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PROGRAMME QUARTERLY PROGRESS REPORT
Period (Year): 2016

Project Name	Support to the Federal Government of Somalia in Stabilization in Newly Recovered Areas (UNDP Somalia Project award 00087998)
Gateway	Gateway ID 00095366 (Gateway ID)
Start date	08-06-2015 June 8, 2015
Planned end date (as per last approval)	December 31, 2016
Focal Person	Focal Person
	Name: Phillip Cooper
	Email: Phillip.cooper@undp.org
PSG	PSG (s): 1: Inclusive politics: Achieve a stable and peaceful Somalia through inclusive political processes
Priority	
Milestone	
Location	FGS and FMS: South West, Jubbaland, Galmudug, Hir-Shabelle
Gender Marker	2

Total Budget as per ProDoc	\$ 4,123,420
PBF/MPTF funds:	\$ 4,123,420
Non MPTF sources:	Trac: \$ 273,058
	Other:

	PUNO	Report approved by:	Position/Title	Signature
1.	UNDP	David Akopyan	Country Director (a.i)	

PUNO	Total MPTF Funds Received		Total non-MPTF Funds Received	
	Current Quarter	Cumulative	Current Quarter	Cumulative
UNDP	0	US\$ 4,123,420.00	US\$ 273,058.00	US\$ 273,058.00

PUNO	JP Expenditure of MPTF Funds ¹		JP Expenditure of non-MPTF Funds	
	Current Quarter	Cumulative	Current Quarter	Cumulative
UNDP	\$1,333,730.00	\$2,013,480.00	US\$273,058.00	US\$273,058.00

¹ **Uncertified expenditures.** Certified annual expenditures can be found in the Annual Financial Report of MPTF Office (<http://mptf.undp.org/factsheet/fund/45000>)



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SITUATION UPDATE

The institutional, conceptual and situational context of Southern Somalia has evolved significantly since the design and launch of the Government Strategy for Stabilization in the years 2013/2014 and the subsequent inception of this project in the first half of 2014. For instance, in Q1 2016 the FGS launched the Wadajir National Framework for Local Governance that articulates a four component process to create an enabling environment as prerequisites for launching the formation (clan-based elections) of district councils/governments. The revised policy reflects the principles of engagement around community recovery and extension of state authority / accountability and move away from a military geared strategy. In doing so, it addresses the establishment of State authorities. Hence, marching the support of this Support to Stabilization project with the Wadajir Framework for Local Governance (WF) is the required and logical course of action

Likewise, the federalization process has advanced considerably with the formation of new Federal Member States (FMS), namely the States of Jubbaland, South West, Galmudug and Hir-shabelle. With this new level of governance, closer to citizens living in the concerned areas, the relationship between Government and the population is changing, offering new space for coordination and prioritization of governance interventions at the district governance level.

In terms of territorial control and access, the offensives by the Somalia National Army (SNA) and the African Union Mission in Somalia (AMISOM) forces against Al-Shabaab (AS) have delivered mixed results. From the 25 districts targeted under the 2014 offensives, 15 are considered liberated while two that had been liberated, have fallen back in the hands of AS. However, even in liberated areas, access and security remain challenging with some districts encircled and blockaded by AS and/or under direct threat. This situation complicates access for government and project staff as well as security on the ground, with air travel often the only option to reach certain districts. Furthermore, police deployment to the target areas has been problematic due to lack of equipment and facilities, which are expected to be provided from sources other than this project.

The original project logframe including the outcomes, indicators and targets was not completely up to standards (for instance, some of the targets relate incompetently to the corresponding indicators, or outcomes read more as outputs). Therefore, the new logframe has been adjusted in 2016. Subsequently, the project team had an extensive consultation with national counterpart in the development of an annual work plan 2016 where by priorities are based on, both revised logframe and annual work plan for 2016 were approved during the Project Board meetings that took place March 2016.

At the same time, a revised project document discussion has been taken place in Q4 2016, thus, re-alignment of the project has been incorporated and is in line with the UN PBF funded CRESTA Capstone and Daldhis (Build Your Country) programme documents recently approved by the SDRF. As articulated in the Capstone and Daldhis documents the revision of the Support to the Federal Government of Somalia in Stabilization in Newly Recovered Areas project will enhance the FGS stabilization efforts in the newly recovered areas. The revised project document has been approved by the Project Board meeting that took place in November 2016

With the formation of the States, the Federal Government appointed District Caretaker Administrations, have been replaced by State Government appointed Interim District Administrations. This has rendered the distinction between caretaker and interim administrations less relevant and requires the project to adapt the support of the project accordingly. Consequently, the project revision will provide for support to the transitioning of the appointed interim administrations to elected district governments. This support will be in line with the Somali Governments' Wadajir Framework on Local Governance and



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particularly component 4 “District Council Formation” of said Wadajir Framework. Additionally, Ministries of Interior (MOIs) undertook a consultative process that resulted in the identification of 26 districts where the formation of district councils/governments would be / is prioritized. The implementation of the WF was also prioritized in this target districts. The recently SDRF approved PBF funded Daldhis (Build Your Country) programme documents also utilizes these identified in which the programme draws its’ geographic focus.

With the above articulated factors has led to an expansion of programme into the States and priority districts. Among those are the UN Joint Programme on Local Governance (JPLG), the UN Joint Programme on Rule of Law or the UN Joint Programme on Youth Employment, which have all included the prioritized districts in the geographic scope of intervention under their 2016 to 2020 annual work plans. Important national and international actors increasingly target these areas with projects directly related to the support to stabilization. This is the case for instance of the US State Department; USAID with its ongoing TIS+ programme and its OTI programme the Somalia Stability Fund, currently planning its second phase of implementation; or the European Union. These donors all support peace dividend projects, reconciliation initiatives and district council formation activities in the newly the prioritized liberated districts.

Besides that, several issues dominated Federal Government of Somali political landscape in Q3 and Q4 2016, most notably, the 2016 political transition, this marks the end of the current government’s mandate. The transition has shifted state priorities to the election process and its implementation. Due to the fact that Federal Government of Somalia are currently in a state of flux, UNDP predicts that any changes in leadership at the Ministry of Interior and Federal Affair, Federal Member States, District administration and institutional priorities could affect the process of stabilization, security and overall strategy for improving newly recovered districts.

Limitations due to security did not only concern the district level with incidents and threats also affecting operational capacity in Mogadishu. In July a complex attack near Mogadishu International Airport led to UNDP national staff to work from United Nations Common Compound (UNCC) or having to work from home for prolonged periods with resulting challenges in coordination of staff activities and program implementation. Other attacks on hotels and government institutions continued to occur in the reporting period posing serious threats and hampering the operations of the United Nations (UN) and the project generally, while also limiting the capacity of UNDP staff to regularly meet with Federal Government counterparts. Furthermore, due to the electoral process, Al- Shabaab continued to strike across south central Somalia and is expected to be intensified.

QUARTERLY PROGRESS REPORT RESULTS MATRIX

OUTCOME STATEMENT

Outcome 1: Federal, State and District-level administrations have capacity to oversee, coordinate and implement stabilization activities

SUB-OUTCOME 1 STATEMENT

Output 1.1: Output 1.1: A coordinated and functional Stabilization team is in place at Federal and district levels.

INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR ²	
		THIS QUARTER((Q4)	CUMULATIVE 2016
# of Staff at district and federal level recruited and in place to support stabilization	2 staff per district and 5 at Federal level	1 more staff (M) is operational at 1 district	Total: 32 (W: 3; M:29) (27staff): 2 staff per district level at 12 districts 24 Staff = (M:20; W: 2)

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



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			and 1 staff for 3 district each: 3 (M: 3) *
			5 staff (W:1; M:4) at MoIFA (FGS) level were recruited and are operational
Frequency of activity reports	Monthly	87%** District level staff submitted reports 100% FL reports have been submitted	87%** District level staff submitted their reports 100% FL reports received
Supervisors satisfied with % of new recruits	Targets: 50%	84%***	84%***

Source of Evidence: 1) Reports submitted by the MOIFA stabilization advisors: financial and narrative progress reports (with supporting documents); 2) UNOPS progress reports; 3) CLO/LGA reports and updates; 4) Regular technical meetings between UNDP and MoIFA S2S team (inc participants list).

Note *: During the (Q4) one more staff was recruited for Dinsoor hence, the total of 27 are present at district. Dinsor, Elbur Kutuwaray and Qoryloy have only one staff per each

Note** Percentage is based on the number of reports received and attendance record of district staff (CLO& LGA) on average 71 out 81 = 87% monthly reports were received in Q4 from 27 district staff.

Note ***: This percentage is based on the number of the reports received of the district staff CLOs/ LGAs, i.e. on average (206 out 243 = 84%. monthly were received, quarterly monitoring notes from MoIFA S2S Project Manager with satisfactory.

Output 1.2: Financial procedures for the flow of funds between the various levels of governments are implemented and allow for financial support to caretaker district administrations

INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR ³	
		THIS QUARTER	CUMULATIVE 2016
# of financial procedures adopted and implemented	4 sets of financial procedures as per attachment 5 of PRODOC	4 sets of financial producers as per attachment 5 of PRODOC have been partially applied: *	4 sets of financial producers as per attachment 5 of PRODOC have been partially applied *
Value (in \$) of resources expended by district administrations	\$10,000	10 districts expended total of \$28,000 in course of this reporting period	12 districts expended a total of \$ 150,500 course of year 2016**

Source of Evidence: 1; Third Party Monitor/Fiduciary monitoring report; 2) Financial reports from MOIFA

Note *: Financial management guidelines for Salaries & Expenses (section 3.5 of attachment 5); Payment system for Salaries (section 3.2); and, Payment system for District Administrations Expenses (section 3.3), Payment processing at the district Administration level (section 3.4). Though the latest reports shows a significant progress, however, spot checks

³ Fill in only the numbers or yes/no; no explanations to be given here.



