



SOMALIA UN MPTF

PROGRAMME QUARTERLY PROGRESS REPORT
Period (Quarter-Year): April - June, 2016

Project Name	UN Joint Programme on Local Governance and Decentralized Services Delivery in Somalia.
Gateway ID	00096397
Start date	April 1 st , 2016
Planned end date (as per last approval)	December 31 st , 2017
Focal Person	(Name): Bobirjan Turdiyev; Fridah Karimi (Email): bobirjan.turdiyev@undp.org ; bobirjan.turdiyev.jplg@one.une.org fridah.karimi@undp.org ; fridah.karimi.jplg@one.un.org (Tel): +254 706 179676 (BT)
PSG	PSG 1, PSG 5
Priority	??
Milestone	??
Location	??
Gender Marker	??

Total Budget as per Pro Doc	\$ 145,608,918.81¹
MPTF:	
Non MPTF sources:	PBF: Not applicable Trac: Not a Applicable Other: Not applicable

Total MPTF Funds Received			Total non-MPTF Funds Received	
PUNO	Current quarter	Cumulative ²	Current quarter	Cumulative
	<u>21,504990,853962</u>	<u>154,507490,282962</u>	<u>400,000</u>	<u>674,659400,000</u>
JP Expenditure of MPTF Funds ³			JP Expenditure of non-MPTF Funds	
PUNO	Current quarter	Cumulative	Current quarter	Cumulative
	<u>3,187,778745,724.96</u>	<u>50,804,7671,488,161</u>	<u>0337,270</u>	<u>674,659337,270</u>

¹ As per approved Project Document (JPLGII)

² Since the programme start on April 1st, 2013

³ **Uncertified expenditures.** Certified annual expenditures can be found in the Annual Financial Report of MPTF Office (<http://mptf.undp.org/factsheet/fund/4SO00>)



SOMALIA UN MPTF

Acronyms

AG – Accountant General or Auditor General
AIMS – Accounting Information Management System
ALGPL– Association of Local Government in Puntland
ALGSL– Association of Local Government in Somaliland
AWP – Annual Work Plan
AWP&B – Annual Work Plan and Budget
BIMS – Billing Information Management System
BRA – Banadir Region Administration
CE – Civic Education
CMG – Community Monitoring Groups
CSI – Civil Service Institute
DDF – District Development Framework
FGS – Federal Government of Somalia
FMIS – Federal Ministry of Interior and Security
HRM – Human Resource Management
IMCLG/IMC –Inter-Ministerial Committee on Local Governance
ISWA – Interim South-West Administration
JPLG – Joint Programme on Local Governance
LDF – Local Development Fund
LG – Local Governance/government
LGI – Local Government Institute
LGPF – Local Government Finance Policy
MoE – Ministry of Education
MoF – Ministry of Finance
MoH – Ministry of Health
MoI – Ministry of Interior
MoIFA – Ministry of Interior and Federal Affairs
MoWSFA – Ministry of Women, Social and Family Affairs

MoW DFA – Ministry of Women Development & Family Affairs
MPTF – Multi-partner Trust Fund
NUPC – National Urban Planning Committee
PEM – Public Participatory Planning and Expenditure Management
PICD – Participatory Integrated Community Development
PSGS – Peace and State-building Goals
PASWEN – Puntland State Agency for Water Energy and Natural Resources
PHA – Puntland Highways Authority
PIDAM – Puntland Institute for Development of Administration and Management
PICD – Participatory Integrated Community Development
PL – Puntland
RDA – Roads Development Agency
SAD - Social Affairs Department
SDM – Service Delivery Mode
SL – Somaliland
SW – South West State
ToR – Terms of reference
ToT – Trainers of Trainers
UNDP – United Nations Development Programme
UNDSS – United Nations Department of Safety and Security
UN-HABITAT – United Nations Human Settlements Programme
UNCDF – United Nations Capital Development Fund
UNICEF – United Nations Children’s Fund
URF – Urban Regulatory Framework



SOMALIA UN MPTF

SITUATION UPDATE

In April 2016 the first Strategy Steering Committee for the JPLG was held with the Federal MOIFA and State Government represented by the FM State MOIs and BRA/MOM representatives. This committee approved the JPLG 2016 AWP&B. The formation of the Strategic Steering Committee is a strategic shift away from the programme's previous approach of convening individual FM State Project Boards. With the formation of the FM States of Jubbaland, SW and Galmudug the establishment of the Strategic Steering Committee aims to provide positive formal structures between Federal and State governments.

