



**SOMALIA UN MPTF**

**PROGRAMME ANNUAL PROGRESS REPORT**

**Period: 2019**

<b>Project Name</b>	<b>Combatting Poverty and Vulnerability in Somalia through Social Protection</b>
Gateway ID	JP Social Protection #106901
Start date	1 November 2016
Planned end date (as per last approval)	31 December 2019
Focal Persons	Delphine Dechaux, WFP delphine.dechaux@wfp.org
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Participating UN Entities	UNICEF, WFP
NDP Pillar	Resilience
UNSF Priority	4: Strengthening resilience of Somali institutions, society and population.
Milestone	Social Protection policy and institutional framework drafted.
Location	National
Gender Marker	2a

<b>Total Budget as per ProDoc</b>	USD 1,515,000
MPTF:	USD 1,515,000
Non-MPTF sources:	PBF:
	Trac:
	Other:

Total MPTF Funds Received				Total non-MPTF Funds Received		
PUNO	Semi Annual 2018 (2)	Cumulative	Annual 2019	Semi Annual 2018 (2)	Cumulative	Annual 2019
WFP	0	561,293	0	-	-	-
UNICEF	0	953,707	0	-	-	-
<b>Total</b>	<b>0</b>	<b>1,515,000</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>

JP Expenditure of MPTF Funds <sup>1</sup>				JP Expenditure of non-MPTF Funds		
PUNO	Semi Annual 2019 (2)	Cumulative	Annual 2019	Semi Annual 2019 (2)	Cumulative	Annual 2019

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



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<b>WFP</b>	65,000	100,000	105,928	-	-	-
<b>UNICEF</b>	160,865	305,733	198,058	-	-	-
<b>Total</b>	<b>225,865</b>	<b>405,733</b>	<b>303,986</b>	-	-	-

### ANNUAL HIGHLIGHTS

1. The Social Protection Policy document was adopted by Cabinet and launched in September 2019.
2. The Technical Working Group (TWG) met quarterly to discuss timely issues related to social protection policy.
3. The Implementation framework and the Communication strategy for the Social protection policy have been drafted and consultations held with Federal Member States (FMS).
4. Somalia Government officials received eye-opening training and Somalia joined the Africa Community of Practice on Cash Transfers.
5. Staff technical delivery capacity on Social Protection improved through trainings and exposure visits.
6. Provision of furniture and other equipment including refurbishment of the Ministry of Labour and Social Affairs (MoLSA) office after the March 2019 attacks.

### HIGHLIGHTS OF KEY ACHIEVEMENTS

The social protection policy was adopted in August by Cabinet and launched on 17 September 2019. The Policy document highlights the need for social protection in Somalia based on the chronic vulnerability, especially for children, women, elderly, persons with disabilities, youth, larger households, migrants and displaced people and minorities. Subsequently the launch of the Policy, the implementation framework and the communication strategy for the Policy were drafted. The TWG met quarterly in 2019 to discuss issues relevant to social protection coordination and harmonization with other forms of assistance, especially food security and humanitarian interventions. In terms of capacity building, Somalia joined the Africa Community of Practice on Cash Transfers, a UNICEF-World Bank supported network of government officials responsible for social cash transfers and three high level officials participated in their May annual meeting in Kigali, where Somalia learnt from the experience of other African countries on linking cash transfers to human capital development and established contacts with peer colleagues. Additionally, a multidisciplinary team composed of the Federal Government of Somalia (FGS) and UNICEF participated in a free On-line programme entitled: “The Practice of PDIA: Building Capability by Delivering Results” of the Building State Capabilities program at the Center of International Development at Harvard University. MoLSA also undertook technical trainings and workshops in the country as well as outside. The technical trainings and exposure visits were strengthened in the area of the core responsibilities of the ministry staff in delivery of Safety net services. Ministry staff were provided salary top up support also. Finally, MoLSA received some furniture and equipment as part of office rehabilitation after the terror attacks of March 2019.

### SITUATION UPDATE

Consultations are ongoing for the validation of the draft implementation framework and Communication



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strategy. The social inclusion analysis on clan dynamics was finalized, but the outputs delivered did not meet the expected quality. In order to have results that will inform UNICEF and other partners' programming, UNICEF plans to use its own resources in Q1 2020 to hire a consultant to review, improve and finalize this research work.