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by the Fiduciary Monitoring Agent showed that some adjustments need to be made for full compliance with these procedures.

*Note*** Total of 12 districts expensed financial support of \$150,500 in 2016: Barawe (\$7,500); Warsheikh (\$14,500); Jalalaqsi (\$12,000); Mahas (\$10,000); Bul-burte (\$15,000); Hudur (\$13,500); Wajid (\$13,500); Rabdhuure (\$13,000); Tiyeglow (\$10,000); Dinsoor (\$13,500); Mahaday (\$14,000) and Addale district (\$14,000). The district that expensed the funds are the same throughout the year 2016

Output 1.3: Coordination mechanisms for stabilization efforts are established with relevant stakeholders at national, state and district level

INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR ⁴	
		THIS QUARTER	CUMULATIVE 2016
# of stakeholders participating in monthly coordination meetings	At least 10 organizations / institutions representing FGS, FMS, international organizations, NGOs and donors	30 org/institution (on October) 31), 32 org/institution (on November 28)	Total: 214 Organization/Institutions: 22 (on 29 February), 14 (on 28 March), 19 (on 21 April) 24 (on 30 May) 25 (on 25 July) 25 (on 29 Aug) 23 (on 26 Sept) 30 (on 31 Oct) 32 (on Nov 28)
Existence of ToRs defining the role of State authorities in government stabilization efforts (Y/N)	Y/N	YES*	YES*

Source of Evidence: Attendance list; Agenda of the Monthly Stabilization Meeting; Minutes of the monthly stabilization coordination meeting and approved TOR

Note:* TOR that defines the role of the state authorizes in government stabilization efforts have been approved and agreed. Also focal points for stabilization in each Federal Member states (FMS) have been nominated based on clear ToRs

SUB-OUTCOME 2 STATEMENT

Outcome 2: An enabling environment conducive to social cohesion, trust, civic participation and development led by the community is established in accessible districts

Output 2.1: Community representative District Peace and Stability Committees (DPSCs) are established and strengthened

INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR ⁵	
		THIS QUARTER	CUMULATIVE 2016
# of gender-fair DPSC established with approved ToRs	1 per district (out of 15 districts that the project targets)	0	Total: 11 1 per district for 11 District (out of 15 district project targeting) With total of 244 DPSCs Members (M: 213; F: 31)

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# of coordination meetings between DPSCs and peace dividend providers	Minimum 1 per district		Total: 8 coordination meetings
<p><i>Source of Evidence:</i> Field verification visit;; list of District data matrix report provided by MOIFA- CLOs/LGs reports ;.</p> <p><i>Note*</i> A total of 7 coordination meeting between DPSCs of 4 districts and peace dividend providers: (2 meeting b/w Barawe DPSCs and NIS Foundation/TIS+), (2 meeting b/w Warsheikh DPSC and SSF, DRC), (2 meeting b/w Hudur DPSC DDG and ICRC & Red Crescent) and (1 meeting between Wajid and ARD)</p> <p>Source of Evidence: DPSC activity report submitted by MOIFA; DPSC meeting minutes; Assessment reports conducted by the the NGOs meeting minutes; Demographic list of DPSC.</p> <p>Note* 8 coordination meeting between DPSCs of (Barawe, Warsheikh, Hudur, Wajid) and peace dividend providers (NIS Foundation, TIS+,SSF, DRC, ARD, DDG and ICRC & Red Crescent).</p>			
Output 2.2 Civic dialogue and consultations are held to ensure community participation in the formation of new district governing structures			
INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR⁶	
		THIS QUARTER	CUMULATIVE 2016
# of conferences and consultations held	10 conferences	0*	0*
# of people participating (M: W)	100 people participating (50:50)	0	0
<p><i>Source of Evidence:</i> Not Applicable</p> <p><i>Note *:</i> this output has been discontinued as agreed by the Project Board; noting that all the districts that the project works with already have Interim District Administrations and therefore the foreseen need for conferences to establish IAs is no longer relevant.</p>			
Output 2.3: Interim district administration capable of addressing the community needs and enhancing citizen engagement through social contract by delivering reconciliation for all are established			
INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR⁷	
		THIS QUARTER	CUMULATIVE 2016
# of consultations undertaken on interim district administration endorsement process with the DPSC	15 (1per district)	0	0
# of reconciliation initiatives undertaken per target district	3	7	11
<p><i>Source of Evidence:</i> DPSC activity report and meeting minutes conducted by district CLO and LGAs. District Reconciliation activities and DPSC meeting minutes.</p> <p>Note*: Total 11 reconciliation meeting between district administration and DPSC to cover community engagement, disputes and district security have been held at Wajid, Warsheikh Barawe, Adale, Dinsor, Bardhere, Mahas and Dinsor</p>			
Output 3 Output 3: Project effectively managed			

⁶ Fill in only the numbers or yes/no; no explanations to be given here.

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INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR ⁸	
		THIS QUARTER	CUMULATIVE 2016
Project Board meetings held regularly	Four Project Boards held in 2016	1	3
<i>Source of Evidence:</i> Project Board Meeting Minutes			

NARRATIVE

Output 1.1 –A coordinated and functional stabilization team is in place at federal and district levels.

Support to Stabilization Project was designed to support the Federal Governments stabilizing effort in Newly Recovered Areas. Despite the highly fluid and often unpredictable nature of security environment, support to stabilization project adapted its program design and corresponding activities in order to respond accordingly and still work toward the fulfillment of each objective.

Project staff at federal/District level

As in the previous year (2015), the project continued to support several technical staff and advisors at the federal level including the Stabilization Project Manager, Reconciliation Advisor, Stabilization Advisor, Project Monitoring Verification Advisor as well admin/finance officer. Their tasks are to coordinate and support the FGS MoIFA in the stabilization activities including the implementation of monthly stabilization meetings, and bringing together government agencies and international partners with civil society for technical and policy on the coordination of stabilization and programming activities.

27LGOs and CLOs staff members 14 Local Governance Advisors (LGA) (M: 14) and 13 Community Liaison Officers (CLO) (F: 2; M: 11) supported the implementation of the activities in each of the targeted newly recovered districts. While these posts help to create direct linkages between the Federal and district levels, they are also used to support and guide the process of establishing interim administrations. In several cases, LGAs and CLOs contributed to the identification and implementation of related though separate projects, such as the Community Driven Projects initiative, by helping organize the community to identify their needs. They also play a reporting role by providing the central MoIFA team (and their partners) with regular situational updates and analysis. Due to security reasons (high risk areas and visibility of the position), the recruitment of women for these positions were reserved by a low level of applications.

Additionally, during this reporting period the project supported two technical advisors who were recruited through UNOPS to support the FGS Ministry of Public Works (MoPW) to initiate capacity building in developing conflict sensitive infrastructure projects at district level in newly recovered areas.

Capacity building trainings

National window system training

UNDP builds the capacity of the MOIFA project team to strengthening the governments accountability, managing stabilization affairs. Several was organized to build the capacity of the MOIFA project staff during the latter half of the 2016 including:

- On June 5, 2016, UNDP in collaboration with the United Nations Resident Coordination Office (RCO) has conducted training for members of the Ministry of Interior and Federal Affairs, a representative from the budget

⁸ Fill in only the numbers or yes/no; no explanations to be given here.



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unit of the Ministry of Finance, and Project implementation Unit- PIU at Ministry of Finance on the UN National Funding Stream [5 participants (F:1; M:4)]. The purpose of the workshop was to look at the practice of financial procedures and funds flow management under the “UN National Window” by the Support to Stabilization and SFF-National Window projects and to harmonize practices under both projects in order to strengthen the institutionalization of the National Window as a funding mechanism and increase its viability, which will have direct consequences on the confidence of donors and prospects of additional funding. During the training, the access to funds and disbursements, public procurement; audit, accountability and risk management and reporting MPTF – national funding stream were reviewed.

- On September 18-22, (in third quarter) the Support to Stabilization Project team from MOIFA and UNDP attended a five-day training titled “National Window Systems” facilitated by the UN RCO/RMU. The purpose of the training was to increase the capacity of the national counterpart who are receiving UN MPTF funds including those who are implementing the pilot project of the UN National Window (Ministry of Finance, and Project implementation Unit-PIU at Ministry of Finance on the UN National Funding Stream, Ministry of interior and Federal Affairs- Stabilizing project). UNRCO/RMU reviewed the FGS Public Procurement + Asset Management & Disposal; Programme/Project Cycle; Monitoring & Evaluation and Reporting; Communication and visibility; Do no-harm and Risk Management. The participants have a better understanding on the above subject areas they found the training very useful. During the training, it was agreed to work with the MoIFA and MOF in order to explore ways to better use, in an efficient way, the country systems at the Federal and district levels; to overcome obstacles; amend the project document as necessary to reflect more effective means of conducting business and enable full implementation under the national window / funding stream in a harmonized manner with other projects falling within the same national window without causing a gap in the project implementation. In this context, discussions have initiated on the transfer of the remaining national window balance from UNDP to MPTF office to allow transfer from MPTF to the FGS account directly as agreed under the original National Window funds management modality

Besides this, in the Q3, Q4 2016 MOIFA project team undertook online training on Microsoft Office 365, this was on job training facilitated by a consultant, Tayo Group company. The purpose of this training is to increase the capacity of the project staff to perform their duties. In total, three members (F:1; M: 2) of MoIFA staff attended. the MOIFA project staff gained a deeper understanding Microsoft Office 365 and learnt how to use database and archiving document in the SharePoint.

