

Quarterly Report: Joint Programme on Local Governance and Service Delivery

Reporting Period	First Quarter 2015
Government Counterpart	District Governments (see below “focus locations” for details) Ministry of Interior and Federalism (MOIF) Ministry of Interior of Somaliland (MOI-SLD) Ministry of Interior of Puntland (MOI-PLD) Municipality of Mogadishu (MoM) Association of Local Government in Somaliland (ALGSL) Association of Local Government in Puntland (ALGPL) IMC-LG Somaliland (Inter-Ministerial Committee on Local Government) IMG-LG Puntland (Inter-Ministerial Committee on Local Government) Ministry of Women Development and Family Affairs, Puntland (MOWDAFA)
PSG	1: Inclusive Politics 4: Economic Foundations 5: Revenue and Services
PSG priority	PSG 1 & 5
Focus Locations:	<i>Federal, State and District Level</i> Federal Government of Somalia <u>Somaliland</u> : Hargeisa, Burao, Odweine, Sheikh, Berbera, Borama, Gabiley, Zeylac <u>Puntland</u> : Garowe, Bosasso, Eyl, Jariiban, Benderbeyla, Galkacayo, Gardo <u>Interim South West Administration</u> : Baidoa, Merka Municipality of Mogadishu <u>Other districts</u> : Beletweyen, Jowhar, Adado
AWP Budget	\$6,815,728
Available Funds for year	\$3,486,768
Expenditure to date	\$572,510

CONTRIBUTING DONORS:



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ABBREVIATIONS AND ACRONYMS

ALGSL	Association for Local Governance in Somaliland
ALGAPL	Association for Local Government in Puntland
AMISOM	African Union Mission in Somalia
APD	Academy for Peace and Development
AWPB	Annual Workplan and Budget
BRA	Banadir Regional Authority
CA	Caretaker Administrations
CRD	Centre for Research and Dialogue
CSC	Civil Service Commission
CSR	Civil Service Reform
CDI	Conflict Dynamics International
DDFs	District Development Framework
FGS	Federal Government of Somalia
FMS	Federal Member State
FYDP	Five Year Development Plan
IA	Interim Administration
ISWA	Interim South Western Administration
IJA	Interim Jubbaland Administration
IMCLG	Inter-Ministerial Committee on Local Government
LDF	Local Development Fund
LG	Local Government / Local Governance
LG&D	Local Governance and Decentralization
MOI	Ministry of Interior
MOIF	Ministry of Interior and Federalism
MOILGRD	Ministry of Interior Local Government, Regions and Districts, Puntland
MOM	Municipality of Mogadishu
MOJ	Ministry of Justice
MOWDAFA	Ministry of Women Development and Family Affairs
PBF	Peace Building Fund
PEM	Public Planning and Expenditure Management
PLD	Puntland
PSG	Peace and State Building Goals
SDM	Sector Development Models
SLD	Somaliland
SNA	Somalia National Army
UNSOM	UN Assistance Mission in Somalia
UNCC	UN Common Compound
VP	Vice President

SECTION 1 – KEY DEVELOPMENTS DURING THE REPORTING PERIOD

The formation of new states has a significant impact on the project as well as the local governance and decentralization agenda in general. Through the appointment of the Cabinet for the Interim South West Administration (ISWA) the Minister for the Ministry of Interior has been appointed. In ISWA, in line with the practice in Puntland and Somaliland, the Ministry of Interior will hold the mandate for Local Governments and thus becomes a likely new partner for JPLG. JPLG has engaged with ISWA authorities on development of a common work plan focusing on advancing the JPLG light approach/selected interventions (especially technical training & rehabilitation). This has highlighted the need of a revised JPLG engagement strategy for South and Central Regions of Somalia and particularly the emerging states. These discussions have brought forward the need to develop clear roles for the Ministry of Interior and Federalism (MOIF) in relations to emerging interim administrations (as potential new Federal Member States) and Local/District Governments. In Q1 UNDP-JPLG addressed this need by developing a draft engagement strategy for South and Central Regions of Somalia that was submitted to the JPLG Technical Working Group. UNDP-JPLG will continue to provide technical support to this process in Q2-Q3 that will engage the JPLG PMG, Government and Donor partners. The dialogue processes in central regions on state formation and boundaries have also impacted district councils, including two of the districts where JPLG is active.

This quarter has seen significant changes in the senior leadership of key government counterparts for JPLG. A new Minister as well as State Minister have been appointed for Ministry of Interior and Federal Affairs (MIFA) In Somaliland there have been two reshuffles for Ministers and Director Generals, this led to the appointment of a new Vice Minister in the Ministry of Interior. Puntland reshuffles led to the appointment of a new Director General for Ministry of Interior, Local Government and Rural Development.

The organizational structure for the Municipality of Mogadishu (MOM), supported by UNDP-JPLG, has in Q1 been reviewed, revised and adopted by the new administration of Banadir Regional Administration (BRA/MOM). Terms of References have been developed for all new departments and part of the implementation of the new structure capacity development of senior management has been emphasized. In Q1 45 of MOM senior management, including all the directors and the Mayor attended training on Human Resource Management.

In order to strengthen the sustainability and ownership of capacity development for local government JPLG is committed to supporting the establishment of a Local Government Training Institute, to likely include satellite hubs/offices. Q1 has seen the establishment of a technical committee in Mogadishu which includes JPLG partners (MOIF, MOM, UN-JPLG agencies) and coordinated by a national capacity development expert attached to MOIF. In Q2-Q3 representatives from ISWA and Interim Jubbaland Administration (IJA) are to join the technical committee. In Puntland and Somaliland the approach entails building on the capacity development mandate of the Ministry of Interior, and establishes Capacity Development Units including resource centers. In Puntland a diaspora capacity development expert has been recruited through the IOM MIDA programme to coordinate and provide technical support to this process.

