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PROGRAMME ANNUAL PROGRESS REPORT

Period: 2017

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

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



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	PUNO	Report approved by:	Position/Title	Signature
1.	UNDP	George Conway	Country Director	

Total MPTF Funds Received				Total non-MPTF Funds Received		
PUNO	Q4 2017	Cumulative	Annual 2017	Q4 2017	Cumulative	Annual 2017
UNDP	-	11,722,386.80	2,719,192.00	-	1,347,860.31	-
JP Expenditure of MPTF Funds ¹				JP Expenditure of non-MPTF Funds		
PUNO	Q4 2017	Cumulative	Annual 2017	Q4 2017	Cumulative	Annual 2017
UNDP	1,869,601.65	11,022,114.13	5,272,385.83	13,371.08	1,347,860.31	15,623.08

ANNUAL HIGHLIGHTS

- I. Federal Member States in South West, Jubaland and Galmudug finalized their Strategic Plans (2017 – 2019) aligned to the National Development Plan (NDP) 2017 – 2019 thus ensuring harmony with regards development planning in Somalia.
- II. The FGS Ministry of Labor finalized the Civil Service Law (Law No. 11) and produced a draft Training Policy.
- III. The Office of the Prime Minister initiated a strategic review of the Political Inclusion agenda and the Federalization agenda through a series of discussion sessions and topical Strategic Policy/Planning documents.
- IV. Puntland Good Governance and Anti-Corruption Bureau undertook benchmarking for anti - corruption and civil service reform in a solid south-south cooperation arrangement with the anticorruption and civil service management authorities in Rwanda and Uganda.
- V. The National Civil Service Commission produced a report on the factors affecting gender integration in the Somalia public sector. The report highlights political challenges and makes recommendations towards improving the capacity and performance of the civil service.
- VI. The transition from the New Deal based 5 PSG Working towards the NDP structure of Pillar Working Groups (9 PWG) was managed by the Aid Coordination Unit (ACU) and MoPIED, with stronger inclusion of the Federal Member States and a more refined sector focus.
- VII. The National Development Council approved the Monitoring and Evaluation Framework as an official document of the Federal Government of Somalia on Monitoring and Evaluation operations in the country.

¹ **Uncertified expenditures.** Certified annual expenditures can be found in the Annual Financial Report of MPTF Office (<http://mptf.undp.org/factsheet/fund/4SO00>)



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SITUATION UPDATE

The SIP project continued to support its partners in both the Federal Government of Somalia (FGS) and the Puntland State in 2017. While for the most part of 2017, the security situation did not dramatically change, the attack on 14 October with more than 500 casualties – including a UNDP staff member and several staff members from the project's partners – made a deep impact. Next to the personal loss, the office building of the Ministry of Foreign Affairs and the Ministry of Planning, Investment and Economic Development (MOPIED) was severely damaged. The project supported emergency repairs and offered alternate office space at the UNCC to the staff of MoPIED.

Whereas the year started on a slow note because of the Presidential elections and the subsequent selection of the new government, the situation changed positively after the inauguration in February of President Mohamed Abdullahi Mohamed ('Farmaajo') and the inauguration of the new cabinet. While the new government needed some time to get to terms with their portfolios, over the summer of 2017 a revigorated agenda of cooperation was developed. The new Minister of MOPIED (H.E. Gamal Mohamed Hassan) took on board the significantly expanded mandate and a new support agenda was defined, following up on the previous work related to the National Development Plan, Monitoring and Evaluation as well as further internal administrative strengthening of the Ministry. A major milestone was the finalization of the M&E Framework for the NDP. Gradually a coherent system of result oriented NDP management is emerging, linking the Pillar Working Group plans as well as the Ministerial Annual Workplans and the FMS Strategic plans with the NDP priorities. While the building blocks are now mostly in place, the implementation needs further attention. In similar terms, the new Minister of Labor and Social Affairs (H.E. Salah Ahmed Jama) re-set the drafting agenda for the Civil Service Law – which was finalized towards the end of the year - and initiated the process to establish a professional training policy. Both the new Law and the training policy will help to streamline civil service management and push towards a more joined-up approach for strengthening the capacities of the civil servants. Furthermore, the cooperation with the Office of the Prime Minister resumed enthusiastically focusing on the federalization agenda, the communication strategy as well as the approach to performance management. The Aid Coordination mechanism was reviewed and re-established in line with the NDP structure. Unfortunately, the new structure took some time to mature and, towards the end of 2017, several Pillar Working Groups still were struggling to find their modus operandi. The introduction of the CAS arrangements caused some confusion on roles and mandates of the different bodies.

The cooperation in Puntland throughout the year showed steady progress. In Puntland the successful support to the Puntland Good Governance and Anti-Corruption Bureau (PGAAB) for its Strategic Plan, Complaints Mechanism as well as a benchmarking trip to the Rwanda Ombudsman have all led to a stronger and more focused institution. The PGGAB hosted a first ever anti-corruption conference in Garowe. The conference which was attended by the Justice Ministers from all the Federal Member States as well as other key stakeholders from across Somalia marked a significant achievement in placing the debate on anti-corruption on the national agenda. The event was also a mark of progress on efforts to develop a national integrity system.

The project management progressed as planned with the core of the work planned and implemented through Letters of Agreement with all the partners. In Puntland, the project partnered with the Puntland based NGO, Somalia Institute for Development and Research Analysis (SIDRA) to work on the localization of SDGs. On the learning and knowledge management front, cooperation continued with DFID's Learning and Monitoring Programme Somalia (LAMPS) project through Third-Party Monitoring (TPM) and verification exercises, e.g. on



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capacity injection and providing useful information on the way the cooperation between UNDP and the partners is evolving. While one project board meeting was held in Puntland in 2017, the two Steering Committee meetings scheduled for the year at the federal level unfortunately could not take place. Towards the end of the year, a three-month extension of the project was approved through a written procedure.

The external evaluation of the project was conducted in the last few months of the year and the report will be shared early 2018. While significant progress was noted in several areas (e.g. the National Development Plan, the cooperation with most partners in Puntland), the evaluators also noted areas for improvement (e.g. the theory of change, the quality of reporting). The lack of progress in the planned results with the Ministry of Labor and the Office of the Prime Minister, significantly altered while the evaluation was ongoing. The evaluators recommended that the scheduled next phase would proceed with a merger of the present SIP project with its sister project on State Formation (StEFS) to benefit more from synergies and efficiency. Also, the spin-off of the Aid Coordination work into a dedicated project (in cooperation with the UN Integrated Office) was an appropriate arrangement.

QUARTERLY & ANNUAL PROGRESS REPORT RESULTS MATRIX

OUTCOME STATEMENT

The expected project outcome is strengthened systems, processes and capabilities of the Governments to deliver on New Deal Compact.

SUB-OUTCOME 1 STATEMENT

The objective of the SIP Project is in line with the CD Flagship Programme objective to “enable the governments to fill critical capacity gaps in the civil service and to strengthen the capacity of key ministries and agencies to perform core government functions”

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

INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR ²	
		THIS QUARTER	CUMULATIVE 2017
Number of staff (disaggregated by sex, location, institution, position) within public institutions supported by UNDP	Federal: 6	57 ³ (10F:36M)	⁴ 246 (67F:172M)
	Puntland:	14 ⁵ (5F:9M)	93 (25F:68M)
	Federal 75%	100% ⁶	85%

³ There are 21 staff members supported by the project at the Aid Coordination Unit; 1 local advisor and 6 Graduate Interns at the National Civil Service Commission, 2 OPM, and 27 local advisors for Investments; Economics and Statistics at MOPIED.

⁴ These are the total number of positions supported in the year. Each contract has been counted and cumulatively reported on. For example, if one position was filled in May 2017 in the same Ministry and then the same Local Advisor filled the same position in another contract or extension it will be counted as 2 since the tasks might have changed.

⁵ 14 positions were supported by the project. 4 in MOPIC; 3 in MOLYS, 2 in MOWDAFA, 3 in PGGAB and 2 CSC.