Districts Staff Training Workshop

The Project supported a four (4) -day intensive workshop for local district consultants (LGAs and CLOs) from November 29 – December 2, 2016 which MOIFA/UNSOM organized together, to strengthen the capacity of the district staff to perform their duties, including: support the governance and accountability in public procurement and financial management; coordination activities between the District and MOIFA stabilization unit; and support of the overall stabilization activities at district level. 27 district staff (M: 25; F: 2) attended the workshop each day. MOIFA/ UNSOM reviewed the Introduction to Public Finance and Expenditure Management; Introduction to Public Procurement; Public Procurement Procedures and Tools; Fragility Index Maturity Model (FIMM; how to use Office 365 Portal and Report Writing Skills. MOIFA team offered suggestions for conflict management skill and introduction to Trauma Informed Community Empowerment (TICE). The participants appreciated the training opportunity and praised both the content and the facilitators of the workshop. " this was the first time I have ever had such a comprehensive training that is so helpful and relevant to what we do in our fieldwork" said one of the CLOs from Wajid district.

Travel/field mission

During the year (2016) nine field visits/missions were undertaken by MOIFA team to the newly recovered districts namely: Addale, Warsheikh, Buloburte Bardhere, Dinsor and Mahaday and Addaado, Mahaday, and Hudur to oversight overall stabilization operations in these districts and to strengthen working relations with the district administrations, civil society



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groups, and in particular Caretaker Administration and District Peace and Stability Committee (DPSC) the findings highlighted during these mission (see annex 2 monitoring and oversight activities).

Output 1.2 – Financial procedures for the flow of funds between the various levels of governments are implemented and allow for financial support to caretaker district administrations.

District running costs

As the project management was fully to adhering to the financial management procedures developed by as the Ministry of Finance which allowed for the effective disbursement and coverage of running costs of a total 12 districts, supporting operations and the restoration of public services at the local level through coverage of costs such as district administration, utilities, stationary and fuel over the course of the 2016. The criteria for disbursement is that the districts have a caretaker administration in place with commissioner and deputy as well as an account set up for the district with authorizations from at least two individuals (usually commissioner and deputy commissioner or district finance officer) to co-sign cash withdrawals or expenses. The 12 districts that received support to date were Hudur, Tiyeklow, Wajid, Rabdhure in Bakool region (South West Administration); Jalalaqsi, Bule-burte, Mahaas in Hiraaan (Hir-Shabele). Barawe, Kurtunwaarey, Qoryooley in Lower Shabelle (South West Administration); Warsheikh in Middle Shabelle (Hir-Shable) and Dinsoor in Bay. This procedure, in support of the National Window funding stream opens up new opportunities for future projects and budget support, effectively contributing to Somalia's State / Federal building efforts.

Likewise, payment for the 27 district consultant (CLOs and LGAs) have been disbursed as well as the payment for MOIFA technical staff and advisors – details of the staff has been explained above – output 1.1.

Third Party Monitor / Fiduciary Monitoring Agent

As part of project accountability for the S2S project funds allocated by PBSO/PBF to the National Window, UNDP contracted Moore Stephens LLP reviewed the financial procedures and their application, proposing adjustments based on international but applicable practice. Specifically, the TPM was assessed whether and to what extent project funds have been administered according to the criteria agreed to by the donor and the recipient in line with the UN Peacebuilding Fund Support Office (PBSO).

The Fiduciary Agent had identified possible gaps and offered recommendations for improvement to address the weaknesses through spot checks and document review of the Federal Government and six (6) districts over the course of the year 2016 which includes monitoring of flow of funds and FGS payment processing; verification of payments to consultants and experts; and verification in the field: site visits to four districts, namely, Warsheikh, Hudur, Barawe, , Bule-burte, Addale and Mahaday, in their first visits. (*see attached reports for the field visits*)

Also the TPM conducted a follow up visits to Warsheikh, Hudur, Bule-Burte districts in Q2, Q3, and Q4 2016 respectively) to examine whether the recommendations made in first monitoring reports (February, March, and April Q1, and Q2 2016) have been addressed and implemented. A significant progress has been noted during these follow up visit to above districts. For instance, during the follow up visit to Warsheikh, the report indicates that out of the eight (8) prior findings, the district has implemented 4 findings/recommendations satisfactorily and 2 findings partially while the remaining two findings are still not implemented. Likewise, during the follow up visit to Hudur district, it was noted that out of the eight (8) prior findings related to internal control weakness for which they have given recommendations on how to theses weaknesses can be improved, the district has implemented 5 findings satisfactorily, 2 findings partially and the remaining one finding is not implemented yet.

While the follow up visits in Bule-burte, the report highlighted 9 findings while the District has implemented 7 findings satisfactorily and one finding partially implemented while the other finding is still not implemented (*see the details reports –follow up visits to Warsheikh, Hudur and Bule-Burte attached*)



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Similarly, during this year, the Moore Stephens executed its second follow up visit to Federal government to measure the progress made prior recommendation related to the management of the flow-of-funds and FGS payment process in Q3 and Q4 i2016. noted that findings addressed during the first visit to the Federal Government Ministries in February 2016 out of the four (4) findings related to internal control weakness, the Federal government has implemented satisfactorily only one (1) findings while the remaining three (3) findings are still not implemented (*See the details in the report attached*).

Output 1.3 – Coordination mechanisms for stabilization efforts are established with relevant stakeholders at national, state and district level

Stabilization Coordination Meetings:

The Support to Stabilization Project, supported the engagement of stabilization and coordination mechanisms among different federal levels – Federal Government Somalia; Federal Member States - (Jubaland, Southwest, Galmudug and Hirshabelle), UN, International Agencies, to promote communication about FGS/FMS benchmarks around government’s stabilization strategy has enabled MoIFA to organize stabilization meetings on regular basis.

During year (2016), Ministry of Interior and Federal affairs (MoIFA) organized nine (9) stabilization coordination meetings. Where, members from the FGS, UN and International Agencies provide briefing updates of overall stabilization efforts in newly recovered areas including previously recovered areas in the South and Central. The Ministry considers this platform an important tool to promote coherent engagement and prevent duplications activities. Additionally, this platform gave an opportunity for the FMS to engage and communicate with other stabilization actors and raise issues and concerns to the partners involved to the stabilization initiatives in their respective states.

Hence, in July (in Q3 2016) the coordination meeting was arranged in an effort to form stabilization-working group with active support of the project, to supplement the monthly stabilization meeting by addressing broader policy and deal with specific issues related to overall stabilization efforts that were raised during the monthly stabilization meetings. The working group will ensure partners play a key role in supporting the FGS and interim regional states in relation to stabilization intervention: support policy development, coordination and implementation to deliver of the programs. Further the working group will make sure coherent around specific stabilization activities at federal and sub-federal levels with particular emphasis to the overall FGS stabilization including support to develop sub federal coordination mechanism and linking the overall stabilization activities to Wadajir Framework. Moving forward with formation of the stabilization-working group, the Terms of Reference (ToR) for the stabilization-working group has been finalized and adapted by the stabilization forum in Q4 2016. Additionally, the core members of the working group have been identified and would be drawn from key stabilization actors.

Turnout was excellent; on average 23 attended monthly stabilization meetings representing institution from FGS and UN/INGOs /Donors – see the below table for disaggregated list of monthly stabilization meetings

Stabilization Coordination Meetings			
Date	Total Participating Organizations/Institutions	UN/INGO/ Donor Agencies	Government Institutions
29-Feb-16	22	16	6
28-Mar-16	14	8	6
25-April-16	19	12	7
30-May-16	24	15	9
25 -July -16	25	14	11



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29-August-16	25	14	11
26-Sep -16	23	13	10
31-Oct-16	30	17	13
28 - Nov-16	32	18	14
Total	214	127	87
Average	23 Government institution/ UN/INGO attended		

Besides the stabilization coordination meetings, the project contributed significantly towards state consultative forums to strengthen the relationship between the FGS and the FMS. The key contributions during this period are highlighted below:

Consultative Meetings

The project supported four (4) consultative meetings that the Ministry of interior and Federal Affairs (MOIFA) organized (From March, April, May and August 2016), with the participation of Federal Member States: Jubaland, Puntland, Southwest, Galmudug, Hir-shabelle along with representatives of Banaadir region. Those consultative meetings were aimed to strengthen the relationship between MOIFA and its counterparts in many fronts including stabilization efforts; to define roles and responsibilities among member states and the FGS for the implementation of the Wadajir Framework. A communique with a nine points has been released during the second consultative meetings (April 2016) that paves the way for strengthening the working relationship between MoIFA and its counterparts in the federal member states and Banadir region.

