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Somali Institutional Development Project

PROJECT:
Somali Institutional Development Project

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Governance and Rule of Law

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UNDP TRAC
UNDP BCPR
Sweden
European Commission
Norway

CONTEXTUAL ANALYSIS

FEDERAL LEVEL

The FGS and EU cohosted the New Deal Conference for Somalia, endorsing the Compact, committing to further consultations and the implementation of key principles. The project was heavily involved in this process and will define the next steps: setting up aid coordination architecture, defining Capacity Development priorities. On 19th Sept the FGS announced the replacement of the Central Bank Governor; the incoming (Yussur Abra) is the first female Governor in Somalia's history. The results in strategic planning will have to be endorsed by the new governor. On 29th August, Ahmed Ainte was appointed as the Director of Aid Coordination Unit. On 27th August, under the auspices of IGAD, an agreement was signed between FGS and Jubaland State recognizing the latter as Jubba Interim Administration with potential impact on relationship with Puntland. Jubaland was a factor in causing severance of relations, which has impacted on our New Deal and Development Planning work as noted below.

PUNTLAND

On 5th August, the Puntland Government formally suspended relations with the Federal Government of Somalia, citing 'complete disregard for the country's genuine Provisional Federal Constitution', and the non-implementation of the March 11 agreement with Puntland, among other acts. This put in jeopardy the New Deal fragility assessment and consultation process around the Compact. However both governments were able to come to an agreement and hold a consultation in Garowe in which the 31 district priorities, collected with UNDP support, contributed to the outcome documents of the Fragility Assessment. An amendment to the law for the Office of the Auditor General was passed, allowing for restructuring, but the procurement law developed by the World Bank remains in draft.

SOMALILAND

A Special Arrangement for Somaliland (SSA) was agreed at the Brussels Conference, institutionalizing the Somaliland National Development Plan, and including development partner commitments to provide information to the DAD or an alternative tool (the DAD is to be reviewed in 2014, according to the Compact text): coordination structures are yet to be redefined on the basis of the SSA. On 3rd August, the Minister for Finance, Mr. Abdiaziz Mohamed Samale declared that the 2013 annual budget forecast would represent a 20% increase from the previous year's budget, with implications for implementation of pay and grading reforms for the civil service; it also included a budget for new buildings for Accountant and Auditor General Offices, ensuring a sound working environment for PFM partners. On 15th August the Somaliland authorities reopened Hargeisa airport, enabling flights to land in Hargeisa and increasing access. The Good Governance sector working group was re-invigorated.

RESULTS

	Indicator	2.2.2.2 Level of progress made in developing and strengthening anti-corruption institutions and mechanisms is "high", "medium", or "low"	
SL	Result	Medium: Good Governance Commission (GGC) strategic plan developed; GGC finalised the Corruption Perception Survey Report; the full framework and strategy remain to be developed.	G
	Comment	793 (F:402, M:391) responses to Survey from 58 sampling points in 5 urban areas; asking about corruption patterns and causes and monitored exposure to communications materials developed in Q1.	
	Indicator	2.2.1.1 Number of public servants that participated in organized trainings	
SL	Result	274 (F:73, M:201). 242 (F:60, M:182) passed final exams in accounting, public administration and development management; 32 (F:13, M:19) passed diploma in English.	G
	Comment	Female civil servants passing Civil Service Institute exams were recommended for promotion by the Civil Service Commission; the Ministry of Finance has implemented this for their staff.	
	Indicator	2.2.1.1 Number of public servants that participated in organized trainings	
PL	Result	58 (F:8, M:50). QUESTS-MIDA advisors trained civil servants on accounting and auditing based on international standards.	G
	Comment	QUESTS-MIDA advisors are also providing one on one trainings to civil servants, including in the Ministry of Planning, in the formulation of the second Five Year Development Plan.	
	Indicator	2.2.1.1 Number of public servants that participated in organized trainings	
FL	Result	0. No trainings were planned for Q3. Consultants working in Office of Prime Minister and Central Bank of Somalia provide one to one training and mentoring.	Y
	Comment	QM g7+ advisor mentored the director of the New Deal desk and provided strategic advice to the New Deal Task Force in the run up to Brussels.	
	Indicator	Development Planning and Aid Coordination: Developed Assistance Database (DAD) for aid coordination is fully operational	
SL	Result	Yes. New DAD administrators identified and trained in Ministry of Planning; UNDP trained 10 (F:3, M:7) MoP staff from different departments to use DAD.	G
	Comment	Staff will require further training and mentoring, which will take place in Q4. Under Somaliland Special Arrangement review of DAD in mid 2014.	
	Indicator	Public Financial Management: Accounting tools and systems improved through revised CoA, new payment vouchers and approval process	
SL	Result	No. Delayed government validation of the government PFM reform strategy meant UNDP was unable to provide assistance.	R
	Comment	Gov't requested UNDP not to provide further technical support in advance of the completion of the strategy. The draft strategy is available but division of labour for support not negotiated.	
	Indicator	Public Financial Management: Key recommendations for improvement of internal control systems implemented	
SL	Result	No. Delayed government validation of the PFM reform strategy meant UNDP was unable to progress assistance.	R
	Comment	PFM strategy workshop held on 15th July and draft of the strategy is available, but neither government nor PFM Steering Committee have invited partners to engage.	
	Indicator	Public Financial Management: Level of progress in enhancing asset management systems	
SL	Result	No. Delayed government validation of the PFM reform strategy meant UNDP was unable to progress assistance.	R
	Comment	As above. UNDP has not secured additional funds for PFM activities, and these will likely not take place under this project.	