The Inter Ministerial Committees for Local Governance (IMC-LG) of Somaliland and Puntland are operational and there has been an improved engagement on implementation of the Decentralization Policy and Roadmap with sector ministries. In Somaliland the first IMC-LG session of 2015 unfortunately could not make progress on session in 2014 as the schedule agenda was postponed and an orientation session was required due to four members having joined the IMC-LG as a result of recent reshuffles. Orientation was given on decentralization policy, process and the role of the IMC-LG. Puntland IMC-LG has appointed a technical level working group to strengthen the collaboration and exchanges between Ministries. The members of the technical group are mainly Director Generals to the Ministries who are members of the IMC-LG.

In Q1 the political tension over anticipated postponement of Somaliland general elections continues. Somaliland National Electoral Commission announced that the election deadline has been extended by nine months due to limited time and to the untimely registration of voters. The opposition strongly opposes the election delay; arguing that an interim government would need to be established from the end of the President's June 2015 legal term of office. As Somaliland Ministry of Interior continued the implementation of the civic registration process and issuance of national ID cards throughout the country, in Q1 the MOI officials, including the DG and the Director for regions and local governments, were heavily engaged in the national civic registration. This impacted on the Ministry's time to deliver on the local governance portfolio and this process is likely to also impact implementation in Q2.

In Q1 MOI and UNDP team undertook missions to target districts (*Odweine, Burao, Sheikh, Berbera, Gabiley, Hargeisa, Borama and Zeila*) to support district councils in their preparation, identification and approval of 2015 district projects. All preparation and documentation for project approvals for the eight JPLG target districts have been completed and submitted to Mayors, MOI and UNJPLG agencies for implementation. UNDP, PMU and MOI team conducted follow-up joint field mission to four target districts (*Gabiley, Borama, Berbera and Sheikh*) following the M&E workshop with district consultants in Hargeisa. The aim of the mission was to discuss outcomes of the workshop with the district mayors and executive secretaries in order to ensure that all district consultants are being utilized in an effective manner for technical support capacity development initiatives and efforts towards target district council and administrations.

SECTION 2 – PROGRESS AGAINST OUTPUTS & PLANNED ACTIVITIES IN ANNUAL WORK PLAN

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

Narrative update on Progress towards Output

The implementation of the Decentralization Policy and Roadmap in PLD and SLD is ongoing. After the adoption of the policy and roadmap in 2014 the Inter-Ministerial Committee for Local Governance has focused on coordination and oversight of its implementation. In Q1 meetings, the IMC-LG has focused on sector decentralization and methodology for assessments of district capacity to deliver services in line with the policy. To advance technical discussions and collaboration both IMC-LG in PLD and SLD have established a Director Generals group (“DG group”). UNDP has continued to support the secretariat for the IMC-LG with technical experts and administrative support.

Awareness raising among the general population, with a particular focus on the communities in category A Districts, is seen as an important component of implementation of the decentralization policy. In Q1 focus on decentralization for service delivery and clarification of division of functional responsibilities between state and local governments was also key. Accordingly, awareness raising campaigns targeting the general population in PLD and SLD have been rolled out to improve knowledge among citizens and facilitate engagement of communities to improve accountability. These activities will continue throughout the calendar year.

In light of the recent development in ISWA the focus for a number of activities under this output will be directed towards engaging the interim state and its local governments on dialogue around decentralization. The dialogues will follow the similar process and methodology earlier used in Puntland and Somaliland, involving communities, sector ministries and other stakeholders in a series of consultations. FGS will be engaged in the dialogues, while it is likely to be spearheaded by the newly established Department of LG in ISWA’s MOI. Support to LG and decentralization in early stages of the state formation is recognized as central to ensuring that mechanisms and policies for decentralized service delivery can be accelerated and contribute to peace, stabilization and development for communities. Progress towards this milestone is expected in Q2-Q4

Output Indicators	Baseline	Annual Target/Milestones	Progress to date
# of decentralization or local governance related policies that are developed (or drafted.)	2013 baseline: Two (2) Policy paper on decentralization options produced (SL and PL); No decentralization Policy; Legal review	Two (2) Annual targets/milestones: <u>Milestone:</u> LG Law amended in line with the Decentralization Policy and	Zero (0) The revision of the Local Governance Law will build on the revision of sector policies and legislation. The sector