In the third and fourth consultative meeting (On May 17-20, 2016), the discussions on the Wadajir Framework (WF) implantation was continued, finally the participates finalized and agreed that WF to be a guiding and unified document for Local Governance, resulting the formation of the coordination body between MOIFA and MOI member states to coordinate matters regarding Wadajir and other concerned areas.

Following these consultative meetings, - Wadajir Inter-ministerial forum first meeting took place in Q4 2016, to advance the implementation WF modality, issued discussed including the requirement to conduct a conflict mapping assessment to the government priority districts. Also the forum had underscored the significance of social reconciliation between communities before initiation of any council formation processes in those districts which is in line with WF (component 1), (*See the final communiqué of the meeting*).

Output 2.1– Community representative district peace and stability committees (DPSCs) are established and strengthened

The project enables the government to engage with local communities in newly recovered areas and support the outreach and dialogue process that will bring the community together and establish a system allowing disputes to be resolved through a recognized mechanism (DPSCs) and resources to be shared equitably. In the previous year the project conducted a mapping exercise to identify the number of districts with a minimal DPSC structure in place (but not necessarily complete) and those district where no DPSC structure exist and thus need to be established. It was found that there are 11 districts with some form of a DPSC.

As part of the strengthening of the established District Peace and Stability Committees (DPSCs) in newly recovered districts, in Q3 2016 the project has contracted a national CSO partner Somali Youth Development Network (SOYDEN) to carry out pre-assessment to evaluate the selection criteria and qualifications of existing and training DPSCs in the targeted districts (4 district out of 11 districts with some form of a DPSC) The following progress has been reached over the course of 2016.

In third quarter (2016), SOYDEN conducted four assessments with DPSCs in selected districts (Warsheikh, Adale, Hudur and Barawe respectively) to evaluate the selection criteria and qualifications of existing DPSCs; to ensure adequate



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composition and representation so that they constitute an inclusive body essential to the success of stabilization and reconciliation efforts, and ultimately to good governance. Following the after each assessment with DPSCs SOYDEN conducted a validation session with aim to disseminate and seek endorsement of the main findings of the DPCS assessment. *(For more detailed information see attached Assessments, validations workshop reports submitted by SOYDEN).*

Output 2.2 – Civic dialogue and consultations are held to ensure community participation in the formation of new district governing structure

Public awareness/ Media campaign

With the aim to increase public awareness of local communities and public buy-in about efforts for stabilization and the building of inclusive and responsive local authorities while also encouraging public participation in stabilization activities and newly established governance structures, the project has contracted Dalsan Radio to broadcast and disseminate the message developed by the technical team of the Ministry of Interior and Federal Affairs three (3) times a day at the prime time hours for a period of three (3) months starting from April 21- July 20, 2016. These messages call for the communities “to support and participate in stabilization efforts such as DPSCs formation, transition of Interim Administrations to permanent district councils, the importance of strengthening peace and security in the districts, urging citizens to participate in the districts developmental projects as well as supporting the reconciliation efforts and drafting of social contracts”.

The project has conducted a monitoring mission to collect information and feedback regarding the extent of the media coverage and audience responses. To ensure the message was aired in accordance to Dalsan Radio distribution plan and if there has been any feedback for future radio programs. In the preliminary feedback 60% of the people whom we asked said they had listened to the message.

Output 2.3: Interim district administration capable of addressing the community needs and enhancing citizen engagement through social contract by delivering reconciliation for all are established

District Reconciliation initiatives

Seven districts initiated their own reconciliation process to address various issues, including sub-clan clashes, power sharing, clan grievances and pastoral territorial disputes (Barawe, Hudur, Mahas, Elbur and Warshiekh. Addalle and Dinsor), where the differences among those communities were resolved. The initiative was praised by the local communities who expressed appreciation to the local leaders and district administrators for preventing further hostilities and crisis. This strategy remains effective and has proven the impact of low-cost reconciliation initiatives which avoid incentivizing the process as well as the outcome. Hence, the DPSCs and District Consultants (LGA/CLOs) in those districts have shown commitment and leadership in resolving and facilitating those pre-existing issues between their respective communities which eventually become successful.

Apart from DPSCs role in stabilizing districts through reconciliation and building structures at the district level, DPSCs played an active role in their respective districts as they act as the district’s advocates in terms of presenting the districts needs to government officials, humanitarian and developmental agencies. For example, in 2016, the DPSCs in Wajid district met with delegations from the FGS, such as parliamentarians from the FGS and other officials as a representative face of their communities. This is coupled by the execution of decisions on behalf of the districts with respect to peace dividends projects. Additionally, DPSCs have organized meetings, maintained peace and addressed issues faced by the district where they repeatedly proven as partners for peace-building. For instance, DPSCs in Elbur District took part in the resolution of a long-standing between 2 local sub-clans.

QN/TICE Training of Trainers



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From November 20-29, 2016 Somali Youth Development Network (SOYDEN), conducted a Training of Trainers workshop for SOYDEN resource persons on QN approach or “peace Tree” and Trauma-Informed Community Empowerment (TICE) framework. The TOTs session took place in Mogadishu and attended by five (F: 1; M: 4) participants representing SOYDEN resource persons. The Quraca Nabadda (QN) intervention represents a unique approach, customized to the Somali reality, for addressing individual and collective trauma and using this nexus to explore individual and community healing. Trauma-Informed Community Empowerment (TICE) framework has been adapted to the Somali context and complement the QN methodology. The TICE approach is specifically recommended as a framework of choice for reconciliation under the Government’s Wadajir Framework.

The objective of the ToTs workshop was to equip participants with a strong knowledge of QN and TICE framework and provide them with the skills to transfer this knowledge to larger communities in order to move towards to a more fully integrated community to the informed trauma healing during the subsequent training sessions for community voluntary facilitators. The topics reviewed during these nine days were included: Trauma-Informed Community Empowerment (TICE) and its 5 core component: safety, connection, regulation life story and leadership/empowerment. Likewise, in QN approach: it was reviewed introduction to the community healing and social reconciliation program; types of trauma; trauma response; tools for dealing with trauma; breaking the cycle of violence at the community level etc. During the TOT workshop, the consultant conducted extensive QN tool kits review with participants and were given QN manual at the end of the QN training.

The workshops featured a combination of discussion, lectures, question and answer sessions and simulation exercises. It was a participatory learning focused on practical application of the TICE framework/ QN within real life community settings. It was a very participatory workshop, with all attendees asking questions and engaging in discussion with facilitators to gain a strong understanding of subject matter content. At the close of the session, participants noted that they felt prepared to transfer their knowledge to community workers.

Other Key Achievements

- Eleven (12) district administrations received financial support for their running costs, based on the criteria that the districts have an interim administration in place with commissioners and deputy commissioners as well as an account established for the district with signing authority from at least two individuals (usually commissioner and deputy commissioner or district finance officer).
- Supported Jalalaqsi district with transportation of medical supplies (2831KG) from Federal Ministry of Health,
- The National Window is operational, which means UN MPTF / UN PBSO funding is transferred to the Government Central Bank and funds are managed utilizing the Government PFM system.
- A Third Party Monitor/ Fiduciary Monitoring Agent providing fiduciary monitoring services on the implementation of this National Window S2S project funds.
- FMS (Jubaland, Puntland, Southwest, Galmudug, and representatives from Hir-Shabale along with Banaadir) were included in the discussion on stabilization efforts and creating lines of communication between 3 levels of governance (FGS, FMS and district levels), effectively contributing to federal state-building in Somalia
- Support to government led community reconciliation have been provided by the DPSC leading to / in Districts communities to live in peaceful coexistence and share the available resources in districts.

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

There have been several key challenges to project delivery and the achievement of project outputs since the project started, including security and accessing to the target areas, political challenges.



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Access issues

As in the previous year, in the newly recovered areas, access issues remained one of the key challenges to project delivery due to the limited safe access routes. Air transport is usually the response to this challenge. The project continued negotiations with competent UN authorities in the provision of UN/AMISOM facilitated air transport to areas where no public transport is available. However, it is deceptive that organizing UN air transport to certain remote areas might be equally difficult as it requires security clearance from the UN security team based on continuous ground assessment. This reality impacted the project team's capacity to deploy and conduct regular monitoring trips on the field.

Security issues

Security issues also blocked efforts to oversee the project activities and can have a negative impact on the project's planned activities. For example, due to fragile security situation in Jalalaqsi in Q1 2016 our TPM was rescheduled. Likewise, Kurtuwarey and Qoryooley are both a litmus test for the project in terms of implementing the project activities while Shabaab pose direct threat to both districts. During Q3 2016 in Rabdhure district, the AS taken over after AMISOM troops from Ethiopia vacated the district without notifying the district authority nor the public. Similarly, in Q4 Mahaday and Tiyeglow districts have fallen back in the hands of AS. It is such examples that blocked efforts to oversee the project activities and can have a negative impact on project's planned activities.

Additionally, limitations due to security did not only concern the district level with incidents and threats but also affected operational capacity in Mogadishu. AMISOM security team restricted the movement of the national staff between UN Compound at the protected Mogadishu International Airport (MIA) offices, impacting the operations and coordination of staff activities and program implementation.