The IMC in Somaliland supported by the secretariat is showing strong leadership in advocacy and coordination of ministries to advance the implementation of the Decentralization Policy as well as leading the government led expansion strategy. IMC both in Puntland and Somaliland have held regular meetings, at the Ministerial level and at the DG level (technical) with representation of technical consultants. Somaliland has consistently had engagement of DGs and Ministers in the respective meetings. For Puntland, however the DG level working group is predominantly attended by technical consultants.

In Puntland there is an ongoing local government organizational reform as part of the effort by Ministry of Interior and Ministry of Labor to improve effectiveness and governance. In Bosaso, before the reform LG staff totalled 380. After reducing by 95 staff, under the payroll of LG there are 285 staff; mainly from Departments of Revenue, Social Affairs and Public Works. In Garowe, the number of staff was down-sized to a total of 184, where previous record shows 230 staff. The committee is yet to produce the final report, however the reforms and the leaner administration structure is expected to lead to improved revenue and effectiveness of resource use as well as, improved service delivery and strengthened teamwork.

The Federal Government of Somalia including the Ministry of interior and Federal Affairs have been occupied with the preparation for national electoral process this quarter. Members of the Somali National Leadership Forum (NLF) which include Somali President and Prime Minister, as well as the presidents of Somalia's regional administrations concluded a three-day meeting in April with agreement on the plan for holding elections before the end of the year. During the May PSG 1 meeting the PS of MOIFA recognized that the Federal Government has focused on establishment of the state, but that the priority going forward will be on supporting states to establish district councils / governments.

This quarter has seen strengthened collaboration with other actors/agencies operating in the field of local governance. In Puntland the JPLG team met with the consultant firm contracted by World Bank to develop options for municipal investment and capacity development. This is pivotal for JPLG to ensure sufficient synergies with these interventions. In the newest states there has been improved collaboration between actors committed to supporting district council formation. Both the Federal government and the State MOIs recognize that there is a need for collaboration and transparent communication in order to reach the target number of district council formation processes planned for 2016.

South West State is making progress on completing government institutions structure with the focus being on the judiciary for this reporting period. The extension of the state authority has also been improved with 18 out of 21 districts currently under the control of the government. The three remaining districts are in Lower Shebelle region (Kunturwaarey, Sablaale, Awdeegle).



SOMALIA UN MPTF

QUARTERLY PROGRESS REPORT RESULTS MATRIX			
OUTCOME 1 STATEMENT			
POLICY AND LEGAL FRAMEWORKS ARE IMPROVED TO ENABLE LOCAL GOVERNMENTS TO EFFECTIVELY DELIVER EQUITABLE SERVICES			
Output 1.1: Sectors' regulatory frameworks, strategies, policies and laws for decentralization (in Education, Health, NRM, ULM, Water, LED, PPP, SWM, URF and Roads) drafted and aligned to the Decentralization Policy (based on SDM pilot progress).			
INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR ⁴	
		THIS QUARTER	CUMULATIVE FOR 2016
# of decentralization dialogue conducted or local governance-related policies that are developed (or drafted).	2	1 ⁵	2 ⁶
# of decentralization or local governance-related legislation/sector specific policies developed (or drafted).	4	4	4
UNDP ONLY: sources of evidence (as per current QPR)			
OUTCOME 2 STATEMENT			
LOCAL GOVERNMENT CAPACITY FOR EQUITABLE SERVICE DELIVERY IS IMPROVED			
Output 2.1: Structures and systems for good local governance, planning and budgeting are established and strengthened.			
# of districts that have systems in place to increase revenue generation (e.g. property taxes, business licensing, etc.)	16	16	16
# of monitoring visits completed by central governments' staff to district level governance bodies.	3	0	0
# of districts with established community monitoring groups.	15	15	15
UNDP ONLY: sources of evidence (as per current QPR)			
Output 2.2: Competencies and skills are developed for good local governance and equitable service delivery.			
"# of local and central government personnel trained in at least one PEM module (but up to 5)	786 ⁷	473	473
# of district council members trained in civic education, public management, procurement and etc	250	245	245
# of community volunteers trained in civic education, public management, procurement and etc	225	120	120
UNDP ONLY: sources of evidence (as per current QPR)			
Output 2.3: FISCAL ARRANGEMENTS INCLUDING LOCAL REVENUE GENERATION AND THE LDF ARE STRENGTHENED AND EXPANDED FOR SERVICE DELIVERY AND LOCAL INVESTMENT.			
# of districts that implement their LDF budgets as per	16	16	16