Banadir Regional Authorities (BRA) in collaboration with MoLSA has begun setting up the safety net interventions for 1000 households. Finally, WFP is planning to initiate a Joint learning initiative being planned for the staff of MoLSA, both at the Federal Government and federal member state levels.

**ANNUAL PROGRESS REPORT RESULTS MATRIX**

<b>OUTCOME STATEMENT</b>			
<b>SUB-OUTCOME 1 STATEMENT</b>			
<b>Policy and institutional frameworks for social protection are developed</b>			
<b>Output 1.1: Social protection policy for Somalia developed</b>			
<b>INDICATOR</b>	<b>TARGET</b>	<b>PROGRESS ON OUTPUT INDICATOR<sup>2</sup></b>	
		<b>REPORTING PERIOD</b>	<b>CUMULATIVE</b>
Approved social protection policy.	Social protection policy consultations held in six capitals		<ul style="list-style-type: none"> <li>• Consultations completed</li> </ul>
	Social protection policy draft developed		SPP draft developed
	Social protection policy reviewed and revise.	Social Protection Steering Committee reviewed and endorsed the SPP leaving it ready for Cabinet approval.	SPP reviewed and revised and endorsed by Steering Committee.
	Social protection policy endorsed by Government.		Social Protection Policy launched on 17 September.
UNDP ONLY: sources of evidence (as per current QPR)			
<b>Output 1.2: Social protection communications strategy developed and implemented</b>			
Social protection communications strategy in place and communications activities undertaken.	Consultation held with Federal Member States on effective means of communications in each state.		<ul style="list-style-type: none"> <li>• Consultations held in all 6 capitals.</li> <li>• Communications strategy is in progress.</li> </ul>
	Social protection communications strategy developed and costed.	zero draft of the communication strategy delivered by the consulting group.	<ul style="list-style-type: none"> <li>• Communications strategy is drafted, and consultations are ongoing.</li> </ul>

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



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	Social protection communications strategy endorsed and rolled out.		Validation workshop of the communication strategy is planned for March 2020.
UNDP ONLY: sources of evidence (as per current QPR)			
<b>Output 1.3: Somalia-appropriate SDG targets for social protection indicators developed</b>			
Social protection SDG targets for Somalia adopted.	Two-day launch workshop with stakeholders to present social protection-related SDG goals and indicators		Government inter-ministerial social protection technical working group (the key stakeholder body to be consulted) formed.
	Draft social protection SDG targets developed and shared	Draft zero social protection SDG indicators prepared by Consulting group pending MoLSA work with federal member states to develop targets.	Draft zero social protection SDG indicators prepared by Consulting group pending MoLSA work with federal member states to develop targets.
	Two-day workshop with stakeholders to finalize social protection-related SDG goals and indicators		
<b>Output 1.4: Social protection-related capacity of key national counterparts for effective implementation of programs built</b>			
Social protection related technical capacity in key ministries in each state.	Social protection capacity assessment of key ministries (federal and state) undertaken.	<ul style="list-style-type: none"> <li>Capacity of key counterpart in MoLSA raised through participation in the Africa Community of Practice on cash transfers.</li> <li>Draft zero of Capacity Assessment delivered by Consulting group.</li> </ul>	<ul style="list-style-type: none"> <li>Group contracted to undertake capacity assessment</li> <li>Capacity of key counterpart in MoLSA raised through participation in World Bank SP core course.</li> </ul>
	Quarterly social protection training for PSG5 Social Protection Sub-Working Group members conducted.	<ul style="list-style-type: none"> <li>TRANSFORM, the inter-agency initiative (ILO, UNICEF and UNDP) supporting the building of social protection floors in Africa, engaged to deliver the trainings.</li> </ul>	Not delivered.