	<p>process has not started; Relevant regulations are not in place”.</p>	<p>the new draft Law is submitted to the IMC-LG</p> <p><u>Milestone:</u> Decentralization policy and roadmap drafted and made available to the FGS/MOIF</p> <p><u>Milestone:</u> The IMC-LG and its Secretariat has capacity to coordinate the decentralization reform and to oversee implementation of the roadmap</p>	<p>policies and legislation will follow from lessons learned in SDM implementation. It is expected that the revision LG Law will start in Q3.</p> <p>The Milestone “Decentralization policy and roadmap drafted and made available to the FGS/MOIF” may still be amended in line with discussions on Federalism. The FGS is discussing that the Federal Government may need to, initially, develop Federal Level “Decentralization Principles” while the emerging states would require their respective “Decentralization Policy and Roadmap” in line with Federal Level “Decentralization Principles”.</p>
Planned Activities as per Annual Work Plan		Progress Against Activities	
<p><u>Activity 1.1.1</u> Provide technical support to MOI for the development of a draft revision of the LG law</p> <p><u>Activity 1.1.2</u> Dialogue and consultations including Districts and Ministries for the revision of the LG law</p> <p><u>Activity 1.1.3</u> Somali Technical Expert (policy and legal) to support MOI legal and policy review process</p> <p><u>Activity 1.1.4</u> International Expert to MOIF (FGS) to draft a Decentralization Policy</p> <p><u>Activity 1.1.5</u> Somali Technical Expert attached to MOIF Department of LG to support the implementation of the Decentralization policy and roadmap</p> <p><u>Activity 1.1.6</u> Technical support to MOIF to draft a white paper/option paper on relations and responsibilities between FG/MOIF and MoM</p> <p><u>Activity 1.1.7</u> Technical support to MOIF to draft a white paper/option paper on relations and responsibilities between FG/MOIF and New States</p> <p><u>Activity 1.1.8</u> Convene dialogue forums on decentralization among Districts, New</p>		<p><u>PLD</u></p> <ul style="list-style-type: none"> • ALGAPL media awareness campaign radio show outreach component completed. This included Somali Broadcasting Company (1 month) and Radio Garowe (2 months) broadcasting programmes 3 times per day, daily. Two (2) Billboards were erected in Garowe with messages of decentralization (2 months) and one (1) in Bosaso (2 months). • Activity 1.1.5? Two consultants are deployed to the IMC-LG Secretariat at the Vice President’s Office. The consultants are facilitating meetings between the Ministers and coordination of the newly established Directors’ General groups which focuses on the technical aspects of the implementation of the Decentralization Policy and roadmap <p><u>SLD</u></p> <ul style="list-style-type: none"> • The IMC secretariat is currently developing contracting a videographer 	

States, MoM, MOIF, Sector Ministries and other actors

Activity 1.1.9 Public awareness campaign on decentralization (e.g., 4 key decentralization messages through different media- TV, print)

Activity 1.1.10 Regional Peer-Peer Training on Decentralization for local governments and Ministries

Activity 1.1.11 Develop and conduct public awareness campaigns on decentralization

Activity 1.1.12 Support Local Government Association/s run media awareness campaign on decentralization

Activity 1.1.13 Production of film on decentralization for public awareness

Activity 1.1.14 Training of District Councils and MOI on communicating key messages and engagement of communities on decentralization

Activity 1.1.15 Conduct dialogue forums between District Councils and the IMC focusing on the implementation of the decentralization policy and roadmap

Activity 1.1.16 Local governance expert deployed to IMC-LG Secretariat

Activity 1.1.17 Administrative officer deployed to IMC-LG Secretariat

including filming of the theatre and dance troop that performed at the launch of the Government's Decentralization Policy.

- One (1) LG Expert and one (1) administrative consultant are in place and supporting the VP Office in coordination with MOI. UNDP continues to support IMC-LG & the Secretariat to fulfill their oversight and support functions and mandate to the decentralization policy.

FGS

- Consultations on implementation modality and support to ISWA MOI LG department.

Other activities will be implemented in Q2-4 according to the Annual Work Plan

Sources of Evidence for Results Progress and Achievements

- Awareness raising material from PLD and SLD
- Minutes of meetings of the IMC-LG and DG groups

OUTPUT 1.3 POLICIES, LAWS AND SUPPORTING FRAMEWORKS FOR DECENTRALIZATION ARE DRAFTED AND IMPLEMENTED THAT ADDRESS LOCAL GOVERNMENT ADMINISTRATION, LOCAL GOVERNMENT EMPLOYMENT AND LAND GOVERNANCE

Narrative update on Progress towards Output

Local Government Employment regulation is an important component of supporting frameworks for decentralization. In SLD the LG employment regulation was adopted by the District Councils. A draft LG employment regulation is available for PLD, but not yet validated and adopted by government. The Local Government Human Resource Management Guidelines, and accompanying training module, has been developed and are being translated. Training plan for districts to be developed in Q2.

Progress towards this milestone is expected in Q2-Q3

Output Indicators	Baseline	Annual Target/Milestones	Progress to date
Number of JPLG target adopting LG employment registration	Baseline 2014: The regulation is available and disseminated but implementation not commenced	Eight (8) Annual Target/Milestones: <u>Milestone 1.3.1:</u> LG employment regulation drafted for Puntland <u>Milestone 1.3.2:</u> Guidelines for harmonized planning and budgeting between central and local governments developed and piloted in selected districts (3+3) in preparation of the District 2016 AWPBs <u>Milestone 1.3.3:</u> Strategy for Government roll out of LG services to new districts developed	1.3.1: A draft LG employment regulation is available for PLD, but has not yet been validated and adopted by government. SLD adopted the regulations in 2014. The supporting Human Resource Management Guidelines for LGs, and the training modules, have been developed. Training plan for districts to be developed in Q2. 1.3.2: Draft Guidelines developed and are under review by the Government. Piloting to commence upon final approval of the Government. 1.3.3 No progress to report on in Q1.
Planned Activities as per Annual Work Plan		Progress Against Activities	

Activity 1.3.1 Dissemination and publication of the civil service employment regulation to districts

Activity 1.3.2 Translation and printing of the HRM guideline training manual

Activity 1.3.3 Production of guidelines for harmonized planning and budgeting process

Activity 1.3.4 Drafting of a training module for harmonized planning and budgeting cycle to be added to the PEM (international and national consultant)

Activity 1.3.5 Piloting of the guideline in 3 districts with links to the state planning process (international and national consultant)

Activity 1.3.6 Establishment of data management framework – data fields, indicators, housed in the District Depts. of Planning (Linked to MOP State/National Development plan)

Activity 1.3.7 Support MOI to meet their legislative mandate to draft criteria for a standardised district grading system for submission to Parliament

Activity 1.3.8 Technical expertise and consultations to support the government led expansion strategy to new districts

Activity 1.3.9 Conduct study on investment vs capacity development

Activity 1.3.10 Financing initial start-up of pilot expansion

SLD:

- Two (2) national consultants conducted assessment on investment vs capacity development funds provided to district administrations in 2011 – 2013. This assessment will feed into the Governments’ roll-out strategy. Local consultants submitted final draft to MOI and UNDP for review and comments.
- MOI continues its support to Zeila district. CD expert and three (3) YG interns have been deployed. 2015 district approval sheets completed and endorsed by MOI. Final activities for Zeila District work plan will be implemented in Q2 subject; with delivery plans and budget breakdown from MOI
- Local Government Employment regulation was approved by district councils in SLD
- Translation of the HRM training modules for SLD was undertaken and a review committee established including MOI, District Government and UN JPLG personnel.