⁶ TPM report produced by the Learning and Monitoring Program Somalia (LAMPS) supported by DfiD issued reports for Puntland and the FGS and noted that the Technical Advisory services offered by the different consultants verified had been effective, efficient and relevant. supervisor assessments from the FGS institutions (100%) (on file with the



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Percentage of direct supervisors satisfied with staff and advisors	Puntland 75%	100%	80%
Sources of Evidence: i) Staff Lists and Payment Schedules for every individual employed under this facility are on file with the government and project (UNDP) for both the FGS and Puntland governments; ii) Lists of staff at both the FGS and Puntland levels; iii) Third Party Monitoring reports; iv) Staff contracts and CTG records for contracts with relevant staff members. Third Party Monitoring reports of interviews with the relevant supervisors of the local advisors.			
Output 2: Rationalized and updated Civil Service Management policy, framework, system, processes, and guidelines developed.			
# of Civil Service Laws reviewed or amendments proposed	Federal: 1 for approval	0	1
	Puntland: 1 for approval	0	1
# of HR Management Frameworks submitted	Federal: 1 for approval	0	2
	Puntland: 1 for approval	0	1
# Number HR Management instruments rolled out	Federal: 2	0	0
	Puntland: 2	0	0
Sources of Evidence: i) Draft civil service laws drafted for the FGS and Puntland; iii) Copy of HR Management Framework draft document from Puntland on file with the project, Recruitment and Appointment Policy Draft and Draft Young Graduate Recruitment Manual			
Output 3: Improved training policy, facilities and plans proposed.			
# of Civil Service Training / Capacity Development Policy submitted	Federal: 1 for approval	1	1
	Puntland: 1 for approval	0	1
Training standards developed	Federal: 1 for approval	1	1
	Puntland: 1 for approval	0	1
# of Training Modules developed	Federal:2	0	0
	Puntland: 2	0	0
Number of Civil Service Training Institute concepts developed	Federal: 1	0	0
	Puntland: 1	0	1
Sources of Evidence: i) Puntland Draft Civil Service Training policy document on file with the project			
Output 4: Strategic guidelines developed for internal Government coordination, good governance and strategic communication			
Guidance materials for Federal Parliamentary relation management	Federal: 2 completed	1	1
Strategic Communications guidelines	Federal: 1 completed	1	1
Concept note for coordination between OOP and OPM concerning policy advice and performance management	Federal: 1	1	1
Concept note for the establishment of a performance management framework	Federal: 1	1	1
Performance management structure has been developed and is under implementation	Federal:0	0	0
Number of reviews made concerning progress in implementation related to key national priorities	Federal: 2	1	1

project) done by the Director Generals from the institutions mentioned in supra notes 3 and 4 shows that the supervisors were satisfied with the performance of the local advisors.



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Policy development framework has been developed	Federal:0	0	0
	Puntland:0	0	0
Functional Reviews are implemented in at least 10 core ministries	Federal: 5	0	0
	Puntland: 5	0	0
Capacity Assessments are implemented in at least 10 core ministries	Federal: 5	0	0
	Puntland: 5	0	0
Ministries are supported with the implementation of the functional reviews	Federal: 5	0	0
	Puntland: 5	0	0
Concept note for the elaboration of federal and state level organic law has been developed	Federal: 1 Final	1	1
	Puntland: 1 Final	0	0
Ministry of Finance strategically leading PFM system development	Federal:1	0	1
Ministry of Finance strategically leading the 'use of country systems' roadmap development and implementation.	Federal: 1	0	1
Discussion paper on modalities for public sector engagement with non-state actors is developed	Federal: 1	0	0
Concept note for engagement with non-state actors is prepared	Federal: 1	1 ⁷	1
Service delivery (Citizens') Charter for Puntland	Puntland: 1 Completed	0	1
Complaints Mechanism, Puntland	Puntland: 1 Completed	0	1
Good Governance Advocacy strategy, Puntland	Puntland: 2 Completed	0	1
Sources of Evidence: Reports from the Office of the President; Copy of the guidance materials; Copy of the Strategic Communications Guidelines; Complaints Mechanism verified to be in operation through interviews with beneficiaries and providers. Puntland Good Governance Advocacy Strategy draft document.			
Output 5: Assessments, tools, and plans developed to mainstream gender			
Number of tools developed	Federal: 2 more completed	0	3
	Puntland: 2 more completed	0	1
Number of partners supported	Federal:3	3	7
	Puntland: 3	1	7
Number of staff trained	Federal:5	5	10
	Puntland: 5	0	20
Sources of Evidence: i) Draft Gender toolkit; ii) Partnership agreements; Draft documents for tools, plans and assessments developed in FGS and Puntland; Signed Agreements with partners; Signed attendance sheets to meetings and trainings in both Puntland and the FGS.			
Output 6: Guidance to undertake Development Planning, M&E and Aid Coordination including reporting developed.			
Number of institutional coordination arrangements for development policy drafted	Federal: 1	0	1
	Puntland: 1	0	1
Number of M&E Strategies reviewed, amended, updated or developed.	Federal: 1	0	1
	Puntland: 1	0	1

⁷ NGO Policy is still in draft format but has been developed at the FGS level



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Number of processes, tools and guidelines for collection and storage of data developed	1	0	0
	Puntland: 1	0	1
Development of a coherent M&E system for following up on the implementation of the National Development Plan;	Federal: 1	0	1
	Puntland:1	0	1
Coordination mechanism for statistics development is operational	Federal: 1	0	1
	Puntland: 1	0	1
The Ministry of Planning and International Development is supported to developing the National Statistics Office.	Federal: 1	0	0
# of Aid Coordination Architecture developed and institutionalized	Federal: 1	0	1
	Puntland: 1	0	1
Number of DAD/AIMS systems operational	Federal: 1	0	0
	Puntland: 1	0	0
Number of Quarterly reports on Aid Flows are generated through DAD/AIMS	Federal: 2	0	0
	Puntland: 2	0	0
Sources of Evidence: i) NDP guidance notes; ii) M&E strategy for federal level, the new Puntland five-year development plan and the M&E section for the NDP; iii) ACU documentation PSG Working Group meetings			
Output 7: Project management and implementation arrangement is established ensuring appropriate project implementation			
Number of Project Board meetings are convened as scheduled	Federal: 4	0	0
	Puntland: 4	0	1
Number of Project progress reports generated periodically or monitored, reviewed and evaluated	Combined (Federal and Puntland): 3	1	3
Percentage of staff in the Project teams recruited.	Combined (Federal and Puntland): 90%	100%	100%
Sources of Evidence: i) Project Board meeting reports from FGS and Puntland Staff records (Contracts and Timesheets)			

NARRATIVE

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

The SIP project supported the FGS and Puntland governments with dedicated staff for short - term periods in 2017 for selected institutions. A total of 239 temporary positions were filled at the FGS level and 93 in Puntland. Each position is counted as one based on contract duration. The short-term positions⁸ focus on specific tasks at hand. The increasing number of positions that comfortably can be filled with Somali nationals – often on short notice - is a sign that the local consultancy market is improving, which is an important positive development. However, coordinated and decisive restructuring of the civil service labor force still needs attention and start in earnest. While there is some improvement in re-deploying civil servants, still a large proportion of those on the civil service payroll remains inactive.

⁸ In the FGS the ACU is supported with local advisors working as Pillar Working Group Coordinators in the regions, finance officers etc.; the NCSC has local advisors working on gender and HR management. Puntland has local advisors working on positions such as planning officers, finance and administration, communications etc.; the Puntland and Good Governance Anti-Corruption has a local advisor working on the anti-corruption strategy. Each institution supported by the project is also supported with one Female Graduate Intern for the duration of the LOA.



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Government ministries in Somalia continue to lack quality and experienced labor to handle civil service work. At the Puntland level, MOPIC was supported with staff who ensured that the aid coordination structure of the Pillar Working Groups was functional. 14 local advisors were supported in Puntland government institutions in the fourth quarter. At the FGS level, institutions such as the MOPIED were supported in the implementation of the National Development Plan. The NDP has been accepted broadly as the overall priority-setting document, and the FMS have aligned their Strategic Plans to the NDP. The M&E and operationalization of the NDP priorities through Ministerial Annual Workplans and the Pillar Working Group plans is underway, but requires further strengthening. The short-term staff plays a critical role in the engagement of the various national and international actors and developing the more practical arrangements, like reporting, coordination of activities and documenting progress.

In the existing agreement between the National Civil Service Commission (NCSC) and UNDP, one local advisor and six Graduate Interns were supported until December 2017. The local advisor was involved in drafting a document *entitled "Factors Affecting Public Sector Gender Integration in Somalia"*. This document was finalized in September. The document identifies the causes of gender inequality in the civil service as well as recommending possible options for gender integration in the public sector. The NCSC has held several meetings with government ministries to conscientize them about the contents of the report as well as encouraging them to begin gender mainstreaming, identifying gaps in their Ministries and generally ensuring that gender is a key component of the civil service. The Graduate Interns continue to be taken through the paces of a professional work environment at the Commission with participation in such important meetings as alluded to above. The Chairman of the NCSC commended the Finance and Administration Department of the NCSC and young graduates noting that they had worked efficiently and benefitted in terms of capacity. The young graduate interns ensured that the NCSC finance department followed proper procurement and financial record keeping processes in their day to day work. This work ensured that the NCSC kept running although it did not have permanent civil servants in place.