RESULTS

	Indicator	Public Financial Management: New building for the Accountant General's Office (AGO) and Office of the Auditor General (OAG) constructed	
SL	Result	No. In Q2 SIDP advised the Auditor and Accountant Generals that the activity would be cancelled as funds would be not available within the time period to construct the new buildings.	R
	Comment	The Somaliland government announced on September 23, that they included a budget line for the construction of building for Accountant and Auditor Generals Offices using UNDP designs, the BoQs etc	
	Indicator	Public Sector Reform: Government structures for coordination of the Public Sector Reform process functioning	
SL	Result	Partly. Good Governance Commission has prepared all documentation on the Public Sector Reform (PSR), including concept paper and framework, but where the PSR Secretariat should be housed is yet to be agreed.	G
	Comment	The government is planning a retreat to launch the Public Sector Reform and define responsibilities in leadership and secretarial functions.	
	Indicator	Public Sector Reform: Number of institutions reviewed in support of PSR institutional development pillar (functional review)	
SL	Result	0. Terms of Reference for review agreed in Q3, with activity scheduled to commence in Q4 subject to availability of funding.	R
	Comment	There was a delay in the processing of an individual consultancy, and work will start instead in Q4 subject to funding availability.	
	Indicator	Public Sector Reform: Reform of the civil service guided by clear strategy and implementation plan	
SL	Result	Yes. Implementation plan has been discussed with the Minister of Planning and 3 workshops have taken place on rightsizing.	G
	Comment	Minister of Planning is chairing meetings with the Civil Service Steering Committee to discuss the implementation plan and progress for civil service reform.	
	Indicator	Public Sector Reform: Civil Service Commission restructured to improve administration of the civil service	
SL	Result	Yes. As part of restructuring 2 internal meetings and trainings with staff undertaken on the new job descriptions. Segregation of duties has been introduced by the Management.	G
	Comment	Civil Service Commission remains understaffed to enable it to fulfill its mandate.	
	Indicator	Public Sector Reform: Policies, internal procedures and tools are sufficient to support the administration of the civil service	
SL	Result	Partly. Database to support the administration of civil service still requires entry of the information from the final stage of survey exercise to completed in Q3.	G
	Comment	Equipment and stationary for printing the IDs for civil servants has been ordered.	
	Indicator	Public Sector Reform: Civil Service Commission (CSC) building renovated	
SL	Result	No. BoQs produced, which will allow the Civil Service Commission to develop a funding proposal.	R
	Comment	As in Q2, UNDP has not secured additional funds for this activity, and as such it will not take place under this current project.	
	Indicator	Public Sector Reform: Number of institutions undergoing training needs assessment	
SL	Result	0. Training needs assessment (TNA) methodology developed and discussed with government. Materials for desk-based review collected.	Y
	Comment	This activity will start after functional reviews have taken place in Q4.	