⁴ Fill in only the numbers or yes/no; no explanations to be given here.

⁵ Discussion on distribution of roles in connection to decentralization and/or local governance is continued between FGS and new states (SWA, JA)

⁶ Somaliland and Puntland

⁷ The set target is preliminary as programme has no approved training strategy.



SOMALIA UN MPTF

their workplan and eligible for increase in LDF funding			
# of districts, that implement pilot Service Delivery Models (SDMs) in the areas of health, education, roads, NRM or WASH with JPLG support	7	9	9
# of districts that have developed participatory AWP, which include priorities/activities where women are a primary beneficiary, using JPLG tools	21	16	16



SOMALIA UN MPTF

NARRATIVE

Output 1.1 Policies, laws and strategies for decentralization are drafted and implemented that clarify the division of functional responsibilities among central and local governments.

Decentralization Dialogue forums

The first Decentralization Dialogue forum was conducted in Jubbaland, Kismayo 25th -26th May and concluded with recommendations on next steps that the Jubbaland needs to undertake in the decentralization process including policies, legislations, processes and procedure. The dialogue led to an improved and shared understanding among different government stakeholders on the role of decentralized service delivery. 40 participants attended the two day dialogue (W:4/M:36), and included 15 MPs and 14 ministers and deputy ministers and four women MPs of the Jubbaland Assembly (**see story attached**). The planned decentralization forum for Baidao was postponed until 30-31 July.

Training modules on core messages of decentralization, Puntland

Puntland IMC-Secretariat in collaboration with other partners drafted a training module on core messages of decentralization. The target of the training resulted in ensuring that District Councils, MOI and sector ministries have the same understanding of decentralized service delivery in the context of Puntland and that all stakeholders are communicating the same key messages. The need was identified by the VP office after earlier decentralization dialogues when it was noted that the messages around decentralization varied substantively. Validation will take place by the IMC after the holy month of Ramadan.

Inter-Ministerial Committee advances policy implementation

As a result of consistent advocacy by the IMC secretariat and the Vice President's office there has been a renewed commitment for sector ministries should develop new strategies in line with the decentralization policy or review the existing strategies in accordance with the decentralization policy in their quarterly meeting. In Puntland the IMC-technical working group-DG level meeting was held in 29 May 2016 to discuss the implementation of the policy and the upcoming Burtinle community consultation. Updates on Puntland Fiscal Decentralization Policy Paper and implementation of action points was discussed as well as the preparation and commencement of 2016 LDF projects.

Somaliland's Local Government programme

MOI, districts and key ministries have agreed on a number of key points that will support the Government of Somaliland to take the lessons from the JPLG pilot district and expand the policies, frameworks and capacity support to all districts of Somaliland. In the workshop which brought together 53 participants (W:5: M:48) representing Ministries, as well as Mayors and Executive Secretaries of the 23 Elected District Councils attended. There was agreement on the following points:

- A plan needs to be put in place for mature districts to graduate and those funds used for new districts
- Mature districts should commit to support the new districts
- Funding for the expansion will be sought from the central government, JPLG, other donors such as WB and



SOMALIA UN MPTF

increased local revenues (own sources)

- The fiscal transfer formula (Central Government to Local Governments) needs to be reviewed to ensure transparency and equity
- A concrete plan needs to be agreed to an institutionalisation of JPLG systems

Output 2.1 Structures and systems for good local governance, planning and budgeting are established and strengthened.