Political challenges

The project specifies the criteria of selection of the target district based on the priorities of the most recent military offensive, however, districts recovered from Al Shabaab tend to expect an equal treatment in terms of support from the Ministry. As in the previous year-2015, the most significant political challenges in Q1 and Q2 period revolved around the complaints from both Parliamentarians and Government Ministries from those non-beneficiary districts, - challenging explanations from MoIFA on the reasons why certain districts are being supported but not others while all were recovered from Al Shabaab. Another challenge was the interference by Federal Member States with respect to the process of hiring district staff - Local Governance Advisors (LGAs) and Community Liaison Officers (CLOs). The interference was basically an attempt to sway the process towards individual candidates favored by the FMS. In such cases, the project team at MoIFA upheld the integrity of the interview process by ensuring the qualifications and merits of the candidates as required by the process and the job descriptions.

At district level, changes of district commissioners by Federal Member States (FMS) without proper coordination with the Federal Government remains a serious issue and threatens the process of stabilization at the district level. Additionally, undefined roles and responsibility of the different levels of government (i.e. Federal Government, Federal Member States, and Regional Administrations) adds an additional complexity to the stabilization process. For instance, FMS or Regional Authority exercise their authority in a way that make it difficult to provide planned support to the target districts. In addition, the FGS/MOIFA could enhance their coordination mechanisms with FMS Governments on the implementation of the project so to avoid similar complications. Political disputes between local actors has delayed in certain cases the establishment of the caretaking administrations remained an issue, with resulting impossibility for the project to provide the planned support to these districts.

Lessons Learnt

Key lessons drawn from the Support to Stabilization Project in 2016 thus far are as follows:



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Area prioritization

The issue of access to and security in the targeted areas remain to be a challenge and seriously affects the capacity of the project team to implement specific activities requiring presence directly on the ground. For example, plans to visit Jalalaqsi District by the TPM seemed possible at first but had to be changed due to the worsening security situation. Hence far, these obstacles have been addressed by prioritizing areas with easier and safer access.

As a result of the security situation, the project applied the lessons learned in the first and third quarters to address the challenges at the district level. For instance, while amending the contract for the TPM, the project approached the districts with parameters that prioritize districts based on safety and risk factors to get the monitoring activities implemented. Moreover, the political nature of stabilization requires solid coordination between project partners. The strong coordination has proven to be effective in managing the challenges and to ensuring a collective and constructive engagement in the process of a project implementation

With the formation of the States and the establishment of the WF the FGS, led by the Ministry of Interior and Federal Affairs/Federalism (MOIFA) and the State Governments, led the respective Ministries of Interior (MOIs) undertook a consultative process that resulted in the identification of 26 districts where the formation of district councils/governments would be / is prioritized. The implementation of the WF was also prioritized in this target districts. Programme revised documents also utilizes these identified in which the programme draws its' geographic focus.

District Running Costs

It was noted that the district running costs was an issue on the basis of experience to date, reports and the findings from our Third Party Monitor / Fiduciary Agent have pointed out that the use of \$ 5,000 per month for district running expenses in interim district administrations has a high risk. In Q2 2016, The Project Board stressed that it is necessary to separate the equipment costs (which is a one-time cost) from recurrent running costs and reduce the running costs for the basic needs of the district and hence lower the risk of fraud or misuse. Thus the board decided to give the districts a lump sum of \$5,000 at the start of the support (first month) to use for the procurement of office furniture, equipment and thereafter a monthly running cost of \$1,000 to be used for the recurrent expenditures as stated in attachment 5 of the PBF financial procedures in the PRODOC. The goal for this process is to achieve two objectives: (a) limit the running costs to the essential needs of the districts, and (b) prevent excessive cash and risk of misuse to areas beyond the needs of the districts.

Need for increased coordination with FMS for stabilization activities

The Ministry of interior and Federal Affairs has organized monthly stabilization meetings at the federal level. Low involvement of new Federal Member States (FMS) was noted. Placing stabilizing clusters was the effort to ensure that the stabilization activities are related to FMS and improved coordination for maximum impact. This particular strategy has been adopted to align the activities of key stakeholders at regional level. It also brought` all partners and representatives of the donor community that welcomed the initiative.

Need for increased coordination mechanisms with TPM/ for monitoring activities

It was realized that after the field visit reports to be produced by the TPM, debriefing time was not enough and comments from MOIFA has not been incorporated into the final version of the reports. MOIFA and TPM have agreed to improve and put in place for correction mechanisms to be used in the next phase of the TPM monitoring visit activities. This will increase impact and project effectiveness for key areas of intervention.

Peacebuilding impact



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A key factor in contributing to stabilization of newly recovered communities is to build confidence and trust in public institutions through broad-based and inclusive consultative processes; that promote re-building citizen-state relations. The FGS developed its stabilization strategy which is interrelated to state-building and the reestablishment of a social contract; responding to the immediate need to deliver tangible and visible peace dividends to all Somali citizens. Though the Government Stabilization Strategy is currently being updated it has four critical strands covering security, reconciliation, basic service delivery and the establishment of government authority by setting up interim administrations at district and state level. These strands are closely aligned with priorities under the Compact's five Peace and State Building Goals (PSGs).

Additionally, the government developed the Wadajir Framework (WF), the Framework incorporates the various aspects of the government's stabilization strategy, like community social healing reconciliation and support of peace committee nevertheless it goes further by providing a sequence and additional steps for the establishment of functioning permanent local government councils and administrations. Re-aligning the interventions of the PBF-funded S2S project, as a lead of governance and stability efforts, and it will increase additional sustainability to the project's contribution to peace and state-building. Specific peacebuilding efforts supported by the project in 2016 include:

- The current PBF-supported project contributed to enable access for the governments to immediately engage with the local communities in the newly recovered areas and support the outreach and dialogue process that will bring the community together to establish a system to enable disputes to be resolved through a recognized mechanism and resources to be shared equitably. In doing so, it envisaged to establish tools and procedures that contribute in practice to the shaping and legitimization of a functioning federal Somali state, ultimately laying the ground for peace through state-building.
- The project supported the deployment of caretaking / interim administration to build their presence capacity and visibility by covering the running costs of 12 district administrations, enabling representatives of the State to operate in these newly recovered areas.
- The project supported Community-liaison Officers(CLOs) and Local Governance Advisors (LGAs) from the area in support of the caretaking administrations this further contributes to building the operational and technical capacity of the local administrations.
- The District Peace and Stability Committee (DPSCs), serves as a framework for stabilizing districts through reconciliation and building structures at the district level, with supporting the evolution to interim status, while also acting as early warning and dispute resolution mechanisms in that their members can detect and take step to diffuse conflicts within the community. Whereas thorough review of the DPSC structure and activity across all target areas is ongoing by the project team with the necessary training to be provided to their members. To that the project supported to the local capacities for dispute resolution, representation and for inclusive governance. The project has paved to the local capacities for dispute resolution and for inclusive governance. In a specific example or instance, DPSCs in Elbur and Adalle Districts took part in the resolution of a long-standing between 2 local sub-clans.
- As was the case in previous year (2015), the project broke new ground with the implementation of financial procedures for the delivery of its activities and support to stabilization efforts in the framework of the National Window funding stream. S2S serves as a pilot project for the trial of this new modality against real life conditions. This milestone achievement will make it easier to continue payments between various levels of governance in Somalia under this and other projects as well as direct budget support, effectively contributing to peace and state-building by establishing the groundwork for a financially functional federal system.



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Catalytic effect (were there catalytic effects from the project in the period reported, including additional funding commitments or unleashing/unblocking of any peace relevant processes (1000 characters max)?

The Support to Stabilization Project is the first to directly support stabilization efforts by the Government of Somalia. It is also the first to make use of the National Window and its financial procedures, providing evidence for its use by other projects and donors. During the reported period, FGS has organized several meetings including donor facilitating partner meeting to move on the implementation phase of the National Framework for Local Governance (Wadajir Framework), which incorporates and expands the elements of the stabilization strategy and supporting district council formation. Donors such as USAID, the UK and SSF already support or expressed interest in supporting the components of the Wadajir Framework, including those related to stabilization. Another multi-agency project led by RCO/, that incorporates S2S practice, is to enhance peace-building capacity of government UN and other partners through support to the Peace-building Priority Plan. These efforts by the UN are to be considered in parallel with the ongoing reflection by the RCO and UNSOM on ways to streamline and connect the potential of all UN actors in support of stabilization efforts in Somalia. Such reflection and expected new UN-wide strategy came about as a result of internal discussions on ways to expand and sustain the stabilization efforts initiated by S2S such as CRESTA Capstone and Daldhis (Build Your Country) programme documents recently approved by the SDRF.