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UNDP ONLY: sources of evidence (as per current QPR)			
<b>SUB-OUTCOME 2 STATEMENT</b>			
<b>Strategies to reach vulnerable populations through social protection are identified</b>			
<b>Output 2.1: Key characteristics associated with poverty and reduced access to services identified, to advise development of a targeting system for social protection</b>			
Poverty and vulnerability data associated with reduced service access available.	SCOPE and other relevant databases analyzed.		<ul style="list-style-type: none"> <li>• Dropped.</li> </ul>
	Report on characteristics of vulnerable households in SCOPE and other relevant databases developed.		
UNDP ONLY: sources of evidence (as per current QPR)			
<b>Output 2.2: Geo-tagged data on supply of key social services incorporated into the humanitarian biometric beneficiary and transfer management platform (SCOPE) database</b>			
	Mapping of key social services conducted (including geo-tagging).		Following discussions with the donor, a decision was made to redirect the funds allocated for this to capacity building of MOLSA.
	Social service data incorporated into SCOPE.		Service points where WFP is distributing food assistance through SCOPE, are geotagged. These include MCHN clinics and schools. SCOPE only records location data of beneficiaries and distribution points. Service points in non-WFP distribution sites can be overlaid with SCOPE data in a map.
UNDP ONLY: sources of evidence (as per current QPR)			
<b>Output 2.3: Access of excluded populations in two communities to social services and humanitarian/development support analyzed</b>			
Data on access of excluded populations to social services and development benefits	Social network analysis (SNA) conducted in two communities.	Background Literature review and analytical framework for the	The research work was completed, both desk review and fieldwork in



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available.		research completed. Methodological approach designed Data collection tools designed.	two communities (Somaliland and Jubaland).
	SNA results analyzed, compiled and disseminated.		Deliverables were not submitted in time by the consultant, so they could not be disseminated. In addition, they did not meet the expected quality.

**NARRATIVE**

The national social protection policy was approved by the MoLSA cabinet in July and launched in September 2019. The Policy, which is aimed at all institutions of the FGS and FMS provides a framework to ensure the Government is involved from the onset in aspects of policy setting, harmonization and standardization, and global priority setting in the planning and programming and financing. It sets a long-term vision and defines short (2023) and medium-to-long term (2040) priorities for programming and for institutional strengthening, to gradually establish an inclusive social protection system that promotes social cohesion and links to human capital development and reduces poverty.

The Social Protection Implementation framework is currently being reviewed and the report finalized by March / April 2020. The framework reviews the current Social Protection policy, assessing key priorities in the ministry at the FGS and FMS. This will help operationalize the policy of the ministry. Similarly, a draft communication strategy for the policy has been developed and is going through the same consultative process, with support from UNICEF.

The capacity of the FGS to lead social protection dialogue and policy in Somalia was strengthened with the participation of three senior officials in the Community of Practice on Cash Transfers forum in Q2 in Kigali, Rwanda; a high-level forum of experience-sharing and lessons learned on cash transfers programmes in Africa. The 2019 focus on the linkages between cash transfers and human capital development in Africa was especially timely since the social protection agenda in Somalia is strategically moving from emergency cash-based transfer programs to a more government owned, long-term and predictable approach. The FGS’ institutional capacity was further strengthened beyond social protection through the participation of a team of FGS and UNICEF staff who participated in the on-line programme entitled “The Practice of PDIA: Building Capability by Delivering Results” of the Building State Capabilities program at the Center of International Development at Harvard University. This 15-week programme uses a problem-driven iterative approach to provide practical solutions to complex development problems. It is based on four principles: (i) local solutions to local problems; (ii) pushing problem driven positive deviance; (iii) try, learn, iterate and adapt; and (iv) scale through diffusion. The team came up with a cash-nutrition intervention as the practical solution to the high level of malnutrition in Somalia.

In 2019, the Food Security, Nutrition, and Social Protection Strategic Working Group (SWG), which is part of the Resilience Pillar Working Group continued to be operational with UNICEF and WFP actively engaged and UNICEF acting as co-chair since its launch in late 2017. The SWG is also critical in facilitating partners’ engagement on broader initiatives such as the Technical Assistance Facility (TAF), led by the European Union, or the formation of the Donor Working Group, working toward a collective approach to move from emergency cash-based transfer programs to a more predictable social protection system.