RESULTS

	Indicator	Public Financial Management: Improved systems and structures for external audit (with the Office of the Auditor General, OAG)	
SL	Result	No- Delayed government PFM reform strategy validation meant UNDP was unable to progress assistance	R
	Comment	As above. UNDP has not secured additional funds for PFM activities, and these will likely not take place under this project.	
	Indicator	Public Sector Reform: Government structures for coordination of the PSR process functioning and monitoring systems in use	
PL	Result	Yes- Governance Sector Working Group members from Government, UN, INGOs, CSOs, Private Sector and Donors were established, and the group met to discuss draft strategic plan and public sector reform framework. This is still led by the Chief of Cabinet.	G
	Comment	Donors do not have offices in Puntland. therefore, they are not represented in the meetings.	
	Indicator	Public Sector Reform: Number of institutions reviewed in support of PSR institutional development pillar (functional review)	
PL	Result	The identified institutions include Min of Finance, Min of Planning, Min of Interior and Min of Justice.	Y
	Comment	There was a delay in the processing of an individual consultancy, and work is planned to commence in Q4.	
	Indicator	Public Sector Reform: Policies, internal procedures and tools are sufficient to support the administration of the civil service	
PL	Result	Partly- Database is fully up to date and a trial of 303 identity cards (ID cards) for civil servants from 6 government key institutions were printed and distributed.	G
	Comment	The design and contents of ID cards were validated from all the Director Generals and Heads of Government Autonomous Agencies. The implementation of policies produced in 2013 not yet widely enforced.	
	Indicator	Development Planning and Aid Coordination: Participatory planning process implemented	
PL	Result	Yes- 6 sector strategic plans were drafted after 6 strategic planning consultation workshops with 345 (F:87, M:258) participants from NGOs, CSOs, private sector. All cross cutting issues mainstreamed in the drafts with support from UNDP projects.	G
	Comment	The Federal and Puntland Governments held a New Deal Preconsultation workshop in Garowe, in which Puntland sector level priorities fed into the PSG priorities identified in the Somali Compact.	
	Indicator	Developed Assistance Database (DAD) for aid coordination is fully operationalised within the Ministry of Planning	
PL	Result	Partly- the Aid Coordination and Management Policy was validated at a public meeting with 70 (F:25, M:55) participants from government, INGOs, CSOs and private sector.	G
	Comment	Work is on track, however capacity in the Ministry remains low, and full operationalisation of the aid coordination policy is unlikely in 2013.	
	Indicator	Public Financial Management: Improved systems and structures for external audit (with the Office of the Auditor General, OAG)	
PL	Result	Partly- a diagnostic of audit systems and structures conducted, and basic training provided on audit practices, but new tools not developed.	Y
	Comment	The Puntland cabinet approved the Office of the Auditor General amended Law no.15 draft supported by UNDP, revising the mandate and the structure of the office.	
	Indicator	Public Sector Reform: Public Service Delivery Survey conducted	
PL	Result	Yes- Local Governance and Public Service Perception Survey conducted in 4 main towns (Bosaso, Gardo, Galkio and Garowe) plus 6 rural villages, collecting 810 questionnaires.	G
	Comment	The data processing and analysis took place and the results to be published in Q4.	