At the Puntland level, local advisors at the Ministry of Planning and International Cooperation (MOPIC) were involved in various activities providing expert support to administration and finance, communication, monitoring and evaluation, planning as well as aid management. The local advisors continue to give support to the Ministry's quest to set up a fully functional Ministry with all systems in place. Notably, the Ministry's civil service is increasingly taking over the day to day finance, administration, reporting and statistics functions from the local advisors who have been supported by the project. A DfID Learning and Monitoring Program Somalia (LAMPS) monitoring and verification exercise observed that the Technical Advisors contribution whilst placed in the MOPIC had been relevant, effective and had enhanced efficiency.

Throughout the year, the ACU provided the required support to the Aid Coordination Architecture. Within the last quarter of the year, two SDRF Steering Committee meetings and 9 Pillar Working Group meetings and several dedicated workshops were coordinated by the ACU. While the overall system is in place, the evolution from the New Deal arrangements to the NDP arrangements take some more time than expected to mature, while the introduction of the CAS arrangements equally prove to be challenging. In addition, the ACU was requested to support the Drought Impact Needs Assessment (DINA) implementation arrangements, workshops throughout the country, dedicated meetings and other administrative and logistical support. The DINA process was completed as per plan, while the end products are expected to be validated and presented early 2018.

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

Civil service laws and regulations

The project supported the two responsible Ministries of Labor in the FGS and Puntland to ensure that legislation is in line with modern day expectations. While the process of drafting the new FGS Civil Service Labor Law had made limited progress during the year, in the third quarter, work on the Civil Service Law #11 resumed under the strong leadership of the new Minister of Labor and Social Affairs. The draft law was submitted to Cabinet in December for discussions in early 2018. The project



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supported an international consultant and two national consultants who worked with the Ministry and the revived steering committee that had been set aside in 2016. The committee consists of 3 staff members from the Ministry of Labor, 1 member from the Civil Service Commission, the OPM, the Ministry of Finance, the State Solicitor General as well as a legal advisor supported additionally by the project. Accommodating recommendations that were received from national institutions as well as International Development Partners – e.g. on harmonized terminology and consultation/harmonization with FMS arrangements. The finalization of the Law is a major step in the implementation of the civil service reform, setting standards and appropriate expectations on what civil service management is to achieve and how the management arrangements are to be further developed through a set of regulations and other legal instruments.

It should be noted that drafting the Civil Service Law and its eventual passage through Parliament is the first step in a longer-term process, which entails the drafting of enabling legal and regulatory system, further development of the broader labor legal and regulatory framework, strengthening the HRM institutional framework and the training of staff, in the context of the Somalia labor market. Discussions at the Puntland level on the labor law have not gained much traction and no further progress was recorded in this reporting period for Puntland except that the law was submitted to the Puntland Cabinet at the beginning of the year.

The Puntland Civil Service Commission carried out trainings on data protection, data analysis, ICT policy framework and on the Data Policy Implementation Strategy during the reporting period. The PCSC does not have internal policies to govern data protection and data implementation. The staff expressed satisfaction with the training sessions. The staff members trained noted that they were more confident on executing IT security techniques imparted to them. The staff also noted that the training helped them understand the importance of handling confidential Human Resources data for civil servants.

The National Civil Service Commission through the project support initiated an exercise to reach out to the Federal Member States (FMS) Civil Service Commissions (CSC). The process sought to get buy in from the FMS CSC in harmonizing the recruitment processes and policies of Somalia's civil service. In this regard, the NCSC visited the South West State, Puntland and Jubaland States' Civil Service Commissions. Agreements were made on setting up coordination mechanisms for the commissions as well as staff attachments and exchanges with the different Civil Service Commissions. However, the coordination mechanisms were not set up by the end of the reporting period.

To improve the work of the National Civil Service Commission, the entity embarked on a benchmarking visit to the Public Service Commission of Uganda in Kampala between 20 – 23 November 2017. The meeting was successful and the 10 males and two female Somali delegation was taken through several topics which included a review of the mandate of the Public Service Commission in Uganda, the functions of the key departments with the PSC, the relationship between the Ministry of Public Service and the Public Service Commission, electronic Document Management Systems of the Education Service Commission of Uganda, the E Recruitment System of the health Service Commission of Uganda etc. The delegates in debriefing interviews with the UNDP project team noted that they had gained new knowledge on electronic document management systems as well as generally on the management of the civil service in Uganda. They were optimistic that the knowledge gained would assist them in executing their duties back in Somalia.

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

The training systems for civil service servants in Somalia remain weak or not institutionalized. Currently, there are no specific capacity development policies or dedicated Civil Service Training Institutes (CSI) in Puntland and on the Federal level.

As is the case for the Civil Service Law, the Federal Ministry of Labor reinvigorated previous work done on training policy and requested the project to engage consultancy services to review the present training set-up and formulate recommendations etc. for the subsequent development of a national training policy. The recruitments were done in the fourth quarter and an international consultant as well as a local advisor came on board. Several consultative meetings have been held with staff from the MOLSA with regards the FGS National Training Policy. Key Informant interviews were carried out with regards the



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training needs of government officials, what has been done before and the way forward. A draft document has been tabled before the Ministry of Labor and Social Affairs and will be finalized in January 2018.

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

Communications:

While the Office of the Prime Minister maintains relations with the FGS Parliament; the efficiency and effectiveness of these relations can be improved. To improve strategic communications and strengthen good governance guidance, the project finalized an agreement with the OPM from 01 September until 31 December 2017 to cover communications, and other related matters. An international consultant and a local advisor were recruited by the OPM through the support of the project to come up with a communication strategy seeking to solve the communication challenges at the OPM. Initially the consultants convened consultative meeting with key stakeholders at the OPM and noted several challenges. Some of the key ones included the fact that: (i) the communication structure at the OPM was not clearly defined; press releases were not preapproved, the use of open media platforms such as madmimi.com for information dissemination. It was also observed that the Communications team did not have any information about the Minister's agenda in advance. With all these challenges identified, a meeting was convened between the Protocol section and the Communication department of the OPM. Through training and face to face interactions several issues such as the sharing of the Ministers' agenda/itinerary, preapproval of press releases was discussed and sorted. Several positive changes at the OPM have already been observed through the sharing of preapproved press statements and the Protocol Unit's sharing of the PM's itinerary beforehand.

A communication strategy was drafted for the OPM using information that was gathered from interviews with key stakeholders in the OPM. The consultative meetings were held on 20 and 26 November 2017 in Mogadishu. The communication officer has been encouraged to grow the number of subscribers and followers of the OPM on social networks. It can be noted that the potential is there to grow the OPM's followership and thus enhance communication in the country and outside. As late as December 2017, the OPM Twitter handle and Facebook feed had 158 000 and 80 000 followers respectively. The twitter handle of the OPM has largely operated using Somali language but with the advice from the two consultants, more feeds are being shared in English to cater for the outside community and those stakeholders who do not speak nor understand Somali.

Parliament support:

The poor quality of draft legislation sent to Parliament, the lack of formal protocol for processing legislation through Parliament topped by the absence of a designated Leader of Government Business in Parliament motivated the support to the OPM to come up with a clear strategy on managing government business in Cabinet and Parliament. Furthermore, since the assumption of office of the new government in February 2017, the Executive had by the third quarter not tabled its agenda in Parliament for the year. FGS government Executive initiatives to get legislation passed in Parliament are often not followed up to their logical conclusions. The Labor Laws in both the FGS and Puntland are key cases in point. More draft bills continue to suffer the same fate. Due to the continued lack of good interactions and workflow processes between the OPM as the key driver of government business and Parliament as the institution where legislation is made, the project supported an international consultant to work with the OPM in finding solutions to this challenge. The consultancy managed to develop deliverables that will be able to help resolve some of these challenges. For example, a concept note on the Legislation Lifecycle Management was drafted. A draft Cabinet Memorandum was also proposed with a view to assisting the Cabinet understand its role in processing new legislation received. Another concept note "Explanatory memorandum" was proposed. This document is meant to accompany a draft Bill and provides critical information about the Bill and its development that would allow MPs to process the Bill through Parliament.