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WFP co-chairs the Cash Working Group (CWG) with Somali Cash Consortium. One of the objectives of the CWG is to build capacity of partners on cash and voucher assistance through trainings and/or engagement. In this respect, WFP has trained BRA staff on Cash and Vouchers Assistance (CVA) twice. In December 2019, 2 staff from BRA attended the one-day CVA fundamentals training in Mogadishu and in January 2020, two staff also attended the 5-day CVA core skills training for programme staff in Nairobi. BRA are also members of the CWG and attend the meetings at the regional and at the sub-national levels.

The fund has also supported MoLSA to employ 8 staff members, including a Social Safety Nets Coordinator, a Data manager, a Procurement assistant, a finance/ administrative assistant and three interns. Physical facilities consisting of one vehicle, chairs, tables, printers, laptops, photocopier helped with the improvement of the delivery capacity of the Social Protection unit.

MoLSA Senior Social protection Adviser was supported to attend the Social Protection Core Course held by the World Bank in Washington DC. This one-week intensive training is aimed at broadening the policy understanding and various social protection instruments to provide services to the vulnerable. These capacity initiatives have strengthened the government ability in service delivery.

Under Outcome 2, a study was conducted from March to August 2018 to take stock of the beneficiary registration practices and systems being used by the main humanitarian/resilience actors in Somalia, as well as government actors that maintain databases of vulnerable households and individuals in Somalia. The result of the survey is a summarized, clear overview of the databases, geographic focus and capacity of the database as well as potential scalability. In addition, the short narrative report includes analysis to support the findings, and recommendations for data harmonization in registration and other processes. A draft report outlining the key characteristics of vulnerability including the risks and barriers for the most vulnerable to access services and future benefits/assistance was also developed. The report will be augmented with profiling data from the WFP Urban Safety Net programme in Mogadishu. Health centres and schools have been geo-tagged to WFP food distribution points as identified in SCOPE. For the provision of geo-tagged data for water points/services around the country, an agreement with FAO was drafted but subsequent consultations with the donor led to the decision to redirect the funds allocated for this to capacity building of MOLSA instead. The research work to identify issues of exclusion in access to social services, especially with regard to clan affiliation, has been delayed. The preliminary results of this important piece of research indicate that while clans provide trust, access to resource and protection, minority clans lack centralised group structure and therefore a strong basis for collective group action, which contributes to their vulnerability. Furthermore, clan linkages interact with other social linkages such ideology/religiosity-based linkages, regional, urban and villages-based linkages, economic and business interest-based linkages, power and elite-based linkages and class-based linkages. As a result, even though clan is not always a determinant factor, populations from minority clans and their children are more likely to face unequal access access to humanitarian relief, aid, social services and resources for health, nutrition, education, WASH and protection.

In order to ensure that women from excluded communities are comfortable during focus group discussions, a female research assistant conducted the interviews whenever it was necessary in the Gaboyo community in Hargeisa. However, the fieldwork in two communities to fully understand the dynamics at play fieldwork is planned in two minority clan communities (Jareer in Kismayo, and Boon in Garowe) have been delayed due to a change in the destination of one of the fieldtrips (from Garowe to Hargeisa). In addition, deterioration of the security situation in Kismayo further delayed travel for fieldwork. As a result, the preliminary results from the literature review could not be confirmed and inform UNICEF programming.



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**Other Key Achievements**

The TWG served as a forum for wider discussions on social protection and vulnerability on various topics, including the TAF, which became effective in July 2019. The joint programme continued to play a critical role in raising the profile and role of the government in these discussions and providing a resource for its activities and work towards this, as well as engagement with development partners. The rehabilitation of MoLSA with equipment and furniture provided to the office is another key achievement of the Point Programme, which will allow the Ministry offices to become functional again following the damage caused by the March 2019 attacks.

Technical capacity strengthening investment has positioned the staff and ministry to engage with the World Bank and other agencies to undertake much larger programmes.