RESULTS

	Indicator	Crosscutting: Government facilities and equipment are more conducive to effective government functioning	
PL	Result	Procurement of activities are planned for Q4.	Y
	Comment	No activities were planned for Q4.	
	Indicator	Public Sector Reform: Number of graduate trainees working in government institutions	
PL	Result	29 (F:4, M:25) interns contributed and improved the work of 7 government institutions and gained skill, knowledge and experience. Government also contributed 40% of the stipends as part of their commitment.	G
	Comment	The government will absorb interns as civil servants by March 2014.	
	Indicator	Public Financial Management: Information available to the government to provide a foundation for PFM reform process	
PL	Result	Partly- diagnostic of accounting, procurement and audit conducted, assessment of budget process is pending, and consolidated report yet to be shared with government.	G
	Comment	Information on customs revenue generation from Q1 2013 and Q4 2012 is available. The government has a PFM reform concept note, and work in Q4 will support development of a consolidated analysis.	
	Indicator	Public Financial Management: Accounting tools / systems improved through revised CoA, payment vouchers and approval process	
PL	Result	Yes- COAs developed based on the Standard Accepted Accounting System and verified from the Office of the Accountant General and the Budget Department of the Ministry of Finance. Accounting procedure manual was also developed.	Y
	Comment	International Accounting Firm, Ernst and Young worked closely with QUESTS-MIDA consultants; the accounting procedure manual is in draft and all deliverables need to be approved by the government.	
	Indicator	Public Financial Management: Government structures for procurement oversight in place and Standard bidding documents developed	
PL	Result	Partly- a diagnostic reveals serious capacity gaps in the National Tender Board, and procurement tools not yet developed. Need for improved law or more precise regulations.	Y
	Comment	Government decision on the role of the National Tender Board and the shape of the procurement system, based on diagnostic, needed in Q4, before capacity development begins in earnest.	
	Indicator	Reform of the civil service guided by clear strategy and implementation plan	
PL	Result	Yes- the government drafted a civil service reform strategy and a discussion paper on rightsizing of the civil service, which will help government steer implementation of key reforms.	G
	Comment	A civil service reform workshop to be held in Q4 to further improve the draft reform strategy.	
	Indicator	Public Sector Reform: Coordination structures for the implementation of public sector reforms established and strengthened	
FL	Result	Yes- Government structures are in place, with leadership of National Institutional Capacity Development Directorate, but needs additional staff for full functioning.	Y
	Comment	The government has been recruiting local/diaspora advisors and support staff to fulfil key roles in the Capacity Development Directorate, but has not yet identified final candidates.	
	Indicator	Public Sector Reform: Institutional structures and the policy and legal framework for the management of the civil service established	
FL	Result	No- The National Civil Service Commission Establishment act has not yet been drafted, although a framework developed and key pre-consultations have taken place.	Y
	Comment	The National Civil Service Commission is hiring legal advisors to prepare a draft establishment act, which will ensure its inclusion in the Constitution, but have not yet located candidates.	

RESULTS

	Indicator	Public Sector Reform: Basic priority reforms to civil service implemented according to clear reform strategy, enhancing gender inclusivity of the civil service	
FL	Result	No- In process. A concept note for civil service professionalisation (reform) has been developed and incorporated into the Economic Recovery Plan and FGS Capacity Development Framework and Strategy.	Y
	Comment	The implementation of key reforms will take place in 2014, with technical support from UNDP and funding from international partners.	
	Indicator	Public Sector Reform: Mechanisms for injection of external capacity to government for improved performance of functions established	
FL	Result	Partly- The need for a Capacity Injection Facility was affirmed at the FGS Workshop on 28th August, and in the Somali Economic Recovery Plan. The concept note for 'Capacity Development Facility' developed and under review.	G
	Comment	Global UNDP advisors on capacity development providing comments and technical advice to the OPM Capacity Development Directorate. Further discussions with the World Bank planned Q4	
	Indicator	Public Financial Management: assessment of existing structure, human capacity and physical facilities of the Central Bank conducted and capacity development plan endorsed.	
FL	Result	Partly- A full assessment of structure, staff, and facilities was conducted by UNDP's international advisor, with support from a Central Bank committee for review. A new structure and full human resources capacity development plan is in draft.	G
	Comment	The conclusions of the assessment will need to be endorsed by the incoming Governor before implementation.	
	Indicator	Public Financial Management: Central Bank Strategic Plan developed and endorsed.	
FL	Result	Partly - A strategic plan for the Central Bank has been drafted and the government consulted. This has not yet been endorsed or annexed to the PFM Reform Strategy.	G
	Comment	Delay in complementary support from the international community, as well as poor engagement in the wake of the Somali Eritrea Monitoring Group Report 2013, have affected implementation of key reforms.	
	Indicator	Public Financial Management: Government structures for procurement oversight in place and Standard Bidding Documents (SBDs) developed	
FL	Result	Partly - A diagnostic of existing procurement systems has been conducted but not validated.	Y
	Comment	This work takes place in partnership with the World Bank, who are developing overarching procurement law, based upon which SBDs can be developed. PWC, working on SFF procurement, is also key partner.	
	Indicator	Public Financial Management: Improved systems and structures for external audit (with the Office of the Auditor General, OAG)	
FL	Result	No- A diagnostic of existing procurement systems has been conducted, informed by the conclusions of the Ernst & Young audit of national accounts in June, but not validated.	Y
	Comment	The World Bank, DFID and UNDP are working in partnership to strengthen audit. As above, the World Bank is drafting the overarching legislation. (The diagnostic was delayed by security considerations.)	
	Indicator	Public Sector Reform: Policies, internal procedures and tools are sufficient to support the administration of the civil service	
FL	Result	Partly- Civil servants' headcount has been completed and full report delivered, an Excel database of civil servant profiles developed, which informs the Ministry of Finance nominal roll for civil servant payment.	G
	Comment	Further policies, internal procedures and tools will be elaborated in Q4 and 2014.	
	Indicator	Development Planning and Aid Coordination: Number of Development Partners who use Development Assistance Database (DAD)	
FL	Result	48 development partners spent over 341 hours on the system this quarter, mostly data entry and looking for individual projects.	Y
	Comment	Users spent only 45 hours in total in Q3 using the reporting function, making custom reports. Project will undertake further work to increase awareness / knowledge with development partners.	