Communications & Visibility

Visibility tools used by the project in the in 2016 include:

- *Website:* 7- August, a consultative meeting regarding Wadajir Framework implementation has been condoned in Badaio, priority districts that show very strong alignment with Government Wadajir Framework have been outlined. <http://www.radiomuqdisho.net/wasiirka-arrimaha-gudaha-oo-soo-xiray-shirka-dowladaha-hoose-ee-lagu-qabtay-baydhabo-sawirro/>
- *Website:* July 8, New staff recruitment for stabilization support project at district level was advertised through online media outlets <http://goobjoog.com/ogeysiis-jago-banan-kaaliyaha-dib-u-heshiisiinta-iyo-maamulka-degaanka-ee-barnaamijka-xasilinta/>
- inter-ministerial Wadajir forum meeting held in Mogadishu was featured by: <http://jubaland24.com/2016/12/daawo-qodobbo-laga-soo-saaray-shirka-golaha-wadatashiga-ee-dowlada-hoose-oo-muqdisho-lagu-soo-gaba-gabeeyay/>.
- *Radio:* 21-April – 30 of June the public awareness message has been launched and broadcasted through Dalsan Radio this messages call for the communities to support and participate in stabilization efforts such as DPSCs formation, transition of Interim Administrations to permanent district councils, the importance of strengthening peace and security in the districts, urging citizens to participate in the districts developmental projects.
- *Video:* The 11 June deployment of new administrator in Addale district was shown on TV. https://www.youtube.com/watch?v=O_oDG8jQWnM
- *News:* The 24 May third Inter- ministerial consultative meetings took place Addaado was posted to Kismayo website in May <http://www.kismaayo24.com/shirkii-wasaaradaha-arimaha-gudaha-oo-cadaado-kuso-dhamaday/>

Looking ahead

In line with project revision (re-alignment) in 2017 the stabilization project is expected to support the following outputs listed below:



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Output 1.2: Financial procedures for the flow of funds between the various levels of governments are implemented and allow for financial support to caretaker district administrations

- The project will support broadening the geographical focus to be in line with the WF and the PBF Daldhis. This will entail that, in 2017, the support of running costs to districts will be prioritized to those districts where a recognized elected district council formation process has been successfully undertaken (an estimated 14 districts noted above).
- The project continues support to MOIFA to transfer of the finances to the local council at district. The revision calls for an adjustment in the flow of funds; wherein the funds will flow from the FGS via FM States (as earmarked funding) to the target District Governments. Previously, in the original/existing project document the funds were transferred from FGS directly to the districts: Provision of Running Costs (14 district)
- Promotion of the National Window: The project revision calls for the increased use of the national window. The project revision requests for the reallocation of resources to the National Window with an equal reduction of funding allocated to UNDP component.

Output 1.3: Coordination mechanisms for stabilization efforts are established with relevant stakeholders at national, state and district level

- Continue support to MOIFA to organize monthly stabilization coordination meetings and other relevant meeting towards stabilization efforts with other stockholder

Output 2.1 Community representative District Peace and Stability Committees (DPSCs) are established and strengthened

- Support CSOs- SOYDEN to continue execute the training of District Peace and Stability Committees (DPSCs)

Output 2.2 Civic dialogue and consultations are held to ensure community participation in the formation of new district governing structures

- Support to broadcast radio messages/talk shows and civic education to increase public awareness on the activities council administration in the districts while also encouraging public participation in stabilization activities and newly established governance structures.

Output 2.3: District administration capable of addressing the community needs and enhancing citizen engagement through social contract by delivering reconciliation for all are established

- Support to Conferences: The revision of the project will focus on district conference that will transition the Interim Administrations to District Councils. This will be implemented through a district council formation process as articulated and in line with WF component 4. In the original / existing project document the “support to conferences” were aimed at transitioning the district Caretaker Administrations to Interim Administrations.
- The project will support community based social reconciliation and trauma healing through a trust building approach called Quraca Nabadda (QN) – Peace Tree based on the Trauma Informed Community Empowerment (TICE) Framework, in selected priority district (Hudur, Barawe, Warsheikh and Addale) and continued to identify potential IPs to reach other targeting areas.



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ANNEX 1. RISK MANAGEMENT

This section can be used to update or use the risk logs developed during the project development stage and provide any mitigation measures being undertaken by the project.

Type of Risk ⁹	Description of Risk	Mitigating Measures
Security/logistics	Restricted of access to targeted areas remains an issue with certain districts circled and blockaded by Al-Shabaab and/or under direct threat. Terrorist attack/ threats force UN / UNDP to significantly reduce its staff movement	<p>The project closely coordinates with UN Department of Safety and Security (UNDSS) and its counterparts and partners, where possible, in teams to implement and monitor activities.</p> <p>The project will use other safe locations to conduct project activities (whenever possible) and will plan the activities well in advance in order to ensure timely and proper security measures to be undertaken. Please see below.</p> <p>While we can have little influence at this contextual level, there are measures that can be under the control of the UN/WB or Government at the programme and operations level to mitigate the risk and continue implementation of programs and projects. Such measures include:</p> <ul style="list-style-type: none"> • Closely coordinate the activities with the Security, UNDDS, AMISOM and government counterparts at different levels. • Whenever possible, in some instances activities, meetings, workshops take place within the secured locations, or out of the country (high level activities); (program operations) • Outsourced monitoring of activities - third party monitoring; • More engagement with CSOs; (programs and projects) • More funds allocated through the national systems (NFS) - transferring greater implementation responsibilities to Somali partners (UN)

⁹ Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.



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<p>Access for getting reporting for</p>	<p>Access to field report and field mission for the targeting district remain challenge due to high security risks associated with AS. Security issues have delayed efforts to get report in timely manner.</p>	<p>The project has/ will liaise with UNDSS and its counterparts and partners, where possible, in teams to implement and monitor activities. The project also will set a means to get report on time on time</p>
<p>Political risk</p>	<p>Elections, state formations, and the establishment of a new government in Mogadishu, may lead to increased political uncertainty.</p> <p>With the recent creation of Federal Member States, coordination between FGS and this level might be problematic</p>	<p>The project will closely coordinate with the FGS (MOIFA) and FM States (MOIs) on their agreed joint meetings to ensure the engagement of the all level and the management of stabilization efforts</p> <p>The project will also communicate with the project partners and other joint programme and coordinate the mitigation efforts.</p>
<p>Delays in establishing systems for funds flow to regions/district levels (strategic)</p>	<p>Situation analysis that may cause the risk – for establishing system for funds flow to state/district level and delays that government may not promote federalism and empowerment of all three levels of government</p>	<p>Alternative mechanisms will be required for and IA / local council to access funds for local administrations – such funds will flow through Xawala system</p>
<p>Social and Environmental Screening (Operational)</p>	<p>Duty-bearers do not have the capacity to meet their obligations in the project</p> <p>There is a possibility that government officials not have enough capacity experience in their mandate to deployment and training and well as basic functionality in district (equipment, buildings, transport, etc.).</p> <p>Rights-holders do not have the capacity to claim their rights</p>	<p>The project is providing capacity building development activities to all duty bearers at federal and district level and are leading the stabilization and governance structure in the district to contribute to the project’s goal and to enhance operational and technical capacity of the duty bearers, this includes the support of training the district interim administration, recruitment of technical advisors at federal lever I and local governance advisors to the districts to ensure that the government has the necessary expertise and capacity which can contribute to the reconciliation and the peacebuilding process.</p> <p>The project supported public awareness on good governance and civic education, role and responsibilities of the caretaker Administration through the media campaigns to increase public awareness and calling for citizens to actively participate in the processes of building inclusive local administrations</p>



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		<p>Awareness of community on formation of Interim Local District Administration</p> <p>Reconciliation and ongoing public awareness and Conduct civic dialogue within the community</p> <p>The coordination of stabilization meeting where representatives from the FMS, civil society and stabilization stockholders come together to discuss issues that will eventually result in agreement to govern how stabilization efforts be executed in targeted areas</p>
	<p>Risk that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?</p>	<p>The project has a specific component to ensure a meaningful participation of women in processes leading to the establishment of caretaker administrations. In compliance with national commitments undertaken within New Deal Compact, it will be ensured that women form a minimum of 30% of District Peace and Stability Committees, interim and permanent local administrations. To the extend women’s representation is encouraged in training and workshop</p>

ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
MOIFA project team field monitoring visit	February 28, 2016	The monitoring visit was undertaken by MOIFA team to Warsheik to participate the inauguration of the new district police stations and overall stabilization operations in the district, verify project activities and increase oversight on implementation aspects	<p>Security: Warsheikh District was recovered from Al-Shabaab in March 2014 during the joint Operation Eagle by Somali National Army (SNA) and AMISOM forces. Currently, AMISOM troops and National Intelligence and Security Agency have presence in the district while SNA Contingents are stationed in the outskirts of the town</p> <ul style="list-style-type: none"> A New police station was built in Warsheikh handed over to the District Commissioner. This is part of Danish Refugee Council Program in the newly recovered districts.



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			<ul style="list-style-type: none"> • A police station facility was handed over to the District Commissioner. This is part of AMISOM QIPs programme in the newly recovered districts • DPSC functional and number has increased from 21 to 26 members. • 10 police officers from Somali Police Forces (SPF) were deployed to the district to strengthen security device and waiting for the training, as a part of the strategy to maintain law and order, the regional police commander promised training of the police to the district to move the process forward
Third-Party Monitoring/ Fiduciary Agent	February 21	Verification in the Field: Federal Government Financial Management	<p>Federal Government Financial Management</p> <ul style="list-style-type: none"> • PBF should have a “unique expenditure head” in the FGS budget. • Fund requests should clearly note the FGS budget line(s). • A Designated Account should be created in the Government Single • Treasury Account, as articulated in the project agreement, to avoid the risk of project funds being mixed with other government revenues. • The MoF’s involvement in the various steps of payment processing does not fully comply with the details of the procedures provided in the PBF National Window financial procedures. • Payment vouchers for this project should be supported by an expenditure warrant and to make this possible the PBF project should have unique expenditure heads in the government budget
Third-Party Monitoring/ Fiduciary Agent	February 21-24	Verification in the Field: Site Visits to Warsheikh Districts	<p>Observations and recommendations regarding financial procedural management by the local authority: The areas of expenditure must more accurately reflect the expenditure types included in the PBF National Window Financial Procedures document</p> <ul style="list-style-type: none"> • Adequate supporting documents should be maintained to support all costs declared in the expenditure list.