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

Notwithstanding the achievements described above, the implementation of the joint programme has been constrained due to two main challenges. Firstly, a terror attack at the MoLSA on 23 March 2019 claimed the lives of the Deputy Minister and high-level officials; the death of the finance focal person hampered the financial and administrative management of the programme, due to the delay in the recruitment of his successor and time needed to get familiar with UN procedures for cash disbursement. Secondly, changes to the Ministry’s leadership led to the delay in adoption of the policy document by Cabinet. This was reflected in the delay in the design and implementation of the Communication strategy and the implementation framework, which could only start after the launch of the Policy. Second, the research work on access of excluded populations in two communities to social services and humanitarian/development support was delayed, with the field work concluded on 31 October. Furthermore, the deliverables submitted by the Consultant at the end of the contract did not meet the expected quality. As a result, they have not been used to inform future UNICEF programming as intended.

As part of the three major ongoing initiatives on Social protection, namely the joint programme on “Combating Poverty and Vulnerability in Somalia through Social Protection”, the *BAXNAANO*, and the joint programme: “Toward a Somali Led Social Protection System”, UNICEF found itself duplicating activities under the various programmes; these were related to Government technical and institutional capacity strengthening. The resulting confusion was addressed ex-post through dialogue between the various stakeholders involved (namely the Italian Cooperation, the World Bank, WFP, ILO and UNICEF) leading to a rationalization of the activities.

Thus, the main lesson learnt during the implementation of the joint programme in 2019 is to undertake a proper mapping of existing and ongoing initiatives before formulating and designing new programmes, so as to capitalize on existing initiatives, building on synergies and avoiding duplication.

**Peacebuilding impact** *N/A*

**Catalytic effects** *N/A*

**Gender**

Proportion of gender specific outputs	Total no. of Outputs	Total no. of gender specific Outputs
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in Joint Programme <sup>3</sup>	7	<i>The program has no gender specific outputs in the outputs. Output 2.3 contributes significantly towards equity with a strong gender lens, but it is not specific as it seeks to understand exclusion and vulnerability more generally (including but not specific to gender).</i>
Proportion of Joint Programme staff with responsibility for gender issues (as of end of 2018) <sup>4</sup>	<b>Total no. of Staff</b>	<b>Total no. of staff with responsibility for gender issues</b>
	2	<i>Two staff have partial gender responsibilities under this programme and generally in their TORs.</i>
<b>Human Rights</b>		
Has the Joint Programme included a protection risk assessment in its context analysis, including on gender issues, and taken measures to mitigate these risks to ensure they are not exacerbated, or new risks created?	<b>Result (Yes/No)</b>	
	<i>Not explicitly</i>	
No. of Joint Programme outputs specifically designed to address specific protection concerns.	<b>Result (No.)</b>	
	<i>One</i>	
No. of Joint Programme outputs designed to build capacity of duty bearers to fulfil their human rights obligations towards rights holders.	<b>Result (Number)</b>	
	<i>Seven</i>	
<b>Other</b>		
Does the Joint Programmes have a national cost-sharing component (i.e. funds and/or other resources provided by the FGS and/or FMS (including in-kind contributions)? (if 'Yes', describe below).	<b>Results (Yes/No)</b>	
	<i>Yes</i>	
Have FMS(s) been engaged in one or more of the following: design, planning, implementation, coordination and/or monitoring of the Joint Programme.	<b>Results (Yes/No)</b>	
	<i>Yes</i>	
<b>Describe nature of cost sharing:</b>		
UNICEF and WFP alternate to share programme costs when the costs are shared particularly for travel, workshops and other related costs.		
<b>Communications &amp; Visibility-</b>		

<sup>3</sup> Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women's Empowerment.

<sup>4</sup> Staff members are those contracted to undertaken work for the Joint Programme including full time staff, consultants, advisors, interns, etc. Staff members with responsibility for gender issues are those who have gender related activities included in their Terms of Reference.



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All reports, agendas, meeting signs and the Policy have attribution to the donor. Communications materials used for the Policy launch all have donor logos, and reference to the generous donor support was made during the event. A draft Communications strategy has been developed to ensure nationwide dissemination of the policy. In addition, posters designed to disseminate the Policy all include donor logos. The sub-working group of the resilience pillar has also been used as a showcase for the joint programme, where updates on the policy process and on the programme at large was shared with a wide group of stakeholders.