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The international consultant with the assistance of local advisors proposed the establishment of an Inter Government Relations Forum which would at an informal level in government and the FMS discuss issues on federalism as well as linking issues discussed at the Inter State Commission level. A roadmap to the process of federalism was proposed in the deliverables submitted by the consultant. The main issues contained in the proposal were that the process of federalism needed to be Somali owned, with agreed timelines, inclusive of all stakeholders, full transparency and with guaranteed participation of the public. The diagram below shows the key government agencies proposed to spearhead this task.

Role Player	Role and Function
OPM	Responsible for overall coordination of the negotiation the Federal arrangements
Parliament-Oversight Committee (OC) & ICRC	Parliamentary Committee charged with the responsibility of constitutional review.
MOCA	Responsible for the political negotiations in the review of the constitution
MOIFAR	Responsible for the political management of the federal relationships
MOF	Responsible for the sharing of resource allocations
Min of Planning	Responsible for the strategic planning process
Federal Member State Executives and Legislatures	Responsible for the representation of State interests

Good governance support:

The project supported the Puntland Good Governance and Anti-Corruption Bureau to carry out a South – South cooperation study tour in Rwanda hosted by the Rwanda Ombudsman. The Director of the PGGAB and one of the local advisers supported by the project met with officials from the Rwanda Ombudsman’s office; Rwanda National Police Service; Rwanda Public Procurement Authority; Rwanda Public Prosecuting Authority; Rwanda Governance Board as well as civic society group Transparency International Rwanda.

The PGGAB drafted and finalized three key documents namely: The Service Delivery Charter for Puntland, a Public Complaints Mechanism as well as a Good Governance and Advocacy Strategy document. The meetings in Kigali with the different government institutions deliberated on ways that the tenets of these documents can be put into action. The Rwanda government institutions pledged support to the PGGAB in any future activities. After the Kigali visit, a training on the Public Service Charter was held for all Director Generals in Garowe.

The PGGAB continued with the implementation of its implementing its Three Year Strategic Plan, which is aligned to the Puntland revised Development Plan. Activities supported by the project include media interviews and programs on Puntland state television and radio networks to discuss good governance and corruption matters in Puntland. The ‘phone-in’ programs by the public in Puntland have attracted attention and broadened the views of the Puntland citizens on issues of good governance and anti-corruption. The project is also supporting the PGGAB with one local advisor and one graduate intern to assist in the implementation of its Three Year Strategic Plan. Extensive consultations through different stakeholders and



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publics such as youth, women and government institutions have been conducted in the reporting period. While the Three-Year Strategy is implementable it requires more financial and human resources.

In the fourth quarter, the PGGAB hosted a well-attended and successful national anti-corruption conference to discuss ways and means of tackling corruption in Somalia. The meeting was attended by senior officials from all the FMS and was addressed by the Puntland Vice President as well as the FGS Minister of Justice. A communique that came out after the meeting promised among other key issues to: continue holding the anti-corruption conference as an annual event; the setting up of a Good Governance and Anti-Corruption Technical Committee; providing a platform for accessing and sharing information on anti-corruption as well as encouraging the adoption of the International Convention on Good Governance and Anti-Corruption by Somalia.

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

In Somalia, gender-mainstreaming capacities are insufficient to warrant sufficient attention to gender in government policies, legislation, strategies and operational processes. The SIP project supports the Federal Ministry of Women and Human Rights Development (MOWDHR) and Puntland's Ministry of Women Development and Family Affairs (MOWDAFA) on gender mainstreaming. The Ministries are charged with ensuring that government policies for example on recruitment of civil servants, gender based violence and on the economic front have gender sensitive components. The project helps both Ministries in ensuring that this is done.

The LOA for the MOWDHR expired at the end of the second quarter. Furthermore, the project supported one local adviser at the Puntland MOWDAFA. He was responsible for carrying out advocacy meetings on gender mainstreaming with the civil service and government Ministries as well civil society groups across Puntland. With the finalization of the Gender Mainstreaming Toolkit at the end of 2016, work to have the document piloted across the whole of the Puntland regions started in earnest in January 2017. A total of 5 meetings with gender focal points from all ministries were held across Puntland by the MOWDAFA. These sessions sought to share more information on the new proposed Gender Toolkit with key figures in the Puntland government. A total of 115 men and 60 women were reached between January and March 2017. The Gender /Women Empowerment Policy was approved in the second quarter of 2017. These initiatives have led to more discussions on gender mainstreaming in the civil service. Furthermore, the MOWDHR has spearheaded various engagements with the NCSC as well as other government departments to discuss gender mainstreaming.

The Gender Toolkit was proposed to the Puntland Cabinet by the former Minister, Her Excellency, Ms. Anisa Hajmumin and approved at the beginning of March 2017. On 8 March, the Vice President of Puntland, H.E. Mr., Abdihakim Abdullahi Haji Omar officially launched the Gender Toolkit in Garowe. The Toolkit will guide the government of Puntland in gender mainstreaming for the civil service and other government programs. Moreover, it was proposed that the Gender Toolkit would be utilized by Federal Member States who would want to mainstream gender in their development plans as well as civil services. One of the important outcomes of the work supported by the project is that Puntland now has a Gender Working Group composed of key Ministries to share information on monthly basis on gender mainstreaming. More importantly, the work on the gender mainstreaming policy as well as the gender toolkit managed to bring key Ministries in Puntland to collaborate. For example, The Ministry of Planning and International Cooperation and the Civil Service Commission were all consulted on the how and what aspects of their work needed to have gender mainstreaming interventions. This is important as it has led to more support from government counterparts. Whereas more meetings have been held in Puntland with clan elders, the civil service and young people in Puntland, it cannot be said that the measures taken have led to significant levels of gender mainstreaming in the country. Other factors still inhibit such developments to take place and generally more time is needed to assess such improvements.

With the Gender Mainstreaming Toolkit finalized in the first quarter, the MOWDAFA continued with the dissemination of information to wider sections of Puntland's key populations in the reporting period. On 6 June, MOWDAFA hosted an elders meeting (Samdoono and Nabadnoo) in Garowe. Forty elders (32 men and 8 women) attended the meeting. The meeting



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sought to train the elders on gender mainstreaming and how they can align their activities, rulings in traditional courts and engagement with citizens under their jurisdiction. An end of meeting evaluation carried out by MOWDAFA showed that all the participants had gained new knowledge on gender mainstreaming because of the training. At the end of the meeting, the Minister of Women noted that after the training of the elders, the next step will be to train young men in Puntland. As she observed “One thing women can do to help reverse the way men behave is to start teaching their sons early on about women’s rights”. The project has not had the chance to measure if there have been positive changes in the way the clan elders now handle gender mainstreaming in all their official duties.

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

While at the start of the project in 2015, ad hoc arrangements for development planning standards and M&E existed in Somalia they were at varying levels of capacity and functionality. In 2017, the NDP has been approved, the M&E structures are strongly emerging with a National Monitoring and Evaluation Policy now officially endorsed by the National Development Council and the Aid coordination structures exist (SDRF and its Pillar Working Groups in the FGS and Puntland Development Forum at the Puntland level).

Development Planning

The NDP is now an FGS endorsed document since December 2016. Since the first quarter of 2017, the project has been supporting the MOPIED with an international consultant who has been advising them on formulating Ministerial workplans at the FGS level as well as the FMS level. The work has progressed well in the reporting period. In this regard, the consultant proposed a revised organizational structure for the MOPIED considering the added functions in Investment Promotion and Economic Development.

An implementation plan for the National Development Plan was presented to the Minister of MOPIED who in turn presented it to the Prime Minister of the FGS as well as Cabinet on 27 April 2017. The implementation plan contains logical frameworks which were translated into annual deliverables linked to implementation arrangements. Data for the baselines, targets and data sources was also updated in this round of editing. Reports from the MOPIED Permanent Secretary note that the work presented to the Cabinet and Prime Minister was deemed satisfactory and at that occasion, the Prime Minister instructed all line Ministries to prepare their Action Plans in accordance with the NDP highlighted goals and outcomes as well as to conform to the proposed Gantt Chart model proposed by the MOPIED Minister. In the reporting period, the MOPIED staff supported by the project delivered presentations on the NDP to an Upper House Committee that informed members about the NDP, its structure, how it operates and how Parliament can assist in its implementation.

It is important to note that the Gantt Chart process has assisted the Federal Government Ministries to bring all relevant details pertaining to the NDP’s anticipated timing of foreseen activities and linking these with highlighting the responsible resources. The Gantt chart system has assisted in clearly showing which Ministry is responsible for delivering what outputs in the NDP.