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			<ul style="list-style-type: none"> • Better segregation of duties is needed by district authorities in preparing, reviewing and approving payments. • District management should ensure that the fixed assets register is properly prepared and maintained. • Other recommended improvements to financial management by district authorities include the use of a cashbook together with regular bank reconciliation, purchase of a safe box for petty cash and the submission of detailed monthly expenditure reports against planned project budget
Third-Party Monitoring/ Fiduciary Agent	March 2016	Verification in the Field: Site Visits to Hudur Districts	<p>The following finding was raised:</p> <ul style="list-style-type: none"> • Casting error • Inadequate supporting documentation should be maintained to support all costs declared in the expenditure list. • Better of segregation of duties is needed by district authorities in preparing, reviewing and approving payments • Lack of cashbook and bank reconciliation • Weaknesses noted in asset management • Weaknesses noted in petty cash management • Submit monthly expenditure reporting on time • Failure to stamp support documents with “PAID
Project Board Meeting	27 March 2016	Eight Board Meeting attended by the representatives of FGS/MoIFA, UNSOM and UNDP	<ul style="list-style-type: none"> • Project Board members suggested project direction fundamentally should be reevaluated based on the new context • The board members noted the need for strategic thinking be done on the following: <ul style="list-style-type: none"> ○ Consolidate where project has access. ○ More flexible for new areas to move in quickly ○ Wadajir Framework exists as well as UN CRESTA with additional PBF funding expected to support this new approach. The project must make the links with these. • An updated project logframe including the outcomes, indicators and targets has been approved • 2016 annual work plan was endorsed by the project board.



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MOIFA project team field monitoring visit	March 2016	MOIFA project Team and delegation from the Ministry visited Mahaday to assess district status.	<ul style="list-style-type: none"> • DPSC does not exist in the District • It has been observed that public buildings of the district were completely destroyed including district administration and need for restoration • It was observed that are 1 MCH in the district supported by INTERSOS, 1 small schools in the district where around 250 pupils go for education supported by local community. • Security situation of Mahaday district is very fragile. AMISOM & SNA operation against Al Shabab started recently where number of surrounding to the district were recovered from Al Shabab.
Third-Party Monitoring/ Fiduciary Agent	April 2016	Verification in the Field: following their field visit to Bule Burte District.	<ul style="list-style-type: none"> • Ensure Inadequate supporting documentation are maintained to support all he cost declared in the expenditure list • Ensure appropriate segregation of duties are in place Ensure separate cashbooks be prepared for each bank account and monthly bank reconciliations are carried out by reconciling the bank account balances to the cashbooks and investigating the reconciling items. • District management should ensure that the fixed assets register is properly prepared and managed. • Excessive use of cash Payments • Lack of monthly expenditure reporting • Weaknesses noted in budget Utilization/Prioritization • Lack of monthly expenditure reporting
MOIFA project team field monitoring visit	April 22-25, 2016	The monitoring visit was undertaken by MOIFA team to Rubdhuudhe to oversight the implementation of project activities; monitor district commissioners, staff and overall stabilization operations in district. The visit also was the occasion to see the peace dividend projects carried out in the district.	<ul style="list-style-type: none"> • Security: Buloburte District was recovered from Al-Shabaab in March 2014 Currently by the AMISOM troops and National Intelligence and Security Agency • Since the DPSC does not exist in the District, Traditional elders of the District work as Alternative Dispute Resolution by using Xeer system which is widely used in the country. • 35 police volunteers are deployed and waiting for training • Humanitarian organizations are currently operating in the district • It was observed that are 2 MCH in the district supported by Mercy Crops & Wardi, 4 small private schools in the district where more than 2000 pupils go for education.



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			<ul style="list-style-type: none"> • It was noted that district needs urgent attention towards humanitarian aid such as feeding poor people, • 120 small rooms and latrines for the IDPs in the district have been built by SYPD a local organization. • There is urgent need for restoring the district court house, police station, prison facility and hospital district administration offices and water wells. <p>The Ministry will also coordinate with other line ministries to complete the remaining stabilization components that are essential to the functioning of the district. This includes training of the police volunteers to move the process forward</p>
MOIFA project team field monitoring visit	May 1-5, 2016	MOIFA visit to Bardhere to conduct monitoring and to take part of community consensus planning sessions on community projects	<ul style="list-style-type: none"> • Bardhere District was recovered from Al-Shabaab in July 2015 • There is urgent need for restoring the district police station court house, district administration offices, hospital, schools and women's hall • DPSC does not exist in the District. • The only way to access the district through. • Due to the blockage of Al Shabab the price of the food and other essentials went up very seriously. the population of the district whom are mainly crop farmers and livestock herders and are facing very hardship live. • Humanitarian organizations are not currently operating in the district
Project Board Meeting	8 May 2016	Eight Board Meeting	<ul style="list-style-type: none"> • Board had approved the need for revising the project; and new re-allocation of \$287,500 budget from UNDP to National Window for the support to districts. • Board had approved in principal the need to separate the district running cost (5000/month) in two categories: The equipment costs (which is a one-off cost) and running costs (recurrent running costs) • reduce the running costs for the basic needs of the districts • Board suggested there should be clear strategy on supporting the districts beyond the months left for the running cost. Existing Federal States should be active on how districts be supported maybe through collecting taxes



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<p>Third-Party Monitoring/ Fiduciary Agent</p>	<p>23 May 2016</p>	<p>Verification in the Field: following their field visit to Barawe District.</p>	<p>The following finding/recommendation was raised:</p> <ul style="list-style-type: none"> • The District Administration should improve the quality of its record keeping • District Unable to verify fixed assets • District management should ensure that the fixed assets register is properly prepared and maintained and assets should be should be used only for the project purposes, should be documented in Fixed Asset register and should be available for physical verification upon request • Adequate supporting documents should be maintained to support all costs declared in the expenditure list. • Lack of segregation of duties, better segregation of duties is need by district authorities in preparing, reviewing and approving the payments • The District Management should ensure separate cashbooks are prepared for each bank account and monthly bank reconciliations are carried out by reconciling the bank account balances to the cashbooks. All reconciling items should be thoroughly investigated • Proper ledger should be maintained to record petty cash transactions. Monthly petty cash reconciliations should be carried out to reconcile the physical cash counts and the petty cash ledger balances • Submission of detailed monthly expenditure reports against planned project budget • District Administration ensures that all documents on which payment has been made are stamped “PAID” to distinguish them from unpaid expenses
<p>MOIFA project team field monitoring visit</p>	<p>May 23, 2016</p>	<p>The monitoring visit was undertaken by MOIFA team to Adalle to oversight the implementation of project activities; and deploy new members of the district administration.</p>	<ul style="list-style-type: none"> • A new additional members of the Interim Administration of Adalle District. were deployed • Security: Adalle District was recovered from Al-Shabaab in October 2014. There is a massive military operation going on in the district to liberate the remaining villages of the district from Al Shabab hands.



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			<ul style="list-style-type: none"> • District police station was completed through AMISOM QIPs programme modality and handed over to the district commissioner, and District Police Commissioner and 10 police officers have been deployed • A new small police station facility was built as part of AMISOM QIPs programme in the newly recovered districts • It was observed that 27 street- solar lights have been installed by TIS/IOM in some part of the district and community impresses the project. • Provision of 20 sewing Machines for the local women by TIS/IOM • Provision of sport kits for 4 football teams with balls and nets
MOIFA project team field monitoring visit	June 5-9- 2016	The monitoring visit was undertaken by MOIFA team to Dinsoor to oversight the implementation of project activities; to take part of community consensus planning sessions on community projects	<ul style="list-style-type: none"> • Security: Dinsoor District was recovered from Al-Shabaab in July 2015. Police Commissioner and his deputy are working in the district and district Judge is in place • Humanitarian organizations are currently operating in the district. • It was reported that food & medicine shortage due to road blockages and district only accessible by air. • DPSC does not exist in the District however traditional elders of the District resolves disputes among the local community by using Xeer System which is widely used in the country. The Interim Administration of Dinsor is currently engaging the community to form DPSC. • Humanitarian organizations are currently operating in the district • Like TIS+
Third-Party Monitoring/ Fiduciary Agent	24-27 July 2016	Verification in the Field: Follow up visit to Hudur Districts to t assess progress made	<p>Hudur District Expenditure verification follow up visit, a significant improvement has been identified in regard to the eight (8) findings related to internal control weakness in March which TPM given recommendations on how these weaknesses be improved.</p> <ul style="list-style-type: none"> • Noted, five (5) out the eight (8) recommended findings have been implemented satisfactorily (Casting error, Inadequate supporting documentation, lack of segregation of duties, Lack of cashbook and bank reconciliation) • Two (2) findings partially implemented made but there are still issues (Weakness in asset management and Monthly expenditure