### **Looking ahead:**

The agreement for Phase 2 of the joint programme has been signed and its implementation started in January 2020. However, most of its activities were planned in 2018 and many other initiatives have come up in the social protection landscape. In this regard, UNICEF, WFP and MoLSA will propose changes in the initial design of the programme (outputs and activities), keeping in mind complementarity and harmonization with the two major social protection projects (i.e. the Shock-Responsive Safety Net for Human Capital Project funded by the World bank and the Joint programme: “Toward Somali led Social protection system” funded by the Joint SDG Fund). In line with the short to medium-term priorities of the Social Protection Policy and taking note of the ongoing interventions, MoLSA has noted capacity gaps in policy analysis and inter-ministerial policy forums. Therefore, Phase-II will be used to capacitate MoLSA in policy analysis and inter-ministerial policy coordination forums through technical assistance support and trainings. A stocktaking process will be initiated to identify commitments under the MPTF with MoLSA, the gaps in strengthening the delivery capacity and ensure that the fast-changing funding landscape is taken into account in planning 2020.



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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. (State whether the risk is from the ProDoc or is new, whether the Joint Programme was exposed during the reporting period (2018) and what specific mitigation measures were applied.*

Type of Risk <sup>5</sup>	Description of Risk	Mitigating Measures
Political	Delays due to elections and political changes.	The programme must have support of the line ministries who are capacitated. Preliminary and background work completed during delays.
Operational	Too much time spent on fieldwork due to lengthy nature of interview process, transcription and analysis of data.	Recruitment of a local researcher to assist international expert during fieldwork.
Security	Inaccessibility of field sites due to security.	Alternate sites and measures such as government ministry with national staff from the contractor leading the consultations.
Operational/Other (Contextual)	Inaccessibility of some sites leads to incomprehensive service data; Incomplete database or inconsistent registration of household information limits usefulness of data.	Assuring data quality and re-registration as necessary. Use proxies as needed to complete datasets.

<sup>5</sup> Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.



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**ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES** <list here the monitoring and oversight activities undertaken during reporting period (Jan-Jun 2019). Precise and specific, the table should not exceed one page>

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Programme Oversight	Monthly	Programme oversight is jointly with UNICEF, WFP and MoLSA. Bi-weekly calls or emails provide regular updates on the policy development process and progress.	Regular follow up is recommended to ensure deadlines for multiple deliverables are met.
Steering Committee Meeting	March 2019	The Programme Steering Committee Meeting took place mid-year only due to leadership changes, staff changes and general delays.	<ul style="list-style-type: none"> <li>Regional government should participate in the Technical Working Group.</li> <li>The TWG will be chaired by the SP Advisor to MOLSA and the PS of MHADM.</li> <li>The policy will be aligned to the FGS Vision 2040.</li> </ul>
Donor/Implementing agencies coordination meeting (WFP, MoLSA and AICS)	15 November 2019	The meeting took stock of the progress made both in terms of implementation and on financial execution between WFP, MoLSA and AICS.	<ul style="list-style-type: none"> <li>UNICEF, WFP and MoLSA to prepare a synthetic table showing how the different activities (joint programme Phase 2/WB/SDG Fund) complement each other and do not overlap.</li> <li>WFP, UNICEF and MoLSA to prepare an operational plan for Phase 2 and share it with AICS for formal endorsement.</li> </ul>
Donor/Implementing agencies coordination meeting (UNICEF and AICS)	16 January 2020	The meeting took stake of the progress made both in terms of implementation and on financial execution, between UNICEF and AICS.	Revise activities of Phase 2 of the joint programme with short justification and submit to AICS for formal agreement.



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**ANNEX 3. TRAINING DATA** <list here details of training activities undertaken during the reporting period (Jan-June 2019); should not exceed one page>

#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry, District or UN staff	Others		M	F	Total			
1.	MoLSA OPM	Ministry of Education	20-24 May	3	1	4	Community of Practice on Cash Transfers in Africa	Kigali	World Bank, UNICEF
2.	MoLSA, OPM, MoH UNICEF		3 Feb. to 12 May	2	4	6	The Practice of PDIA: Building Capabilities by Delivering Results	Online	Center for International Development, Harvard University
3.									
4.									
5.									
6.									
7.									
8.									
9.									