PLD:

- Translation of the HRM training modules for PLD in Somalia and a review committee established including MOI, District Government and UN JPLG personnel.
- Dialogue with Ministry of Planning on harmonization of planning activities. This activity will be undertaken in collaboration with other UN JPLG agencies to ensure sector harmonization as well as harmonization of the overall planning framework.

Other activities will be implemented in Q2-4 according to the Annual Work Plan

Sources of Evidence for Results Progress and Achievements

- Local Government Employment Regulations available
- HRM guideline document available
- HRM training modules available
- Draft document on assessment on investment vs capacity development available

OUTPUT 2.1 – STRUCTURES AND SYSTEMS FOR GOOD LOCAL GOVERNANCE, PLANNING AND BUDGETING ARE ESTABLISHED AND STRENGTHENED.

Narrative update on Progress towards Output

In order to strengthen the sustainability and ownership of capacity development for local government JPLG is committed to supporting the establishment of Local Government Training Institute(s). Q1 has seen the establishment of a technical committee in Mogadishu which includes JPLG partners (MOIF, MOM, UN agencies) and coordinated by a national capacity development expert attached to MOIF. In Puntland and Somaliland the approach entails building on the capacity development mandate of the Ministry of Interior, and establishes Capacity Development Units including resource centers. In Puntland a diaspora capacity development expert has been recruited through the IOM/Mida programme to coordinate and provide technical support to this process.

Timetable agreed with districts for trainings including the DDF and AWPB activities. As per annual government processes these activities are scheduled to be undertaken in the third quarter of the year.

Output Indicators	Baseline	Annual Target/ Milestones	Progress to date
# of monitoring visits completed by central government staff to district level governance bodies.	Baseline 2014 (1): Regular monitoring and oversight takes place.	Six (6) Annual Target/ Milestones: <u>Milestone 2.1.1:</u> Government capacity development strategy for decentralization agreed and initiated (including establishment of Local Governance Training Institute/s) <u>Milestone 2.1.6:</u> In all JPLG targeted districts, AWPB are developed in coordination with relevant central and regional authorities and in line with State agreed budget framework and timelines. District AWPB includes central and local funds/budgets.	Three (3) (see details below in M&E section) - Verification mission in SLD - Oversight of district consultants - Oversight of construction in Central Somalia
Planned Activities as per Annual Work Plan		Progress Against Activities	

Activity 2.1.1 Services of an International expert (consultant) to support the roll-out of the capacity development plan (Step 1-10)

Activity 2.1.2 Service of a Somali Expert to support the roll-out of the capacity development plan (Steps 1-5)

Activity 2.1.3 Consultative forums around LG core functions and supporting LG training modules (Step 2-4)

Activity 2.1.4 Consultative forums around LG core functions and supporting LG training modules (Step 2-4)

Activity 2.1.5 MOIF/Mol/ALGASL/ALGAPL/JPLG develop criteria for capacity assessment of training institutions and carry out assessment (Step 5-6)

Activity 2.1.6 Outsource pilot training to selected training institutions (Step 7-9)

Activity 2.1.7 A Local Governance Institute is established with clear work plan, budgets, staffing and agreed curricular following feasibility study

Activity 2.1.8 Equipment and Rehabilitation of Local Government Institute

Activity 2.1.9 Pilot collaboration for Local Government Institute with MOIF and MoM

Activity 2.1.10 Strengthening the capacity of the CD section of the Mol to lead the roll out of the CD strategy

Activity 2.1.11 Assessment of AWPB investments/projects to review the degree of alignment with DDF priorities per sector (retrospectively: 3 year period)

Activity 2.1.12 Provide capacity and common systems for Districts to update DDFs that incorporate national/NDP and sector inputs

Activity 2.1.13 To provide training on basic principles of DDFs towards the creation of a DDF (Adado, Beletweyne, Jowhar, Baidoa, Merka)

Activity 2.1.14 Provide capacity and common systems for Districts to develop AWPBs that include all investments - including the convening of District Conferences

Activity 2.1.15 Provide capacity and common systems for Districts to develop AWPBs that include all investments (Adado, Beletweyne, Jowhar, Baidoa, Merka)

Activity 2.1.16 Introduce strategic planning process to link DDPs and the district AWP through Mol CD department

FGS

- National Consultant in place and currently working on the LG Training Institute working group (consultation, establishment and organized the first meeting on 2 April).

PLD

- New MIDA consultant hired and commenced work with MOI. Early planned support will include support to early steps of capacity development strategy and LGTI as well as overall enhancing MOI's ability to enhance capacity development at the LGs.