Another dimension to the benefit of the NDP Gantt chart, is linked with the responsibility to maintain a consolidation tool, which now allows the NDP to integrate all FMS Strategic Plans into one joint consolidated whole of Somalia NDP, assuring that there no inconsistencies or conflicting priorities between the NDP and the FMS Strategic Plans. From a positive perspective, this provides confidence that the NDP does not conflict with any FMS and Federal Government strategic documents and as such it is quickly integrated as the key strategic umbrella document for all Somalia’s development plans for the period 2017 – 2019.

Activities carried out with the support of the project ensured that there was a strengthened FMS ownership of the NDP and the state implementation plans. In this regard, FMS Strategic Plans (2017 – 2019) aligned to the NDP were initiated and finalized for the South West State, Galmudug, Jubaland and HirShabelle States.



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While the Puntland Revised Three Year Development Plan was approved in 2016, more work was carried out in 2017 to align line Ministries annual plans as well as to ensure that the implementation plans are in sync with the document. The project supports six local advisors who assisted the MOPIED and line ministries with aligning their activities to the National Development priorities as well as ensuring their Annual Work plans are in place to implement the NDP.

Monitoring & Evaluation, and SGD mainstreaming

The project supported the MOPIED with international technical experts who worked with the Ministry's Monitoring and Evaluation Directorate to flesh out the challenges faced by the government with regards monitoring and evaluating government programs and projects. Key among some of the challenges raised by the government staff from different Ministries were that the organizational structures of the M&E departments were problematic, that the advocacy and communication parts were weak and that the M&E workplans were not costed thus creating operational problems. With support from the project, the MOPIED finalized the drafting of the Monitoring and Evaluation Policy for the FGS and the M&E Framework was adopted as an official government document by the National Development Council on 19 September 2017. The new policy establishes common structures and standards across the entire public sector for tracking progress in the implementation and evaluation of all government policies, programs and projects.

An international consultant attached to the MOPIED worked on mainstreaming the Vision 2030 SDGs in the NDP. This work managed to infuse the SDG goals into the National Development Plan such that some of the indicators now match. This will make it easier for Somalia to track its own national goals and at the same time follow the universal SDG goals. In addition, Ministerial workplans for 2017 in the FGS were developed with the guidance of the international Planning and SDG. Support was also given to assist the FMS (Galmudug, HirShabelle, South West State, Jubaland) in aligning their annual implementation plans with SDG indicators.

In the reporting period, the project signed an agreement with the Somali Institute for Development and Research Analysis (SIDRA) based in Puntland in support of a project entitled "Localizing SDGs in Somalia". The project seeks to address the process of localizing SDGs in Somalia and will lead to the development of an efficient and inclusive process of localizing SDGs in Somalia. Although the study will focus on Puntland and one SDG (Goal 7), the results will be applicable to the rest of Somalia and experience gained will be applicable in localizing other SDGs in Somalia.

Aid Coordination

The project since its inception has provided substantial support to the Aid Coordination Unit (OPM) with staff, operational funds as well as technical advice. The ACU operates appropriately and organizes the HLPF meetings, SRDF Steering Committees and support the various Pillar Working Groups. The Aid Coordination Unit plays a pivotal role in the preparation, coordination and overall organization of the events. From composing the draft minutes with the consultation of the chairs, record keeping on attendance, providing the logistical arrangement for delegates from the Federal Member states; flights, accommodation and travel to and from the conference. Among other meetings convened was the London Conference in May 2017. The meeting was convened with success and credit goes to the ACU for coordinating the information, logistics and other management matters that needed to be dealt with before and after the meeting. 2 SDRF meetings in October and November 2017 were successfully held in October and November. The main purpose of the meetings was to prepare for the Comprehensive Approach to Security Conference on 4 December as well as the Somali Partnership Forum on 5 December. These two meetings are at the epicenter of development discussions and are the two forums whereby all development work feeds into. The Somali Partnership Forum chaired by the Federal Republic of Somalia Prime Minister and co-chaired by the United Nations Secretary General Representative for Somalia was attended by ambassadors and senior level delegates. This high-level forum discussed the progress in Somalia with specific regards to the mutual accountability framework, economic growth progress as well as the progress in the areas of politics particularly the constitutional amendments.



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The ACU has played a pivotal role in enhancing the participation of federal member states in issue around aid management and coordination for all the Federal Member States. For example, in the fourth quarter, the ACU facilitated the participation of sub-federal administration officers and regional civil society representatives in all New Deal coordination structures, from PSG Working Groups to the SDRF Steering Committee and the High-Level Partnership Forum. ACU facilitated the travel of participants to the NDC meetings in August, September 2017 and November 2017. This support served to ensure inclusive representation from the Federal Member States, and addressing the topics of strengthening the government's role in the coordination and ownership of aid. Regular meetings are taking place, weekly in Mogadishu with the core federal government-based staff, and monthly extended to the regional focal points.

In 2017, UNDP, MOPIED and the ACU developed a detailed approach for installing the national Aid Information Management System (AIMS). A public procurement process was conducted; however, the results were unfortunately not acceptable. Early 2018, the process will in amended form be re-initiated, still aiming to have the system operational during 2018. This is a move in the right direction and it is planned that when this system is acquired and set up, the aid management process in Somalia will be better managed.

The Puntland Development Forum was set up in December 2016 with 6 Sector Working Groups where different government institutions, civil society and the international donor community interact to spearhead the implementation of the Three-Year Development Plan. On 10 August 2017, the PDF's second meeting saw the chairs and co-chairs of all the PWGs convening. The members present discussed the challenges faced by the PDF and the proposed solutions to deal with some of the identified challenges. The table below shows the number of meetings held by the PWGs since August 2017.

Pillar Working Group	Number of meetings
Security	9
Governance	9
Justice	6
Livelihoods	3
Infrastructure	7
Social	4

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

In the third quarter, three new LOAs were signed with the OPM, MOLSA and MOPIED adding to the already active LOA with the National Civil Service Commission. In Puntland, the MOPIC, MOWDAFA, PGGAB and the CSC had active LOAs. The Ministries have managed to submit their financial and narrative reports where it shows activities planned were implemented successfully.

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

Other Key Achievements



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- The communication strategy at the Office of the Prime Minister has significantly improved with new strategies on social media, pre-approved press releases, more coordination between the press officers and the PM's core team as well as increase numbers of subscribers on the OPM social media accounts.

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

Failure to have draft policies and legislation adopted by government: While several draft policy documents and legislation have been proposed to the FGS and Puntland government Ministries, there is limited success in translating these documents into official government documents. This challenge has not yet been addressed in Puntland in relation to Civil Service Law #11. The process seems to have stagnated at the Cabinet level. **Lesson learnt:** Turnaround of draft policy and legislation in both the FGS and Puntland governments takes time. However, it is necessary to adjust the strategy for presenting these documents and advocating for the adoption of such policies to parliament and the cabinet in future.

High staff turnover in government institutions: The change of government following the successful elections led to a huge staff turnover in most Ministries. Several institutions working with the project have had wide ranging changes of staff leading to situations where project implementation has been delayed in some instances. The implementation of activities slowed down drastically because of the Presidential elections. Requests for information, reports and other issues went largely unattended to. In the end, some key government personnel in the OPM and OOP left their positions and UNDP could not carry out Third Party Monitoring exercises which had been scheduled for February 2017 **Lesson learnt:** While government has taken heed of advice to retain staff this has not always happened. A more robust Civil Service staff management system that manages staff in the civil service on merit basis would respond to such situations better. Evaluations and other key activities linked to government officers might need to be carried out just before the election period so that the risk of not finding the same officers after the election is minimized. More importantly, a policy of retaining old staff members with institutional memory needs to be maintained in the Ministries.

Failure to hold Steering Committee Meetings: Lack of consensus on holding Board meetings: While the Puntland component of the SIP project managed to have one Project Board Meeting in 2017, this was not possible at the FGS level. **Lesson Learnt:** It is important for consensus and political will to exist so that the management level of the project is administered properly by the government counterparts at the FGS level. It must be made mandatory for the steering committee and board meetings to be convened at the scheduled periods all things being equal.

Financial Management: Delayed release of funds by the project limits what work the government partners can do in certain instances. This point has been raised by the MOPIED and NCSC in their reports. **Lesson Learnt:** This is an issue which needs to be taken note of by the project and corrected. However, there is also need for the government partners to ensure that they adhere to all UNDP regulations so that financial rules are followed for funds to be released on time.