Office Management and Administration Manual

Office Management and Administration Manual for Somaliland Local Governments were produced, as well as training modules to support the same. Training modules include i) Written Communication, ii) Effective Meetings, iii) Filing and iv) asset management, travel and vehicles. 19 (W:3; M:16) persons from MOI and district administration consultants have been trained as ToTs for the Office Management and Administration Manual and training modules and developed a plan for rolling out the training in the respective districts. The training modules will be included as part of the resources of the LGI institute and MOI Resource Center.

MOM/BRA Human Resource Management Manual

The Human Resource Management manual for the Municipality of Mogadishu was finalized and represents the first harmonized manual for MOM/BRA in terms of HRM. This manual, intra-alia, will aid to ensure that BRA/MOM government staff rights and duties are respected including enhancing the hiring, and retention, of women in the work place. The official launch planned for later July 2016 will be organized by MOM/BRA together with UN-JPLG agencies. Initial orientation on the HRM has started and work on developing the training modules to support the HRM manual will commence in Q3.

Local Government Institute

LGI director was appointed by MOIFA and he was introduced to the LGI technical working group in Mogadishu. The LGI director in consultation with the working group is planning consultations with the states, starting with Puntland, to ensure a common understanding of the principles and core functions of the LG Institute. The aim is to have consensus around the establishment of the LG institute but also to look into modalities for LGI operations that ensure and promote the principles of federalism.

As part of the establishment of the LGI for Somalia a mapping and capacity assessment of potential local training providers in Puntland was concluded. The methodology for assessment is one of the tools that will be used by the LGI to ensure consistent and transparent assessment and identification of training providers. Total of 14 organizations were mapped and assessed. Preliminary findings shows that PL already has several capable organizations that have worked with UN JPLG agencies and other development partners in delivering training for local governments. The assessment also identified the need to ensure that certain process criteria need to be harmonized across the identified training providers (training needs assessment, evaluation of training outcomes etc.)

The second pilot training for the LGI was conducted in Mogadishu 7 – 12 May, and covered core elements of PEM for MOM/BRA staff. The 30 participants (W:2/M:30) were District Commissioners and head of departments of the BRA.



SOMALIA UN MPTF

Gender Friendly Local Governments

Following the training and participatory review of LG tools held in Hargeisa, January 2016, it was identified that certain barriers for retaining women in local administration relates to inadequate physical spaces for women's needs. This quarter a rapid assessment was conducted in six of Somaliland districts administration, and a similar assessment is ongoing in Puntland. The findings were that most districts lack basic facilities for women working in local Government Offices, however the mayors have positive attitude towards improving the physical environment to make it more responsive to women's needs. Berbera and Sheikh mayors have established mechanism to enable women to put their concerns to the executive committee. An association of women working in Berbera local government has been established and the Mayor meets with this association every quarter to ensure that needs of women are raised. In Sheikh District women are represented in the executive committee, who informally serve as the entry point for women to raise their concerns.

Output 2.2 Competencies and skills are developed for good local governance and equitable service delivery.

Capacity development of local government

UNDP supported a six day training in Adado on PEM and HRM for the district administration and council as well as for surrounding village councils (M:45/W:19). The training ensured that all participants have improved their knowledge and understanding of good practices in local governances planning and management (**see attached story**).

In Q2 refresher training was conducted by MOI together with UNDP-JPLG field staff in 8 districts: Bossaso, Gardo, Galkacyo, Gardo, Eyl, Bayla, Jariban and Burtinle. The training participants were: LG directors, department heads, sub-units and civil society. Total of 332 (W:69/ M:263) were trained on PEM cycle. Most participants have experience in implementing the PEM cycle, and benefitted from discussion on challenges and opportunities. This will feed into the PEM cycle review planned for Q3.

Approval of districts AWPBs

8 districts in Somaliland and 7 in Puntland have completed the approval process of projects in 2016 district AWPB. All the projects are now in the implementation stage. The process has been supported by MOI Department of Regions and Districts, District departments of planning and District department of Administration and Finance through the deployment of technical consultants to ensure sufficient capacity to deliver on LG mandate.