Other activities will be implemented in Q2-4 according to the Annual Work Plan

Sources of Evidence for Results Progress and Achievements

- Recruitment report available upon request

OUTPUT 2.2 COMPETENCIES AND SKILLS ARE DEVELOPED FOR GOOD LOCAL GOVERNANCE AND EQUITABLE SERVICE DELIVERY

Narrative update on Progress towards Output

The decentralization policies in SLD and PLD have further increased the need to enhance the capacity of local government to deliver equitable services to communities. JPLG is supporting state and local governments to strengthening structures and systems for local governance in planning and budgeting through development of systems and deployment of experts to support implementation and capacity building for the systems. National consultants and young graduates deployed to local government and Ministries of Interior to develop capacities for implementation of good governance mechanisms in line with relevant policies and laws

Output Indicators	Baseline	Annual Target/ Milestones	Progress to date
# of district/municipal staff trained in at least one PEM module (but up to 5)	Baseline : 250 district staff trained in at least one PEM module	786 (all JPLG) 25	Trainings to be conducted in Q2 and Q3
# female interns placed in local and central government positions	Not available	<p>Annual Target/ Milestones</p> <p><u>Milestone 2.2.1:</u> Each JPLG targeted district has the capacity to engage with its constituents, improve public participation and accountability. Capacity includes clear procedures and trained human resources.</p> <p><u>Milestone 2.2.3:</u> At least 35% of JPLG targeted districts have their staff (i.e.: Department of Planning, Admin and Finance, Social affairs and Public works) trained on their basic functions including expected new districts.</p> <p><u>Milestone 2.2.4:</u> Mol and sector ministries (with pilot DMs) support/pilot decentralized services</p>	Twenty-two (22) females hired. See Gender mainstreaming section for details on gender data on young graduates.

		<p>delivery within their respective sectors. This includes capacity to plan, allocate resources, coordinate, monitor and report.</p>	
Planned Activities as per Annual Work Plan		Progress Against Activities	
<p><u>Activity 2.2.1</u> Conduct male targeted advocacy forums on political representation, related to gender and roles for aspiring women councilors</p> <p><u>Activity 2.2.2</u> Training for aspiring potential / selected women councillors in Local Government fundamentals</p> <p><u>Activity 2.2.3</u> Dialogue forums on decentralization policy and roadmap for women in collaboration with PWCN</p> <p><u>Activity 2.2.4</u> Organize and facilitate discussion groups / meetings with MoWDAFA regional coordinators, women NGOs, outgoing women district councillors and aspiring potential women councilors</p> <p><u>Activity 2.2.5</u> Provision of basic rehabilitation of district offices (Baidoa, Jowhar, Beletweyne & Merka, plus two new districts)</p> <p><u>Activity 2.2.6</u> Capacity Assessments of Districts (Merka plus 2 additional districts - possibly Kismayo & Dhussmareeb)</p> <p><u>Activity 2.2.7</u> Provide equipment to new districts and departments with identified unmet needs (1SL, 1PL, 2 SC)</p> <p><u>Activity 2.2.8</u> Joint MOIF monitoring of new district programme implementation (including rehabilitation, planning, training etc.)</p> <p><u>Activity 2.2.9</u> Training on PEM for target districts (department of planning and section of admin in the department of admin/finance) to strengthen capacity on basic functions</p> <p><u>Activity 2.2.10</u> Print and distribute the PEM to additional districts through service provider (translation, printing and binding)</p> <p><u>Activity 2.2.11</u> Provision of training on HRM guidelines for districts departments of admin and finance</p> <p><u>Activity 2.2.12</u> Refresher training for PEM for districts including new modules based on capacity needs assessment (SLD: Conflict Resolution and Partnership)</p> <p><u>Activity 2.2.13</u> Training for staff in department of admin and finance in HRM</p>		<p><u>FGS +ISWA+Districts in SC:</u></p> <ul style="list-style-type: none"> Phase 1 of Beleyweyne district offices rehabilitation completed, second phase to start in Q2. First and second phase includes light rehabilitation of the existing district offices; such as replacement of broken windows, doors, ceiling, electrical connections, compound wall and painting. Mission will be organized for the UNDP engineer to visit other districts to develop BOQs National Consultant in place and is supporting the implementation of the newly approved MOM organizational structure. Currently the project is drafting the TORs and provision of technical support to deliver capacity building training (M:1/F:0) Training delivered of all HRM modules for MOM senior management. MOM Management is currently reviewing their current HRM polices to decide where strengthening or amendments are necessary District consultant in place to support the districts with capacity development of local government in planning and LG functions (M:3/F:0) <p><u>PLD:</u></p> <ul style="list-style-type: none"> Seven (7) Admin and Finance consultants continuing work in all districts. 6 Planning consultants continuing work in all districts; except Jariban district. (Male:13 Female:2). The Planning consultants support the respective District Director of Planning in the execution of the government district planning and expenditure management annual cycle/process. The Admin and Finance consultants continue to provide technical support to the District Department of Administration and Finance on meeting their expenditure management mandate. 25 Young Graduates have been recruited including 5 for Bossaso, 5 for Garowe, 5 for Galkacayo, 4 for Gardo, 2 for Eyl, 2 for Benderbeyla 2 for Jariban. Young graduates workplans were completed and they are actively 	

Activity 2.2.14 Provision of human resource experts to enhance capacity of Municipality of Mogadishu (National and international experts)

Activity 2.2.15 Production of HRM guidelines and HR equipment for MOM (including HR-IT)

Activity 2.2.16 Training for MOM staff on HRM guidelines

Activity 2.2.17 Production of PEM guidelines for MOM

Activity 2.2.18 Training for MOM staff on Admin and finance (PEM) guidelines (training, consultant and production)

Activity 2.2.19 Provision of experts to enhance capacity of the districts

Activity 2.2.20 Train district departments of planning and admin and finance directors, district and MOIF consultants on local governance, planning, development and M&E (external provider)