RESULTS

	Indicator	Development Planning and Aid Coordination: Government structures in place to manage the New Deal process, with clear mandate and responsibility	
FL	Result	Yes. New Deal High Level Task Force is still in place and exercising leadership with support from the New Deal Desk.	G
	Comment	In the next quarter, the High Level Task Force will transition into more permanent coordination body, the SDRF Steering Committee.	
	Indicator	Development Planning and Aid Coordination: Government approach to New Deal is informed by consultations with all Somali stakeholders	
FL	Result	Yes, the Federal Government led 34 focus group consultations in Mogadishu, Baidoa, Galkayo, Galmudug, and Garowe, with broad participation of variety of stakeholders, culminating in Vision 2016 workshop in Mogadishu.	Y
	Comment	The tight timeframe for the conduct of consultations, as well as political issues, presented challenges for the fragility assessment. The New Deal Compact commits government to continue consultations	
	Indicator	Development Planning and Aid Coordination: Government demonstrates leadership and improved understanding in spearheading the New Deal	
FL	Result	Yes, the government led several working level and high level consultations with international stakeholders in the run up to Brussels Conference on 16th September.	G
	Comment	The project supported the logistics and provided technical inputs into the Naivasha workshop in August 2013, and the Vision 2016 workshop in September 2013.	
	Indicator	Development Planning and Aid Coordination: Government structures in place to manage aid coordination, with clear mandate and responsibility	
FL	Result	No. The project is advising the government on full coordination architecture required for New Deal implementation.	Y
	Comment	On 29 August, the Prime Minister nominated Ahmed Ainte as the Director of the Aid Coordination Unit, however the unit is not integrated into a vision for a SDRF Secretariat, and needs to be refined	
	Indicator	Development Planning and Aid Coordination: Level of government capacity to manage information on external assistance	
FL	Result	Unknown. The project has not had a clear FGS focal point in this area, and cannot establish a baseline for capacity. UNDP has consistently worked with the Office of the Prime Minister and Min of Finance to clarify the varied roles and responsibilities in aid coordination	R
	Comment	UNDP will step up this support in Q4, given greater clarity provided by the New Deal.	
	Indicator	Government facilities and equipment are conducive to effective government functioning- particularly those of the Civil Service Commission and Office of the Prime Minister	
FL	Result	No- no equipment transferred or refurbishment completed this quarter. Contract for OPM refurbishment awarded and preliminary work began. Equipment has been procured, but not transferred.	Y
	Comment	Refurbishment of the Prime Minister's Office will begin in Q4, along with transfer of equipment to partner institutions. Refurbishment of buildings is now an Economic Recovery Plan flagship project.	
	Indicator	Quality of skills transfer to public servants by technical advisors, particularly QUESTS-MIDA (QM) participants	
SL	Result	Low- the participant with a skills transfer and training focus in CSI changed assignments, and is working in Puntland.	Y
	Comment	A QUESTS-MIDA participant has been hired for the Good Governance Commission and it is too early to conclude on the impact as the participant was hired late September 2013.	
	Indicator	Quality of skills transfer to public servants by technical advisors, particularly QUESTS-MIDA (QM) participants	
PL	Result	High- Quests-Mida consultants provided hand holding training to civil servant in their respective government institutions.	G
	Comment	Office of the President, Ministry of Planning, Office of the Auditor General, Ministry of Finance and Civil Service Commission were provided 12 Quests-Mida Consultants.	

RESULTS

	Indicator	Quality of skills transfer to public servants by technical advisors, particularly QUESTS-MIDA (QM) participants	R
FL	Result	Low- the only advisor through QUESTS-MIDA in the Federal Government has not been closely shadowed by civil servants.	
	Comment	The advisor has been performing a strategic and coordination role; under time pressure relating to the New Deal, no trainings have been conducted.	