Capacity development of district administrations

In Puntland 18 national consultants and 25 young graduates were deployed to local governments, Ministries of Interior and IMC secretariat to support local governments and MOI for implementation of decentralization and good governance mechanisms in line with relevant policies and laws. This quarter the capacity support to local government has included

1. Timely and high quality training of the newly appointed directors in Bosasso district administration; basic administration and filing system, team working skills, principles of local governments, departmental ToR's and standards for report writing, work plan preparation



SOMALIA UN MPTF

1. The national experts have supported the district accountant to prepare the monthly revenue and expenditure report
2. Following the action points of decentralization and peace building training (Addis 2016), Bossaso local government have improved its outreach by creating Facebook and Twitter accounts, supported by the national experts deployed
3. Assist LGs' department of planning on the presentation of quarterly reports to council and head of departments
4. Supported the procurement selection for 2016 districts' procurement plan
5. Develop capacity building plan for Galkayo planning department.
6. With the directors of planning departments, formulated 2016 procurement plan for 7 JPLG districts and 8 districts in Somaliland

Deployment of national experts to support capacity development in South West and Jubaland

It has been recognized that the JPLG model of outreach and strengthening government institutions through deployment of national experts and young graduates has contributed significantly to improving capacities and delivering on the programme. Based on this recognition UNDP/JPLG and the Ministry of Interior in Jubaland and South West State have engaged national experts to support the Ministries of Interior to advance their mandate on local governance, the same is planned for Galmudug. Ministry of Interior and Local Government (South West State) has recruited a senior local governance advisor while other three senior consultants and four YGs are advertise and shortlisted. The recruitment of the senior local governance advisor has made tangible progress in the ministries daily activities/work. Consultants and young graduates in Kismayo (recruited in Q1) benefitted from a targeted induction training this quarter. Participants in the training showed improved understanding of the programme and core concepts of local governance. This induction training is the first of a series of trainings designed to enable local government employees and the national experts to work together to deliver on the objectives of the programme.



SOMALIA UN MPTF

Other Key Achievements

- The strengthened partnerships and collaboration with the new Ministries of Interior of South West State and Jubbaland
- Improved understanding of the transferability of piloted processes and policy documents from Puntland to the new states

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

- Participation in the Puntland DG working is being delegated to consultants rather than resting with the DGs of the relevant Ministries which poses a challenge with regards to decision making processes.
- The security situation in a number of places in Somalia has impacted accessibility and the ability to deliver in a timely manner. On the other hand, the mitigating measures of to respond to the security challenge also places increased administrative burdens on project staff.
- Turnover of staff and decision makers of counterpart institutions creates challenges for smooth operations and implementation of activities, and the lack of knowledge transfer adds to this challenge.

Peacebuilding impact (for Joint Programmes receiving PBF funding only – briefly describe impact – achieved and/or intended – of activities that have been undertaken on peacebuilding and stability, with supporting evidence if/when available and relevant; include in particular assessment of theory of change – and the extent to which it is being validated or challenged – and assessment of gender related impact)

Communications & Visibility – Highlight communication activities/products (press releases/conferences, media missions, pictures/videos, social media, website, brochures/newsletters, banners) and donor visibility (in addition to any visibility measures on the mentioned communication activities/products, visibility on training curricula, equipment and office facilities). If applicable, provide additional explanation on limitations to communication and visibility measures, e.g. security risks or no opportunities for communication and visibility



SOMALIA UN MPTF

Looking ahead

Q3 is anticipated to see an acceleration of implementation of activities within the new states. With the support to MOIs (Jubbaland and South West) in place, as well as the firming up of the MOI structures and staffing, the conditions for implementing activities around policy formulation and organizational structures are good. A number of decentralization dialogue forums will be conducted and are expected to create awareness and broaden the buy-in for the role of local governance in service delivery and peace building. Progress is anticipated on district council formation.

Focus for Q3 and Q4 will also include progress in moving from pilot tools to comprehensive tools and policies that are ready for the government to integrate into their Local Government Programme (Government led expansion). The revision of the PEM and will include a harmonization of the PEM and the LG finance policy and operational manuals, and the work with MOI/MOP/UNICEF/UNDP will support the local government planning to be a country wide process adequately linked with national and sector planning processes.