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			<p>reporting).</p> <ul style="list-style-type: none"> • One (1) finding is not implemented yet, as (Failure to stamp support documents with “PAID
<p>Third-Party Monitoring/ Fiduciary Agent</p>	<p>10 July 2016</p>	<p>Verification in the field: follow up visit to Warsheikh</p>	<p>4 out 8 recommended findings in march 2016 has been implemented () and 2 findings partially implemented ()</p> <p>Warsheikh District Expenditure verification follow up visit, during the this visit a significant improvement has been identified in regard to the eight (8) findings related to internal control weakness in March which TPM given recommendations on how these weaknesses be improved.</p> <ul style="list-style-type: none"> • Noted, four (4) out the eight (8) recommended findings have been implemented satisfactorily (Expenditure not in the activities budgeted for the project; Lack of segregation of duties; Lack of cashbook and bank reconciliation; Excessive use of cash) • Two (2) findings partially implemented made but there are still issues (Weakness in asset management and Weaknesses noted in Petty cash management). • Two (2) finding is not implemented yet, as (Lack of monthly expenditure reporting and Inadequate supporting documentation; <p>Additionally, observations and recommendations regarding financial procedural management by the local authority: The areas of expenditure must more accurately reflect the expenditure types included in the PBF National Window Financial Procedures document.</p> <ul style="list-style-type: none"> • Record keeping system should be improved and all he records have to be kept in physical files • Adequate supporting documents should be maintained to support all costs declared in the expenditure list. • Petty cash and cheque of books should be kept in safe box • District management should ensure that the fixed assets register is properly prepared and maintained. • District Management should ensure all supporting documents are stamped PAID



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			Other recommended improvements to monthly expenditures reports to be in line with the project budget, MoIFA develops standardized monthly expenditure reports in line with the budget which each District is required to submit to the Ministry, instead of expenditure lists.
MOIFA project coordination team state monitoring visit	1- 5 th July 2016	The monitoring visit was undertaken by MOIFA to Addaado to discuss stabilization effort in Galmudug state how stabilization partners can engage with GM authority affectively.	The team realized there is a lack of genuine engagement from both GM state and stabilization actors. Subsequently, the minister of interior of GM was invited personally to join following monthly stabilization meeting to address stabilization partners and also hold side meetings with key partners to discuss their own needs and priorities. MOIFA team also promised to visit GM state on a regular basis and encourage stabilization partners to scale up and increase their stabilization activities toward GM
Third-Party Monitoring/ Fiduciary Agent	August 2016	Verification in the Field: follow up visit to Federal Government Financial Management	<p><u>Federal Government procedures follow up</u></p> <p>Federal Government procedures follow up visit, the four (4) findings related to internal control weakness, that TPM given recommendation on how these weaknesses can improved. During the first visit in February noted During our follow up visit in July/August:</p> <ul style="list-style-type: none"> • The Federal government has implemented satisfactorily one (1) finding • While the remaining three 3 findings are still not implemented <p><u>The following key recommendation were addressed during the fallow up visit</u></p> <ul style="list-style-type: none"> • PBF should have a “unique expenditure head” in the FGS budget. • Fund requests should clearly note the FGS budget line(s). • A Designated Account should be created in the Government Single Treasury Account, as articulated in the project agreement, to avoid the risk of project funds being mixed with other government revenues. • The Ministry of Finance involvement in the various steps of payment processing does not fully comply with the details of the procedures provided in the PBF National Window financial procedures. • Financial procedures be applied. If there is practical difficulty in the application of these procedures, there should be a written justifications or the procedures should be revised



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Third-Party Monitoring/ Fiduciary Agent	October 9-10, 2016	Verification in the Field: following their field visit to Addale District.	<ul style="list-style-type: none"> • Ensure a clear audit trail exists between the costs it records in the cashbook and the individual transactions. • the District should decrease its reliance on cash payments. It could achieve this by limiting the level of cash payments and by imposing upper limits. Cheque payments should be used unless this is not possible and can be justified in writing.
Third-Party Monitoring/ Fiduciary Agent	October 29-30, 2016	Verification in the Field: following their field visit to Mahaday District.	<ul style="list-style-type: none"> • Existence of Assets Procured Not Verified: all assets procured from the project funds should be put in use promptly and should be available for verification to ensure the correctness of the expense claimed. • Excessive use of cash: District should decrease its reliance on cash payments. • District administration should ensure assets be clearly tagged with permanent stickers indicating the donor or project names and fixed assets registers should be regularly updated.
Third-Party Monitoring/ Fiduciary Agent	Nov 15-16, 2016	Verification in the Field: Follow up visit to Federal Government Financial Management and Bule-Burte	<p>Federal Government Procedures follow up Federal Government Procedures follow up issues noted were similar as it has been noted during the follow up visit in August.</p> <p>Bule-Burte follow up visit findings noted: During the first visit to Bule-Burte District in April 2016 it was noted 9 findings related to internal control weakness. During the follow up visit the District has implemented 7 findings satisfactorily and one finding partially implemented while the other finding is still not implemented. The following recommendation were made</p> <ul style="list-style-type: none"> • Ensure Inadequate supporting documentation are maintained to support all he cost declared in the expenditure list. Weaknesses in Bank Reconciliations: The District management should ensure the cashbooks prepared for each bank account and actual bank statement from Dahabshiil are compared, any variance between the two should be investigated.



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MOIFA project team field monitoring visit	October 11-18, 2016	MOIFA visit to Hudur to verify how the running costs was expensed, DPSC activities, and overall stabilization operations	<ul style="list-style-type: none"> • It has been observed that there is an improvement in terms of reconstruction- public buildings of the district, development activities and service delivery • Security situation of Hudur remained a major challenge
MOIFA project team field monitoring visit	November 8-12	MOIFA visit to Addale to oversight on DPSCs activities overall stabilization operations	<ul style="list-style-type: none"> • The district stabilization activities are running well with functioning DPSCs and interim administrators in place. • Security situation of Addale were relatively calm • The district coordinates its activities with the newly formed regional government, Hir-shabelle. • MOIFA recommended changes to the DPSC composition, to ensure that it is inclusive and representative for all stakeholders in the district. Instead of clan representation, the team suggested to include women, youth, elders, and civil society in the community so that the DPSC is a broad spectrum of the district.
Project Board Meeting	Nov 22, 2016	9 th Board Meeting	<ul style="list-style-type: none"> • Project extension: The Board agreed to the extension of the project for an additional one-year period (January – December 2017) using the existing funds. • Project financing modality: The Broad agreed that the remainder of the project budget (except for portion that will be made to UNDP to allow for UNDP staffing, oversight and Third Party Monitory costs) will be transferred into the National Window. Accordingly, the PBSO will transfer the budget funds directly to the FGS Treasury (no longer via UNDP). • Project Staff: Project staff will be retained. District consultants will not be retained in districts that are not included in the priority 26 districts (see below section “Target Districts”). • Target Districts: The Board agreed that the project will focus on a broader geographical area across the FMS. In line with the WF, the project will target the 26 priority district (that have been identify by MOIFA and FMS MOIs). • Inter-Governmental Fiscal Transfer system: The Board agreed that funds will flow from the FGS via FM States (as earmarked funding) to the target District Governments (previously the funds



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			<p>were transferred from FGS directly to the districts). This adjustment, in the intergovernmental transfer of funds (from Federal Government and State Government and State Government to District Governments), is a formal process that aims to promote federalism and empowerment of all three levels of government.</p> <ul style="list-style-type: none">• Additionally, it was agreed that the support of running costs to districts will be promoted to those districts where a recognized elected district council formation process has been successfully undertaken. The board agreed that the District Council Formation will remain a top priority for 2016-2020, and that the agreed realignment of this programme will incentivize the district council formation process and promote grassroots representation, political inclusiveness, democratization, gender equity and human rights.• Support the Community Districts' DPSCs: The Board expressed commitment to support the DPSC from the state level. This support will continue in the new priority districts as per, and in line with, the WF component 1.• Support to Conferences: The Board agreed that the existing project funding for district conference will be utilized for the formation of district councils (in line with WF component 4) (originally these conferences were aimed at transitioning the Caretaker Administrations to Interim Administrations). The Permanent Secretary emphasized that the support of conference for formation of district councils is a priority for MOIFA in 2017.• Budget: The Board agreed to the revised budget including allocations to the National Window and to UNDP as well as allocation per programmatic output. This includes a transfer of \$870,000 from the UNDP Component to the National Window Component. The revised budget agreed by the Project Board is provided below.
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#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
2.	Ministries (MoIFA)		12-15 May - 2016	1		Stabilization efforts in Somalia.	, Nairobi, Kenya	Norwegian Embassy
3.	Ministries (MOIFA)		13-18 March 2016	1		Intergovernmental Relation	Nairobi, Kenya	Forum of federation
4.	Ministries (MOIFA)		15- 19 April 2016	1		MOIFA and States Coordination Meeting	Kismayo, Somalia	CDI
5.	Ministries (MOIFA)		12-15 June 2016	1		AMISOM CONPS	Nairobi- Kenya	AMISOM
6.	Ministries (MOIFA)		15-18 June 2016	1		Peacebuilding Fund	Nairobi- Kenya	UNSOM
7.	Ministries (MoIFA)		August	2	1	Microsoft Office 365,	Skype/Online	Tayo Group company- private company
8.	Ministries (MoIFA) and UNDP S2S team		18-22 September 2016	2	1	National Window training	Mogadishu, MIA	UN RCO/RMU - Merita, Liam and Aleksandra
	MOIFA, District Staff		Nov. 29 – Dec. 2, 2016	25	2	Capacity building training for the MOIFA District Staff	UNSOM Compound and Coconut Hotel at Lido Beach	MoIFA and UNSOM
	Total			39	5			