Language and communication Challenges: The official language of the government is Somali, and not all Somali government officials are able to use English as a medium of communication. This poses communication challenges especially when dealing with Somalis who cannot comprehend documents written in English that would have been prepared by international consultants. For instance, a recent MOWDAFA workshop evaluation indicated that those who had used the English versions of the Gender Toolkit seemed not to grasp the issues as well as the ones who had been given the Somali version. In addition, the Puntland has issued a decree requiring the translation of all official documents into Somali. This requirement will increase project implementation costs, due to the need for translation services into Somali and vice versa. **Lesson learnt:** There is need to set up a central Unit in one of the government institutions dedicated to translating official documents for key government ministries so that there are no delays or onerous demands on regular civil servants or local advisors who might take their time or not do the job properly.

Logistical challenges for international meetings: Challenges were experienced when four Puntland Civil Service Commission officials tried to get Kenyan visas to attend a South – South cooperation meeting with the Kenya Public Service Commission



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in Nairobi. The Kenya Ministry of Foreign Affairs reportedly was processing the permission papers for almost three months between May has for the past three months been “processing” the papers. **Lesson learnt:** Given the increasing difficulty of Somali participants getting Kenyan entry visas, it is recommended that before logistical preparations for holding the workshop are completed, the Somali participants ought to apply and obtain entry visas before concluding arrangements. Alternatively, other venues in the region without stringent entry requirements should be explored.

Security: Security remains a huge challenge in Somalia. The SDRF meetings which had been scheduled for August and September 2017 were cancelled to reported high security risks in Mogadishu. The October 14 bombing that killed more than 500 people disrupted life of ordinary Somalis and government officials alike affecting the smooth flow of government business. **Lesson Learnt:** The project and the government need to continue to work closely with security officials to ensure that they follow strict security protocol New buildings for the government offices need to be reinforced and modified to become blast resistant.

Catalytic effects

The resumption of the work to enact the FGS Civil Service Law #11 is important and has the potential to create more stability and sustainability in the civil service. With a new, modern and up to date civil service law there is the likelihood that more positions that are currently filled by “consultants” will now be filled by civil servants. This situation will create more predictability with regards to longer term serving staff members as opposed to “contract staff”. The salary bill for the government is bound to become more manageable therefore ensuring the recruitment of more capable and sufficient civil servants in the FGS.

The bidding process for the first Aid Management Information Service was carried out at the end of October with the involvement of UNDP, the MOPIED and the ACU. This is a move in the right direction and it is hoped that when this system is acquired and set up, the aid management process of data processing, storage and coordination will be better managed.

With the NDP now firmly established as a reference document for planning and development in Somalia, new opportunities to enhance the development agenda in Somalia keep emerging. To address the impact of recurrent drought and famine risk, because of fragility, the Federal Government of Somalia led a Drought Impact Needs Assessment (DINA), in partnership with Federal Member States, the Banadir Regional Administration, the European Union, the United Nations and the World Bank. The outcomes of the assessment will inform the Recovery and Resilience Framework (RRF), which will enable the Federal Government and Federal Member States to devise medium- and long-term solutions to promote development and address the root causes of vulnerability to drought.

Several opportunities have emerged in the reporting period. Key among these was the need to support employment creation for young people and to grow Somalia’s entrepreneurial skills. UNDP with the assistance of the SIP Program Manager incubated an Innovations project to support young Somalia graduates to undergo trainings in coding with technical support from tech giant Microsoft. Youth were also taken through the paces of how to innovate for development in the third quarter of 2017. An innovations training on the dairy industry was convened and close to 50 young Somalis participated and came up with interesting innovations on how to tackle the challenges in the dairy industry in Somalia.

Furthermore, the work that was started on national development planning and the SDGs has the potential to create more linkages between different Ministries as most of the SDGs are interlinked. The monitoring and reporting mechanisms that are currently being worked on at the FGS and Puntland levels have the potential to be replicated in other federal member states and will also generate more information and data on the efforts of government to implement the NDP.

Gender

The FGS Ministry of Women Human Rights and Development proposed a gender mainstreaming toolkit. This toolkit will be used to direct and guide government when implementing activities, projects and programs related to the National



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Development Plan. The project supported a local advisor who has been facilitating and organizing the meetings with government Ministries as well as civil society in Puntland.

In Puntland, MOWDAFA spearheaded trainings and consultative meetings for elders and clerics to engage issues related to gender based violence as part of its gender mainstreaming activities in politics and leadership. In one meeting, the elders proposed recommendations meant to elevate women’s status in Somalia. Some of the solutions proposed included enacting special legislation to punish rape. The elders also recommend forming elders’ associations in every village or district to work collectively to eliminate occurrences of Gender Based Violence. The elders called for a reform of the traditional judicial system that seemed to stifle women’s rights in Somalia.

In the third quarter, the National Civil Service Commission spearheaded meetings with Ministries and FMS supported by the MOWHRD and OPM. Issues discussed include gender mainstreaming in the civil service, raising the minimum quota of women in the civil service as well as other matters that affect women to turn away jobs in the public service. The implementation of the gender mainstreaming toolkit in Puntland continues in earnest. The MOWDAFA dispatched two teams of their staff members to six different regions in Puntland to observe how the government institutions are putting into practice the lessons on gender mainstreaming they have learnt from the MOWDAFA.

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

Proportion of gender specific outputs in Joint Programme ⁹	Total no. of Outputs	Total no. of gender specific Outputs
	7	2
Proportion of Joint Programme staff with responsibility for gender issues (as of end of 2016) ¹⁰	Total no. of Staff	Total no. of staff with responsibility for gender issues
	10	5

⁹ Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women’s Empowerment.

¹⁰ 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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Human Rights <i>(For ALL Joint Programmes) Narrative on activities undertaken during the reporting period in which the Joint Programme directly contributed to promoting Human Rights and Protection of vulnerable groups. One paragraph per PUNO.</i>	
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?	Result (Yes/No) <i>No</i>
No. of Joint Programme outputs specifically designed to address specific protection concerns.	Result (No.) <i>N/A</i>
No. of Joint Programme outputs designed to build capacity of duty bearers to fulfil their human rights obligations towards rights holders.	Result (No.) <i>N/A</i>
Other	
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).	Result (Yes/No) <i>No</i>
Have FMS(s) been engaged in one or more of the following: design, planning, implementation, coordination and/or monitoring of the Joint Programme.	Result (Yes/No) <i>YES</i>
Describe nature of cost sharing:	
Support to Drought response – <i>In bullet points, briefly describe how the Joint Programme has contributed to the ongoing drought response (including re orienting of activities and/or inclusions of new activities to response to crisis).</i> <p>The project supports the MOPIED and the ACU, key institutions at the FGS level that coordinate work on the drought response in Somalia led by the Ministry of Disaster Management. The international consultant working on planning and SDGs alignment for the NDP worked with the MOPIED staff on strategies to align the Ministry’s plans with the rest of the country to plan for the drought response and resource mobilization. At the DINA conference that was convened in Mogadishu in the fourth quarter, the Ministries supported by the project played critical roles in advising the government on how best to engage drought situation in the whole country. Staff whose salaries are paid by the project were also instrumental in organizing the DINA conference as well as other activities related to the drought response in 2017.</p>	
Communications and Visibility <p>Website use: The FGS Minister of Planning, Investment and Economic Development uses the following website for all its updates and it has recently been revamped: http://www.mopic.gov.so/ . and the Puntland MOPIC uses the following: mopicplgov.net. The Ministry of Women Development and Family Affairs (MOWDAFA) tweets from this handle: @MOWDAFA</p> <p>Social Media Use:</p> <p>For all information about the NDP in Somalia – the MOPIC has a twitter account, which is constantly updated with pictures from meetings, press releases and any other details. Its twitter handle is: @MOPIED_Somalia. And the Puntland MOPIC is @MopicP</p>	



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

Looking ahead

- A no cost extension for the project has been approved until 31 March 2018. This should give the project ample time to wrap up unfinished activities while waiting on the new project document to be finalized and funded.
- Implementation of the new Monitoring and Evaluation framework in the FGS as well as the reporting arrangements, which should be leading to the production of the first progress report on the NDP early 2018.
- Support the establishment of aligned working arrangements between the Cabinet and Parliament, particularly vis-à-vis the legal agenda.
- In the first quarter of 2018, the project will pay specific attention to strengthening the 'use of national systems' predominantly through the management arrangements of the Letters of Agreement (LOA), which will be further aligned with the national systems. The three active LOAs at the FGS level with MOPIED, MOLSA and the NCSC were extended for a further three months.
- Finalization of the program evaluation by the external evaluators as well as final submission of the management response by UNDP SIP project management