Having collected the relevant data on gender responsiveness for JPLG target districts, Q3 will focus on developing district specific action plans and develop minimum standards for gender responsive local government administration. Focus will also be given on promoting gender equality, by facilitating dialogue forums on decentralization policy and roadmap for general community members, potential women councilors, sector association members (i.e. health association, teachers association) and administration members.



SOMALIA UN MPTF

ANNEX 1. RISK MANAGEMENT

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

Type of Risk ⁸	Description of Risk	Mitigating Measures
Political risks	<p>Prodoc: The adoption of the new Constitution and the establishment of a new government in Mogadishu, and upcoming local elections may lead to increased political uncertainty.</p> <p>Update: Elections scheduled for Somaliland has been postponed until April, 2017. Upcoming presidential election in Somalia may disrupt programme interventions in new federal member states due to increased political uncertainty.</p>	<p>Project teams are monitoring political developments and adjusting the implementation schedule accordingly.</p> <p>JPLG has committed to conducting regular and systematic monitoring to inform programming, and will identify opportunities, threats and challenges. Appropriate risk mitigation measures will be developed and implemented in conjunction with other international actors, including JPLG donors, embassies, the UN Resident Coordinator’s Office and the UN Department of Safety and Security (UNDSS).</p> <p>JPLG is also looking to develop common operational basis in Mogadishu, Baidoa and Kismayo to enable more coherent service delivery from UN agencies. New service delivery models are also being discussed.</p>
Security risks	<p>Prodoc: Restricted access to field locations, especially in south and central Somalia, and certain areas of Puntland and Somaliland due high personal security risks.</p> <p>Update: Both Somaliland (most areas) and Puntland have been elevated to high risk which has impacted the programme implementation modalities.</p>	<p>JPLG in close cooperation with the donors engage third parties to implement and monitor activities.</p> <p>Following advice from UNDSS, national and international staff will be engaged where possible in teams to implement and field monitor activities.</p>
Operational risks	<p>Prodoc: The constant turnover and weak skills of</p>	<p>JPLG focuses capacity development on departments and units of partner</p>

⁸ Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.



SOMALIA UN MPTF

	<p>senior officials and staff among Somali partner institutions may impede implementation of programme activities.</p> <p>Update: 2015 has seen a number of changes in senior leadership in key ministries. It has and is still impacting the implementation capacity of government counterparts. 2016 has to date proved relatively stable in most of the Somali counterpart governments..</p>	<p>institutions rather than individuals. This strategy will be pursued by:</p> <ul style="list-style-type: none"> - Developing and maintaining strong relations with the departments and units concerned - Encouraging leaders to engage the entire staff of departments and units in discussions with JPLG and other parties concerned - Mobilizing community interest and support for proposed activities, including representatives of different clans, women and other social groups - Keeping potential users and beneficiaries informed of proposed activities and where feasible encouraging their participation in decision making - Using these techniques to build strong local ownership of proposed reforms and activities among staff, potential users and beneficiaries - maintaining pressure on current and new leaders to adhere to decisions already made and to follow through on implementation - Regularly monitoring progress to inform corrective action where needed
<p>Operational risks</p>	<p>Prodoc: In south and central Somalia, the legal basis for local governance remains unclear.</p>	<p>JPLG is supporting drafting of options papers for relationships between Federal level the emerging states and their local governments</p> <p>The formation of Federal Member States, and their improved abilities to work is changing the political context. This is further complimented by the approval by all of the Wadajir framework and close partnerships between the Ministers of Interior from all states (except Somaliland and to a lesser degree Puntland). It is against this backdrop that JPLG has agreed to play a more active role in creating a more enabling environment, working with Ministries of Interior and starting to assist in district council formation.</p>
<p>Operational risks</p>	<p>The lack of political will and institutional commitment among government partners in all three zones may result in failure to follow through on agreements, jeopardizing progress towards achieving JPLG goals and milestones.</p>	<p>JPLG staff will have opportunities to monitor and report on these risks through their constant interactions with government officials in central ministries and local authorities.</p> <p>As preventive measures, JPLG seeks to build strong commitment at the highest levels of government, and strong ownership of Programme activities among government staff, elected representatives, and other institutional</p>



