follow up on various activities that have been conducted in the Ministry. A meeting was held with the M&amp;E Adviser where the M&amp;E database which is currently in use was discussed. The meeting agreed that the Database needed to be improved so that the way it is structured would be aligned to the Puntland National Development Plan Sector designations. It was also noted in the meeting that the database needed to be more secure with provisions for more users who can access it at one go as opposed to the current situation where only user can access it at any given time.</p> <p>The M&amp;E Officer monitored the Governance Sector Working Group meeting which was held on 31 May. This meeting was successfully held and it formed part of the cohort of meetings which were being held to set up the Puntland Development Forum operations. The 6 Sector Working Group meetings have all been set up.</p> <p>The M&amp;E Officer also engaged the Puntland Good Governance and Anti-Corruption Bureau Director General on the implementation of the current LOA. Discussions focused on new media strategies as well as the implementation of more anticorruption activities in Puntland.</p>



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<p><b>[I.e. Project Board Meeting]</b></p>	<p>14 June 2017</p>	<p>Puntland Steering Committee Meeting</p>	<p>The achievements for 2016 were tabled before the meeting and discussed at length. It was noted that support had been given to all institutions for human resources support and that these local advisors had been instrumental in coming up with the policy documents that were now being used by the government institutions.</p> <p>Other issues/challenges that were identified include the long delays in tabling several key policy documents such as the draft Civil Service Law #5 and the Statistics Bill, The Minister of Labor noted that the draft legislation would be tabled before Parliament by end of June. The Director of Statistics at MOPIC also updated the meeting that the Bill had been tabled before Parliament where they got responses and were yet to take it back to Parliament.</p> <p>The meeting also noted that there had been no HACT assessment for the Puntland Good Governance Bureau and this would be expedited in the third quarter.</p> <p>The Civil Service Commission Chairperson noted the perceived duplication of roles between the World Bank and UNDP with regards Functional Reviews and the delays in implementing the CIM mechanism. He called for better coordination between the two agencies.</p>
<p><b>Third Party Monitoring Exercise</b></p>	<p>23 – 31 May 2017</p>	<p>TPM carried out by the IDC on aid effectiveness in Puntland verification of establishment of sector working groups; verification of the development of the Puntland Development Forum; verification of the recruitment of the Aid Effectiveness Consultant;</p>	<p>A concern was raised about the qualifications and performance of the current Aid Effectiveness Consultant, and the DG recommended that clear ToRs should be developed and it should be ensured that future staff have the required competencies. The TPM report suggested that there should be a further review of the consultant’s achievements before his contract expires.</p>



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**ANNEX 3. TRAINING DATA**

#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry, District or UN staff	Others		M	F			
1.	FGS: MOPIED,	ACU, MOWHDR, CSC, OPM	03 – 04 May	32	8	RBM Training for Government Officials	Mogadishu	Bushra Hassan UNDP
2.	PL: MOWDAFA	Puntland elders	6 June	40	0	Gender Mainstreaming meeting for elders (Samdoono and Nabadoono)	Garowe	MOWDAFA
	Total:			72	8			

**ANNEX 4: TABLE OF TOTAL NUMBER OF ADVISORY POSITIONS SUPPORTED PER GOVERNMENT INSTITUTION IN 2017**

FEDERAL GOVERNMENT OF SOMALIA		PUNTLAND GOVERNMENT OF SOMALIA	
MINISTRY	NUMBER OF POSITIONS SUPPORTED	MINISTRY	NUMBER OF POSITIONS SUPPORTED
MOWHRD	4	PUNTLAND GOOD GOVERNANCE AND ANTI CORRUPTION BUREAU	2
Civil Service Commission	7	MOPIC	7
AID COORDINATION UNIT	6	MINISTRY OF WOMEN DEVELOPMENT AND FAMILY AFFAIRS	1
<b>TOTAL</b>	<b>17</b>	CIVIL SERVICE COMMISSION	2
		<b>TOTAL</b>	<b>12</b>



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ANNEX 5: PICTURES

<p><b>4 April 2017, Mogadishu:</b> Banner on the NGO Policy Workshop, two days before the MOPIED Permanent Secretary launched the official NGO Policy in Mogadishu.</p>	<p><b>2 May 2017, Garowe:</b> UNDP Puntland Head of Office, UNDP Deputy Director Programs and Puntland MOPIC Minister at the first Sector Working Group (Infrastructure) meeting.</p>	<p><b>18 April 2017, Garowe:</b> Musa Duale, UNDP Puntland Team Leader delivering a speech at the MOPIC first ever staff retreat. Seated, the DG of MOPIC, State Minister of Planning and MOPIC Minister.</p>
<p><b>15 April 2017, Mogadishu:</b> The UNDP Regional Director for Arab States, Mr. Mourad Wahba accompanied by UNDP Somalia CD and Deputy met the Minister of MOPIED at his office to discuss the implementation of the NDP.</p>	<p><b>11 May 2017, Garowe, Puntland:</b> Howard Bell, UNSOM Head of Office co-chairing the Security Sector Working Group Meeting flanked by the Deputy Minister of MOPIC and Ministry of Security and DDR officials.</p>	<p><b>14 June, Garowe: Puntland:</b> Min. of Labor, UNDP Head of Puntland Office, State Minister for MOPIC, Min. of MOWDAFA and UNDP SIP Program Manager attending the Steering Committee Meeting.</p>