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ANNEX 1. RISK MANAGEMENT

Type of Risk ¹¹	Description of Risk	Mitigating Measures
Financial		
Risk assessment as per Pro Doc	Limited capacity of partners to comply with appropriate finance and procurement policies and procedures in managing, tracking and reporting on expenditures.	HACT Assessments are carried out on each partner and UNDP Finance procedures are observed for all transactions. Trainings for partner staff members are also implemented
Risk reporting for January– December 2017	NTR¹²	NTR ALL: Mogadishu and Puntland: The project is under the financial control of an International Project Management Specialist in charge of the day to day financial accounting for the two projects.
Operational		
Risk assessment as per Pro Doc	Delay in recruitment of project management and international and national full time technical staff	Recruitment will be planned well in advance, and engaging HR contractors will be explored to ensure timely deployment of required staff- both national and international. All the staff required for the entire project will be assessed in advance, and a special recruitment drive will be conducted to attract better and required talents, and deployed.
Risk reporting for January– December 2017	ii) Puntland: Logistical problems: such as visa approvals for meetings to be held outside Somalia continue to dog some Government institutions linked to the project.	ii) Puntland: Logistical problems: In future, several options will be put on the table for consideration such that if one especially the Nairobi one fails the meetings can be transferred to a regional country such as Ethiopia and Uganda subject to resource availability and other logistical arrangements.
Organizational		
Risk assessment as per Pro Doc	Lack of agreement on coordination and cooperation arrangements	The Steering Committee and the Component Boards will address emerging issues and evolving circumstances and may proceed with amendments to project work plans or operating processes to allow an appropriate response.
Risk reporting for January– December 2017	The FGS Steering Committee failed to hold two scheduled meetings.	While one Board Meetings was held in Puntland, it is intended to increase the frequency to 4 times per year.

¹¹ Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.

¹² NTR – Nothing to report



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	The FGS component of the SIP project failed to convene the two scheduled Steering Committee Meetings.	
Political		
Risk assessment as per Pro Doc	Change of Ministers and Senior staff in the Ministries.	Recent history has shown that on Federal level the government changes regularly and the impact is high, although changes since early 2016 have been very limited. The situation in Puntland is more stable. Broad involvement of senior staff in the Ministries improves understanding, agreements and reduces the dependency of the project on a limited number of staff.
Risk reporting for January– December 2017	The project had planned to carry out Third Party Monitoring activities in the FGS and Puntland. This largely failed in several institutions such as the MOIFA, OOP and OPM because the local advisors had left their positions after the change of government.	In future, it would be necessary to ensure that reviews are carried out before the end of the government tenure and to also ensure that the Government is equipped with expertise on staff retention for continuity purposes.
Regulatory		
Risk assessment as per Pro Doc	Absence of clear regulatory frameworks	Establishment of sound networks on the different levels of implementation and oversight to ensure appropriate flows of information and review of relevance and ‘best fit’ of the project with on the ground realities
Risk reporting for January– December 2017	NTR	NTR
Security		
Risk assessment as per Pro Doc	Serious deterioration of the security situation.	The situation is closely monitored, and instructions by DSS are followed.
Risk reporting for January – December 2017	Several meetings such as the SDRF meetings scheduled for August and September 2017 had to be cancelled for reported security reasons. The October 14 bombing in Mogadishu affected activities in the days and months post the bombing.	More meetings are planned for in pre-vetted hotels as well as the MIA. FGS: The project has tried in certain instance to host meetings for government officials at the protected Mogadishu International Airport to ensure their participation as well as other international stakeholders.



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		Puntland: Adherence to UN security advice and employing flexible working arrangements, including remote support of IPs to implement project activities through LOAs.
Strategic		
Risk assessment as per Pro Doc	Absence of qualified consultants to implement the assignments	UNDP uses its rosters for the present assignment as well as a recruitment company. The combined resources make it unlikely that suitable consultants cannot be located. The internal UNDP recruitment mechanisms will be deployed and external recruitment capacity will be engaged to mitigate this risk further. Close communication and involvement of the partners in the process will avoid misunderstanding and undue expectations.
Risk reporting for January– December 2017	NTR	ALL: Mogadishu and Puntland: The main strategy is to retain consultants who have executed their initial assignments effectively. This is to ensure continuity in the implementation of project activities with the added value of avoiding the long learning curve that often comes with new consultants
Social and Environmental Risks (SESR)		
SESR Screening completed in 2016	Duty-bearers do not have the capacity to meet their obligations in the Project	The partners receive hands-on support and training to implement their obligations.
Risk reporting for January– December 2017	NTR	NTR
SESR Screening completed in 2016	Risk 2: Rights-holders do not have the capacity to claim their rights	While understanding that rights can be claimed, the procedural environment to do so is underdeveloped. The project supports the partners to develop that procedural environment
Risk reporting for January– December 2017	NTR	NTR
SESR Screening completed in 2016	Project would have adverse impacts on gender equality and/or the situation of women and girls	The project is actively promoting equal treatment of women. The policy and procedural environment the project is promoting normally should help in this. However, active and passive resistance delays implementation and ‘urgency’ in development action pushes towards neglect of issues not deemed the most important, which includes gender.



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Risk reporting for January– December 2017	NTR	NTR
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ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
[I.e. Programme oversight field monitoring visit]	17, 18, 19 April 2017	Asset Verification Mission for SIP partners in Puntland.	The Monitoring and Evaluation Officer accompanied by the Puntland IT officer as well as the SIP Project Assistant carried out verification missions to the Puntland Civil Service Commission, the Puntland Good Governance and Anti-Corruption Bureau and the Ministry of Women Development and Family Affairs. All the institutions had all the equipment that was donated to them by UNDP and in good working order. The equipment verified included laptops, desktop computers, office furniture, cameras, projectors and vehicles where they have been given to partners such as the PGGAB. A separate report was issued and is on file with the project.
	22 May – 4 June 2017	Project Monitoring Trip to Garowe by Monitoring and Evaluation Officer.	<p>The M&E Officer met with staff from MOPIC for project follow up on various activities that have been conducted in the Ministry. A meeting was held with the M&E Adviser where the M&E database which is currently in use was discussed. The meeting agreed that the Database needed to be improved so that the way it is structured would be aligned to the Puntland National Development Plan Sector designations. It was also noted in the meeting that the database needed to be more secure with provisions for more users who can access it at one go as opposed to the current situation where only user can access it at any given time.</p> <p>The M&E Officer monitored the Governance Sector Working Group meeting which was held on 31 May. This meeting was successfully held and it formed part of the cohort of meetings which were being held to set up the Puntland Development Forum operations. The 6 Sector Working Group meetings have all been set up.</p> <p>The M&E Officer also engaged the Puntland Good Governance and Anti-Corruption Bureau Director General on the implementation of the current LOA. Discussions focused on new media strategies as well as the implementation of more anticorruption activities in Puntland.</p>
[I.e. Project Board Meeting]	14 June 2017	Puntland Steering Committee Meeting	The achievements for 2016 were tabled before the meeting and discussed at length. It was noted that support had been given to all institutions for human resources support and that these local advisors had been instrumental in coming up with the policy documents that were now being used by the government institutions.



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			<p>Other issues/challenges that were identified include the long delays in tabling several key policy documents such as the draft Civil Service Law #5 and the Statistics Bill, The Minister of Labor noted that the draft legislation would be tabled before Parliament by end of June. The Director of Statistics at MOPIC also updated the meeting that the Bill had been tabled before Parliament where they got responses and were yet to take it back to Parliament.</p> <p>The meeting also noted that there had been no HACT assessment for the Puntland Good Governance Bureau and this would be expedited in the third quarter.</p> <p>The Civil Service Commission Chairperson noted the perceived duplication of roles between the World Bank and UNDP with regards Functional Reviews and the delays in implementing the CIM mechanism. He called for better coordination between the two agencies.</p>
[I.e. DIM Audit]		[Should take place annually above certain financial thresholds; organized by CO.]	NTR
[I.e. Independent Evaluation]	October – December 2017	The independent evaluation was carried out. Briefing sessions were conducted for UNDP, donor agencies as well government partners. The external evaluators submitted the final report in December 2017.	The evaluation noted several key successes such as the National Development Plan, the finalization of the FMS strategic plans, the aid coordination architecture which has coordinated several key events, the project management in Puntland. The report was however critical of the focus on project delivery mechanism which seemed to focus more on how much money had been spent by the project rather than what was being produced. Several actors were alluded to, to support this assertion. Discussions have been held further to discuss the positions of the evaluations and what can be improved in future.
[I.e. Engineering site visit.]		NTR	NTR
[I.e. Stakeholder Review Consultation]	11 -12 December 2017	Joint Somalia State Building Program Review Workshop	This was a follow up meeting to a review process that had been initiated in the third quarter. Some of the issues discussed were that the project needed to ensure that the language used in the implemented activities did not fan further clan divisions. It was also noted that there were too many strategic plans which were not necessarily linked to each other and thus causing confusion for the