SOMALIA UN MPTF

		<p>stakeholders. This will be achieved by maintaining frequent communications to ensure they are fully informed of Programme activities and closely involved in the planning and design of them.</p> <p>This is clearly demonstrated by the steering committee meetings and the functionality of the Inter Ministerial Committees on Local Governance in Somaliland and Puntland.</p> <p>JPLG has also worked with partners to create a Strategic Steering Committee meeting to help guide and protect the work and its implementation. Demand is high and there is a concern that needs cannot be fully met in the current Somali context. Additionally the governments of the north are fearful that expansion in the south will be detrimental to their needs. These challenges where possible can be overcome by working with others closely (eg World Bank) and regular liaison.</p>
Operational	<p>Due to increased levels of security in Somaliland which requires the use of AV's for all movements; program activities may be hampered since JPLG does not yet have AV's in the field.</p>	<p>To come up with such solutions that comply with UNDSS and make sure that planned activities will be not in the risk. Transfer of greater responsibilities to government and national counterparts</p>
Quality of delivery	<p>Due to varying degrees of institutional capacity, the quality of Programme activities may vary, particularly for services provided by third parties contracted by JPLG.</p>	<p>JPLG adopted competitive bidding to select competent contractors. Field staff, together with local authority staff, will undertake regular monitoring and evaluation of services provided to take corrective action. As described under Output 3.3 in chapter 6, PICs and CMGs will also be involved in monitoring at the community level.</p> <p>JPLG is able to monitor through close team and field team coordination, enhancing contractor performance and improving on shortfalls as early as possible.</p> <p>In cases where the performance of third party providers is unsatisfactory, the provider will be given further training to meet agreed standards of service and performance. If performance remains sub-standard, the provider will be replaced.</p>



SOMALIA UN MPTF

ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Supporting Somaliland districts to complete planning approval process for 2016 projects	12 th May – 2 nd June	Each year districts complete the planning approval process of service delivery projects by filling, signing and stamping the appraisal forms such as the land ownership documents, council approval, operations and maintenance budget, environmental assessment and agreement with the sector ministry etc.	<p>All the districts visited have completed the planning approval process for 2016 investment projects, all the projects that have had completed and successful appraisal and feasibility study processes have been approved for implementation.</p> <p>District planning process should be brought to the attention of the IMC, to ensure whether district planned projects are in line with the decentralization and the SDM.</p>
Assessment on gender friendly work environment for Somaliland local governments	12 th May – 2 nd June	UNDP- JPLG has a plan to establishment of gender responsive model offices for LG in a pilot district(s)	<p>In Berbera and Sheikh such mechanism have been established which enabled women to put their concern to the executive committee, an association of women working in Berbera local government have been established, whereby the mayor meets every quarter of the year with women in the local government.</p> <p>In Sheikh District women are represented in the executive committee therefore the ability and accessibility to the senior management is not a problem. Though in Burao women working in the Local Government lack the ability and accessibility to the senior management and meetings where</p>



SOMALIA UN MPTF

			important decisions are made. Facilities for women working in LG offices are either insufficient or nonexistent. (report available)
Zaylac joint monitoring	28 th May- 3 June 2016	JPLG agencies and MOI conducted a joint assessment on Zaylac to get deeper insight on the experience expanding the JPLG supported systems to Zaylac and then generate programmatically useful information and data on lessons learned /best practices of government – led expansion to other districts	Progress has been made Capacity Development consultant is supporting planning department, the district has benefited from the PEM training, and has developed its DDF and AWPBs and implemented vital service delivery projects.
MOILG Quarterly monitoring mission Target districts: Bosaso, Bandar Bayla, Gardo, Glakacyo, Eyl and Jariban	03-14 April 2016	This Mission was planned by MOI with technical support of UNDP JPLG for the supervision of the target districts. It is part of the Ministry’s strategy to strengthen the oversight of local authorities	<ul style="list-style-type: none"> • The Team supervised ongoing projects and have also meet with the mayor and districts consultants. They identified delay in payments from UNCDF side. • New district councils were only given induction training, other training i.e governance, gender needs to be planned for • The mission duration was too short and the team was not able to capture as much information as possible. Efforts should be made by UNDP to extend the duration of monitoring and supervision missions. • Continuous replacement of councils has caused a lot of terrible.
Joint MOI-UN JPLG monitoring and supervision Target districts: Eyl, Gardo, Bosaso and Garowe	12-21 June 2016	The objective of the mission was to review the progress of activities and assess the quality of projects in target districts, LGs’ capacity, document challenges and lessons learnt and provide recommendation to the programme management	<ul style="list-style-type: none"> • The Joint-monitoring team identified that LGs don’t receive copies of most policies, manuals, modules developed under the assistance of JPLG, except few. MOI and JPLG will organize separate meeting and