Activity 2.2.21 Deployment of young graduates to districts

Activity 2.2.22 Implementation of the agreed upon structure for districts including harmonizing TORs with defined functions and workplans for directors and staff of all A & B districts

Activity 2.2.23 Support the establishment of a training unit within MoM with tools and ToT around project cycle methodology and LG

Activity 2.2.24 Develop and harmonise training modules for staff (MoM)

Activity 2.2.25 Provision of experts to enhance capacity (legal expert) at MOIF, to work on LG law, civil service employment law, functions and relationships with MOM, districts

Activity 2.2.26 Provision of experts to enhance capacity (LG planning expert) at MOIF

Activity 2.2.27 Somali technical expert attached to MOIF Department of LG in policy

Activity 2.2.28 Somali technical expert attached to MOIF Department of LG in capacity development

Activity 2.2.29 Somali technical expert attached to MOIF Department of LG to strengthen M&E capacity

Activity 2.2.30 MOI / MOIF Department of LG has a monitoring and reporting system established to appraise consultants

Activity 2.2.31 Support to MOI / MOIF for quarterly joint monitoring missions to

supporting their districts (Male:18 Female:7)

- Two (2) National expert consultant in place at MOI supporting planning and admin and finance roles of the consultative forum on decentralization planned for Q2. (Male: 2, Female: 0)
- MIDA consultant started the work to support revision of LG Law no. 7, and is also supporting system of monitoring and appraisal of young graduates and consultants.

SLD:

- Seven (7) admin and finance consultants continuing work in all districts. 7 planning consultants (see disaggregated data in gender section below)
- 25 Young Graduates are in place in districts and at MOI Department of LG
- Two (2) National expert consultants in place at MOI supporting planning, capacity development and admin and finance roles of the consultative forum on decentralization planned for Q2. (Male: 2, Female: 0)
- MIDA consultant started the work to support revision of LG Law no. 7, and is also supporting system of monitoring and appraisal of young graduates and consultants.

Other activities will be implemented in Q2-4 according to the Annual Work Plan

districts

Activity 2.2.32 Provision of running costs (communication) to MOIF

Activity 2.2.33 Document the reform and restructuring process of MOM

Activity 2.2.34 Produce information booklet explaining the organisational structure of MOM

Activity 2.2.35 Young graduates to support the capacity of MOIF

Activity 2.2.36 Provision of expert (Capacity Development Consultant) to enhance capacity at MoI

Activity 2.2.37 Provision of expert (Legal Consultant SLD)+(LG consultant for PLD) to enhance capacity at MoI

Activity 2.2.38 Provision of expert (Technical Analyst for Development Planning) to enhance capacity at MoI

Activity 2.2.39 Service of a Somali expert to enhance capacity of MoI in the area of local governance

Activity 2.2.40 Provision of reform advisor to enhance capacity of Municipality of Mogadishu (national expert)

Activity 2.2.41 MoM has a monitoring and reporting system established for staff performance and output delivery

Activity 2.2.42 Training on LG for staff in MoM linked to roll-out of LG training institute

Sources of Evidence for Results Progress and Achievements

- HRM Training Report
- Gender data on young graduates
- Engineer Rehabilitation Works Report

OUTPUT 3.3 GOOD GOVERNANCE AND SERVICE DELIVERY IS IMPROVED THROUGH ENHANCED SOCIAL ACCOUNTABILITY MECHANISMS

Narrative update on Progress towards Output

Local Government Registrar services is a front line service to communities and is anchored in the SLD and PLD local government legislation, however there is a lack of regulation and guidance to ensure uniform practices across districts. In Q1 the drafting of the Local Government Civil Registrar manual started. Currently a draft is available for SLD and consultations have started in PLD. The consultant consulted with district civil registrar department/section in JPLG target districts (Burao, Berbera, Gabiley, Borama and Hargeisa) and other relevant stakeholders in the districts including, hospitals and district courts. MOI and UNDP also organized and held one day consultation workshop on 14th March for all relevant stakeholders to discuss and provide their insight on the first draft civil registrar manual for local government in Somaliland.

Remaining activities in this milestone will follow in the next quarter.

Output Indicators	Baseline	Annual Target/ Milestones	Progress to date
# of policies and guidelines drafted and approved	Not available	One (1)	Draft LG registrar manual has been developed for SLD (validation pending) and consultations for the same in PLD is under way.
#of additional services provided at the district level		<u>Milestone 3.3.2:</u> Harmonised registrar services piloted in 3+3 districts.	
Planned Activities as per Annual Work Plan		Progress Against Activities	
<p><u>Activity 3.3.1</u> Establish District registrar services (in line with Policy roadmap) and define Registrar office mandate</p> <p><u>Activity 3.3.2</u> Production of Guideline and Manual for District Civil Registrar Offices within existing Social Affairs Departments (defining mandate, TORs, with support including consultation, technical experts, translation and printing)</p> <p><u>Activity 3.3.3</u> Provision of training on Registrar Guidelines (initially registrar of births and deaths) to District Registrar Office in District Dept. of Social Affairs</p>		<ul style="list-style-type: none"> An international consultant has been recruited to develop the manual for uniform registrar local registrar services (Activity 3.3.1. and Activity 3.3.2) Consultation and mapping has taken place in PLD and SLD on the existing district registrar systems (for birth, deaths, marriage and divorce). Initial findings show that where systems exist these are not consistent or uniformed across the district governments. The envisaged guidelines and manual will aim to bring structure and uniformity that will enhance this frontline service to the local communities. Draft district registrar guidelines have been produced for SLD. The draft is under review by the MOI. Validation and completion of activities are expected in Q2 in SLD and Q3 	

in PLD

Sources of Evidence for Results Progress and Achievements

- Inception report for SLD and PLD
- Draft manual for SLD
- Report from the SLD stakeholder consultation
- Material collected from local government and analyzed in the report

SECTION 3 – CROSS-CUTTING ISSUES (GENDER, PEACE AND CONFLICT, HUMAN RIGHTS)

In Q1 the project has established the baseline for gender disaggregated data and hence improved the basis for planning and monitoring developments in the project. The data collected focuses on both project related activities and for local government (see tables below).