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			governments and the funding partners. It was agreed that there as a need to set standards for how national development plans were structured and designed.
Third Party Monitoring Exercise	23 – 31 May 2017	TPM carried out by the IDC on aid effectiveness in Puntland verification of establishment of sector working groups; verification of the development of the Puntland Development Forum; verification of the recruitment of the Aid Effectiveness Consultant;	A concern was raised about the qualifications and performance of the current Aid Effectiveness Consultant, and the DG recommended that clear ToRs should be developed and it should be ensured that future staff have the required competencies. The TPM report suggested that there should be a further review of the consultant’s achievements before his contract expires.
	02 - 09 March	DfID has contracted a Third-Party Monitor known as LAMPS to evaluate the outputs of the local advisors supported in the SIP project at both the FGS and Puntland levels.	The Report noted though that it was easier to get hold of staff members in Puntland. However, in the FGS it was quite challenging to set up meetings as the exercise coincided with the setting up of the new government the FGS. The results from Puntland showed that the supervisors were satisfied with the work of the local advisors working in the Ministry of Planning and International Cooperation.
	01 – 30 September 2017	Reports for the Verification exercises carried out by the DFID sanctioned LAMPS project on the MOIFA, MOPIED, MOWDHR and Puntland MOPIC.	<p>The exercise sought to verify and evaluate the contribution made by the local advisors supported by the project. The reports for the respective Ministries noted that the local advisors had been effective and efficient in their work. In all the partners, it was observed that the technical advisory services had been relevant to the needs of the government institutions’ needs. However, it was only with the MOIFA where a flag was raised on the delay in implementing one activity. It was noted however that the activity had been implemented on time but the advisor had moved on to another job before he had completed his tasks.</p> <p>The issue of sustainability with the Technical Advisors positions was raised in all the ministries. The issue is contentious. The technical advisors advocate for longer contracts yet the project document and the project donors are of the view that the TAs should be short and to the point. The project is aware of these differences and will stick to the original concept that the TAs will be short term missions to help government institutions fill capacity gaps.</p>



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			Updated versions of the verification exercises were concluded and shared with the project team. The project team has taken note of the issues raised around late contracting, delayed reports by Local advisors and the need to have deliverables issued on time.
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ANNEX 3. TRAINING DATA

#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
1.	PL Civil Service Commission		30 January	5	5	Training on Data collection for field survey	Garowe	Professor. M Samantar (Local Advisor)
2.	PL: MOPIC		09 February	5	2	Training on HACT assignment findings	Garowe	Operations Manager SIP project
3.	PL: MOWDAFA		26 February	20	10	Gender Mainstreaming for government gender focal points	Garowe	MOWDAFA
4.	FGS: MOPIED,	ACU, MOWHDR, CSC, OPM	03 – 04 May	32	8	RBM Training for Government Officials	Mogadishu	Bushra Hassan UNDP
5.	PL: MOWDAFA	Puntland elders	6 June	40	0	Gender Mainstreaming meeting for elders (Samdoono and Nabadoono)	Garowe	MOWDAFA
6.	FGS: MOPIED,	ACU, MOWHDR, CSC, OPM	16 – 19 July	32	8	Project Cycle Management course	Mogadishu	UNDP Consultant
7.	Puntland MOPIC		May-July 2017	20	10	Business English	Garowe	Kalink Lawrence
8.	Puntland: PGGAB	Government Ministries	15 July	20	3	DGs Training on the Public Service Charter	Garowe	PGGAB Director
9.	FGS: MOPIED		22 August	10	9	Monitoring and Evaluation Training	Mogadishu	UNDP Consultant
10.	Puntland: PGGAB	Government Ministries	August	30	12	Training on Complaints Mechanisms in the public service	Garowe	UNDP Consultant
11.	Puntland MOPIC		9 - 11 September 2017	10	5	Training on how to improve organizational behavior and enhance communication and departmental collaboration	Garowe	Abdisamad Hashi (Local Advisor)
12.	Puntland MOPIC		12 - 14 September 2017	10	5	Orientation training on mandates, departmental and organizational functions	Garowe	Abdisamad Hashi (Local Advisor)
13.	Puntland MOPIC		16 - 18 September 2017	10	5	Training on how to improve individual performance and knowledge	Garowe	Abdisamad Hashi (Local Advisor)



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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			
14.	Puntland MOPIC		19 - 21 September 2017	10	5	Training on confidentiality and avoidance of workplace politics	Garowe	Abdisamad Hashi (Local Advisor)
15.	Puntland MOPIC		23 - 25 September 2017	09	6	Training on information recording, archiving and retrieval processes	Garowe	Abdisamad Hashi (Local Advisor)
16.	Puntland Civil Service Commission		01 – 08 July 2017 16/08/2017	04	03	ICT Troubleshooting. Hardware and Software standardization training, data protection training, and data analysis training.	Garowe	Ahmed A Said (Local Advisor)
17.	Puntland Civil Service Commission		01 – 15 September 2017	04	03	Advance IT Trainings and Data Management Trainings <ul style="list-style-type: none"> - Data analysis to protect electronic data - ICT Policy Framework - Anti-Virus standardization - MS Windows 10 standardization PC vendor hardware training	Garowe	local Advisor
18.	PGGAB		10 November 2017	20	35	Advocacy Strategy Training	Garowe	UNDP Consultant
19.	PGGAB		20 November 2017	20	3	Code of Conduct and Standard of Ethics	Garowe	UNDP Consultant
20.	PGGAB		15 November 2017	20	5	Role of the judiciary in Good Governance for the judicial services staff	Garowe	UNDP Consultant



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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			
21.	PGGAB		25 November 2017	20	3	Good Governance and Anti-Corruption Workshop Mudan Youth Organization	Garowe	UNDP Consultant
22.	MOWDAFA	Ministries in Puntland	18 December 2017	5	25	Interagency Coordination meeting on Gender Mainstreaming	Garowe	Ahmed Mohamed Yousuf (Local Advisor)
23.	MOWDAFA	Traditional elders and religious leaders	20 December 2017	0	50	Traditional elders and religious leaders and their roles in ending Gender Based Violence	Garowe	Ahmed Mohamed Yousuf (Local Advisor)
	Total:			356	220			



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ANNEX 4: PICTURES

<p>8 March 2017, Garowe: Women delegates attending the International Women's day celebrations in Garowe hosted by the MOWDAFA.</p>	<p>8 March 2017, Garowe: UNDP DCD Mr. David Akopyan hands over new vehicle to PGGAB DG, Mr. Abdirahman Gureye at the UNCC offices.</p>	<p>14 June, Garowe: Puntland: Min. of Labor, UNDP Head of Puntland Office, State Minister for MOPIC, Min. of MOWDAFA and UNDP SIP Program Manager attending the Steering Committee Meeting.</p>
<p>24 July 2017 - Mogadishu: The first Pillar Working Group meeting for the NDP hosted by the ACU and MOPIED</p>	<p>24 July 2017, Kigali, Rwanda: The Rwanda Ombudsman with her staff and members of the Puntland Good Governance and Anti-Corruption.</p>	<p>26 July 2017, Kigali, Rwanda: The Puntland Good Governance and Anti-Corruption after a briefing by the Rwanda National Police Command.</p>



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<p>28 July 2017, Kigali, Rwanda: The Puntland Good Governance and Anti-Corruption meeting with the Director of Transparency International Rwanda.</p>	<p>01 Aug 2017, Mogadishu: The Director of M&E at MOPIED takes an Upper House Senate Committee through the structure of the NDP.</p>	<p>05 Sep, Mogadishu: MOPIED Perm Sec, Abdi Dirshe addresses a meeting to discuss the FGS aid coordination architecture to international partners.</p>
<p>25 October 2017 - Mogadishu: First SDRF meeting hosted by the ACU and MOPIED.</p>	<p>23 NOV December, Jinja, Uganda: The chairman of the NCSC during a benchmarking visit to Jinja Municipality as part of the wider tour to the Uganda Public Service Commission.</p>	<p>6 – 7 December 2017, Garowe: Banner showing the first ever anti-corruption conference held in Somalia and hosted by the Puntland Good Governance and Anti-Corruption Bureau.</p>