SOMALIA UN MPTF

		<p>wherever it's applicable.</p> <p>A number of methods was used: observations, informant interviews (LG, district consultants, village committees, implementing partners and beneficiaries).</p>	<p>discuss possible ways of addressing these issue.</p> <ul style="list-style-type: none">• In 2015, LGs received number of JPLG supported trainings. Most of these trainings were short term. And it is recommended that JPLG harmonizes these different trainings and plan for long term trainings.• Concern were made by LGs on procurement and tendering. Puntland Tender Board sent an official letters to LGs requesting that all tenders, at national or LG level, should come under their portfolio. This will hinder the decentralization process. It is agreed that, high level interventions should be made, probably by the VP champion of decentralization.• LGs noted that capacity of districts has improved and now, directors are somewhat able to develop districts plans, procurements and implement projects. Districts like Bosaso had implemented community-led initiative(road) as per JPLG guidelines• Positive feedbacks were received on the work of consultants. It is recommended that Young graduates should take active role on participating, where necessary, meetings, JPLG training and validation workshop.• Delays of LDF payment was also noticed. UNCDF hasn't released funds. Huge
--	--	---	---



SOMALIA UN MPTF

			concerns were raised by LGs and noted that such delays will impact the credibility of LGs. And may have a negative impact on deliverables.
--	--	--	--

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			
2.	Council, director of departments, head of units sub units and civil society		26-29/03/ 2016	28	9	PEM(1,2&3) refreshing training	Burtinle	MOI, district consultants and UNDP/JPLG
3.	Council, director of departments, head of units sub units and civil society		28-30/03/2016	35	11	PEM(1,2&3) refreshing training	Bosaso	MOI, district consultants and UNDP/JPLG
4.	Council, director of departments, head of units sub units and civil society		29-31/03/2016	39	6	PEM(1,2&3) refreshing training	Galakio	MOI, district consultants and UNDP/JPLG
5.	Council, director of departments, head of units sub units and civil society		04-06/04/2016	36	5	PEM(1,2&3) refreshing training	Eyl	MOI and district consultants



SOMALIA UN MPTF

#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
6.	Council, director of departments, head of units sub units and civil society		09-13/04/2016	25	7	PEM(1,2&3) refreshing training	Beyla	MOI and district consultants
7.	Council, director of departments, head of units sub units and civil society		15-18/04/2016	32	9	PEM(1,2&3) refreshing training	Jariban	MO and district consultants
8.	Council, director of departments, head of units sub units and civil society		10-16/05/2016	30	15	PEM(1,2&3) refreshing training	Garowe	MOI and district consultants
9.	MOI Somaliland		28 April and 2 - 4 May 2016	6	3	District Office Management and Administration	Mansoor hotel – Hargeisa	UNDP
10.	JPLG target districts			8	0			
11.	Champion Office			1	0			
12.	Municipality of Mogadishu and MoiFA		7-12 May 2016	28	2	Public Expenditure management	Mogadishu	SOCA
13.	Adado district council, district administration staff and representatives from village councils		14th – 19th June 2016	46	19	Public Expenditure Management (PEM) and Human Resource management (HRM)	Adaado	UNDP staff
14.	Jubbaland ministers, parliamentarians and senior		25-26 May 2016	34	6	Jubbaland Decentralization dialogue	Kismayo	MoIFA UNDP



SOMALIA UN MPTF

#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
	LG officials				forum			
Total				386	99			