Table 1: Gender balance of UNDP supported experts and young graduates in MOI and Districts

	FL/SC		SLD		PLD	
	M	F	M	F	M	F
Young graduates (Ministry)	5	5	3	1	18	7
Young graduates Districts	0	0	19	1	10	3
District planning consultants	3	1	7	1	5	1
District admin and finance consultants	0	0	7	0	6	1
Consultants at Ministry of Interior	3		2	0	2	0
IMC Secretariat	-	-	2	0	1	1
Municipality of Mogadishu	2	0				

District Council												
	SLD				PLD				Total			
	M	F	Total	%F	M	F	Total	%F	M	F	Total	%F
Mayor	8	0	8	0%	6	0	6	0%	14	0	14	0%
Deputy mayor	8	0	8	0%	6	0	6	0%	14	0	14	0%
Council member	141	5	146	3%	144	25	169	15%	285	30	315	10%
Total DC	157	5	162	3%	156	25	181	14%	313	30	343	9%

Executive												
	SLD				PLD				Total			
	M	F	Total	%F	M	F	Total	%	M	F	Total	%F
Executive Secretary	8	0	8	0%	6	0	6	0%	14	0	14	0%
Department Head/Director	35	4	39	10%	26	4	30	13%	61	8	69	12%
Head of Unit	98	11	109	10%	77	30	107	28%	175	41	216	19%
Total	141	15	156	10%	109	34	143	24%	250	49	299	16%

District administration												
	SLD				PLD				Total			
	M	F	Total	%F	M	F	Total	%F	M	F	Total	%F
Staff	1789	234	2023	12%	163	58	221	26%	1952	292	2244	13%
							0					
							0					
Total	1789	234	2023	12%	163	58	221	26%	1952	292	2244	13%

As part of strategy to improve gender mainstreaming across all activities of JPLG, UNDP-JPLG organized a training session and discussion on strategies and approaches. For JPLG two streams of activities on gender mainstreaming and women's empowerment have been identified 1) the focus on gender responsive service delivery is a central issue, and it is important to assess how different service projects benefit men and women in the communities, 2) women's participation in decision making and District Councils.

UNDP-JPLG has engaged the partners on setting gender targets for recruitment and participation in trainings and engaged MoWDFAFA as an implementation partner for 2015-2016 on supporting women in political participation in local government elections. Activities planned will prepare aspiring women councilors and other women who will improve their political participation through enhancing knowledge on local government fundamentals, dialogues on decentralization and improve their networks, especially for women who may run in the 2016 local government elections.

JPLG advances human rights directly through the project approach of emphasizing participatory planning processes which improves accountability and contributes to improved utilization of funds towards communities' priorities. The public projects funded through JPLG also impacts income generation (poverty reduction), health services as well as other services under the district administration.

SECTION 4 – CHALLENGES / LESSONS LEARNT

There are several key challenges to the project delivery and the achievement of the project objectives. Insecurity that prevents access to emerging districts, consistent political leadership, operational capacity to allow project engagement and the establishing of realistic expectations are some of the most important.

Security and changes in political leadership will continue to impact the project. Sustained support from all concerned actors (UN, Government and donors) is essential to remaining on-course and to secure gains achieved. The highest level of adaptability and creativity on behalf of the entire JPLG team and Somali counterparts must continue to be utilized.

The lack of operational capacity, particularly in South and Central Somalia, is a significant challenge particularly to the expansion of the JPLG into newly emerging district governments and emerging interim administration/states. Particularly, in these new areas UNDP operations must create the operational capacities; this must be considered as a prerequisite for effective project delivery. Increased effort in this area is seen as vital.

Improving the mechanisms for monitoring and appraising the consultants and young graduates have been raised as another area of improvement where work has started on identifying good practices that can be shared throughout the project. This work will continue in Q2 and can potentially identify and resolve bottlenecks in implementation. Capitalising on Somali Experts from the Diaspora as an additional asset in longer-term capacity building has commenced and its' benefits will be measured in 2015.

In the complex context of Somalia establishing realistic expectations is a challenge for achieving higher sustainable levels of delivery. The JPLG is working to enhance its ability to adapt to the social, economic and political realities of Somali government and community partners. While the five year programme is designed to increase outputs on a quarterly and annual basis the reality is that there will be periods in the year, and over the five year programme, where the JPLG and the Government will be less productive. For instance, when a community is in a period of elections their Government's ability to debate new issues, pass legislation, create improved systems and even delivery services are diminished. However, when a community's Government is in a period of post-elections there is often a heightened space for consensus and for technocrats to delivery government services. Other political, social and economic factors also effect the delivery cycle. For example, reshuffles of cabinets, heightened insecurity, broad dialogue on constitution reform, etc. If these factors, and many other competing factors that the project partners need to balance, are not considered in our planning process unrealistic expectations of what can be achieved will be the outcome. In response the JPLG has engaged closely with Government and donors to agree and more realistic delivery targets and have consequently lowered previous expectations on delivery timelines of a number of milestones. The project has established consultative meetings with all partners that occur twice a year to review and adjust targets of the annual work plan. Additionally, in South and Central Somalia the project has developed an initial draft for the JPLG's engagement strategy in the newly emerging district governments and emerging interim administration/states. The draft is an updated version of the strategy developed in 2013. The paper has been discussed among the TWG and the document improved during Q1. In Q2 the project will engage with government and donor partners on the engagement approach with a particular effort to reach consensus on realistic approaches and targets in the complex context of the realities in the specific district environments.

SECTION 5 – 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 ¹	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 June 2015 is likely to be postponed. This is likely to lead to some political uncertainty and impact both relations with donors/partners as well as implementation</p>	<p>Project teams are monitoring political developments and adjusting the implementation schedule accordingly.</p> <p>JPLG II 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>
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: Merka remains inaccessible due to security risks but remains a target district for JPLG 2015</p>	<p>As in the past under Phase I, JPLG II will engage third parties to implement and monitor activities on behalf of UN agencies</p> <p>Following advice from UNDSS, national, if not international staff will be engaged where possible in teams to implement and monitor activities.</p>
Operational risks	<p>Prodoc: The constant turnover and weak skills of senior officials and staff among Somali partner institutions may impede implementation of Programme activities.</p>	<p>JPLG II will focus capacity development on departments and units of partner 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

¹ Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.

	<p>Update: Q1 has seen a number of changes in senior leadership in key ministries. This is impacting the implementation capacity.</p>	<ul style="list-style-type: none"> - Encouraging leaders to engage the entire staff of departments and units in discussions with JPLG and other parties concerned - Mobilising 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>UNDP- JPLG is supporting drafting of options papers for relationships between Federal level the emerging states and their local governments</p> <p>According to a study issued for CDRD, which is also applicable to JPLG, it will be important to have the support and ownership of informal decision-making institutions, as well as community members. The study places an emphasis on extensive social mobilisation as a risk mitigation strategy, with the insistence that elected village councils are composed of mixed clans, as well as representation from women and other vulnerable groups. The study calls for innovative techniques for remote monitoring – and JPLG will determine if these are applicable to the Programme. Action will be taken to adapt and implement the Roadmap for Harmonisation of JPLG and CDRD.</p>

		In addition, as described under Outcome 1 in chapter 4, JPLG II will assist the federal government of Somalia in clarifying policies and laws on decentralization, and implementing them as opportunities arise.
Operational risks	The lack of political will and institutional commitment among government partners in all three zones may result in failure to follow through on agreements, jeopardising progress towards achieving JPLG II goals and milestones.	<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 II will seek to build strong commitment at the highest levels of government, and strong ownership of Programme activities among government staff, elected representatives, and other institutional 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>JPLG II will also seek to engender commitment and ownership among communities and other intended beneficiaries of the Programme, who may be counted on to exert pressure on elected representatives and government officials to deliver on their promises and commitments.</p> <p>In cases where progress is held up by senior officials, JPLG II will make intensive efforts to resolve problems through direct personal communication and corrective action. If this fails, JPLG II will have to consider suspending the activities concerned until opportunities arise to resume them, or in the worst case cancelling them and redirecting resources elsewhere.</p>
Quality of delivery	Due to varying degrees of institutional capacity, the quality of Programme activities may vary, particularly for services provided by third parties contracted by JPLG.	JPLG II will adopt 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

		<p>monitoring at the community level.</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>
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SECTION 6 – MONITORING AND OVERSIGHT ACTIVITIES

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.

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Programme oversight field monitoring visit Missions to Beletweyne and Jowhar	23-26 Feb (Beletweyne) 1-5 March (Jowhar)	Missions to Beletweyne and Jowhar in February and March respectively was intended as follow and monitoring UNDP JPLG activities in these districts.	Discussions in both Beletweyne and Jowhar have shown that the LG trainings in last year were exemplary and in line a tentative schedule for 2015 was discussed starting the 2015 training for all programme districts from April 2015.
Oversight mission on capacity development support to districts		As part of the process of improving the capacity of districts JPLG attaches national experts to the district departments of planning and the district department of admin&finance. In order to assess the effectiveness the support and to improve the project response to challenges, this oversight mission was undertaken to Berbera, Sheikh, Gabiley, Borama.	Structured interviews and consultations with LG executive and administration were conducted and resulted in the agreement in improvement of procedures for <ol style="list-style-type: none"> 1) Communication 2) Supervision 3) Accountability (detailed mission report is available)
Joint monitoring mission for approval of prioritized projects (UNDP-JPLG + MOI)		Mission covered all JPLG districts (Hargeisa, Buora, Borama, Berbera, Gabiley, Odweine, Sheikh and Zeila) to verify the 2015 AWP&B approval sheets for district prioritized projects is completed and approved	The implementation of district prioritized projects should be started soon

SECTION 7 – FINANCIAL REPORT

Donor	Total funds committed	Available resources for the year	Contribution as % of AWP	Expenditure	Balance ²	% Delivery	Comments
DFID	1,128,241	1,128,241	17%	137,278	990,963	2%	
European Commission	953,222	953,222	14%	1,666	951,556	0%	
Norway	423,288	141,096	2%	37,181	103,915	1%	
SIDA	844,196	889,097	13%	394,613	494,484	6%	
Swiss (SDC)	-	25,112	0%	1,772	23,340	0%	
UNDP (TRAC)	350,000	350,000	5%	-	350,000	0%	
Unfunded	3,116,781	-	46%	-	-	-	
TOTAL	6,815,728	3,486,768	97%	572,510	2,914,258	9%	

² Available resource for the year minus funds disbursed till now.

ANNEX 1: 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.	Municipality of Mogadishu		24, 25 and 26 March 2015	47	3	Human Resource Management	Hiliwa conference Hall	UNDP