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ACTIVITY HIGHLIGHTS

FEDERAL LEVEL

The Federal Government endorsed the Somali Compact and presented the Economic Recovery Plan (ERP) at Brussels: sections on Capacity Development and PSGs were enhanced through organization of workshops in Naivasha (on PSGs) and Nairobi (Capacity Development) and government ownership enhanced through a Vision 2016 workshop in Mogadishu. The government completed a payroll verification exercise, produced a nominal roll (against which the Somali Financing Facility trialed the payment process, with support from Central Bank advisors) and drafted a concept note for 'Professionalization of the Civil Service.' The government produced a draft Capacity Development Framework, which was the foundation for ERP Chapter on Public Administration. The diagnostic of audit and procurement systems took place.

PUNTLAND

The production of the second Five Year Development Plan (FYDP-2) continued, as sector working groups met, and as QUESTS-MIDA advisors supported the development of draft sector strategic plans- the Governance sector plan is aligned to ongoing reforms in public sector. Guidelines for the formulation of Public Investment Programmes were developed with the Ministry of Planning, with a simple assessment format and methodology, to ensure operationalization of FYDP-2 goals. A diagnostic of accounting, procurement and audit was conducted and a draft Chart of Accounts and accounting procedure manual is being reviewed by government. The civil servant survey was completed, providing accurate numbers on civil servants. The public service delivery surveys completed reports citizen access to services.

SOMALILAND

In Somaliland, the Good Governance Commission has completed its corruption perception survey which is the first of its kind in Somaliland: the results, once validated, will feed into the government anti-corruption strategy and have informed the Good Governance Commission strategic plan. The survey interviewed 793 respondents over 18 years old (50.7% female) in urban areas- Boroma, Hargeisa (60.5%), Burao, Erigavo and Berbera- using sampling methodology. It inquired about confidence in government, perceptions of corruption causes and patterns, and the impact of communications materials produced by the GGC in 2012 and 2013. The Civil Service Commission held workshops to discuss key civil service reforms with 32 Director Generals. An assessment of Ministry of Planning M&E systems took place.

PARTNERSHIPS

UNDP partnership with EU and World Bank was strengthened, in preparation of New Deal Compact, the Capacity Development Framework, and Economic Recovery Plan. UNDP continued to chair the UN Task Force on Capacity Development, developing TORs, a discussion paper, and presenting to the UNCT, however clear coordination with UNSOM was only agreed towards the end of Q3. UNDP worked with the World Bank, DFID and Norway to ensure work in audit and procurement in Mogadishu was aligned, bringing KPMG, Ernst & Young, and PWC together (UNDP's, DFID's, and Norway's contractors) and communicating this partnership clearly with government, but the PFM Steering Committee has not met regularly. UNDP worked with Norway and PWC in the implementation of the SFF: technical advisors worked on both Civil Service Commission and Central Bank sides on the payroll process, and advised PWC on various issues. UNDP provided technical advice to Research Solutions Africa, a USAID contractor, on the ongoing data collection exercise for the DAD, and presented at the DPf. In Somaliland, UNDP co-chairs the Governance Sector Group with the Ministry of Interior and DANIDA. In Puntland all UNDP projects are members of their relevant sector working groups to provide technical input to the Formulation of the Second Five Year Development Plan, and the project organizes relevant meetings of all sectors, which are attended by NGOs and UN agencies. JPLG and SIDP jointly funded a public service delivery perception survey.



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PEACE AND CONFLICT

In Puntland, there were concerns about how deteriorating relationships with the Federal government could affect the implementation of the state development plan, and vice versa, with the suspension of relations on August 5th: the Garowe consultations for the fragility assessment only took place at the last minute. Work on sensitising and encouraging the Puntland government to partake in the dialogue was needed, and technical issues offset by basing the FYDP-2 structure on the six pillars plan of the Somali Federal Government, and PSGs. In Somaliland, the project took a careful approach with the Good Governance Commission, given the sensitive nature of the corruption report, and is still working with the Good Governance and Civil Service Commissions to smooth tensions over leadership of the public sector reform process. The Somaliland Special Arrangement was successfully negotiated by the Resident Coordinators Office and Ministry of Planning, but had the potential to derail relations.

GENDER

With UNDP support, the Somaliland Civil Service Commission and Civil Service Institute lobbied for female civil servant graduates from the Institute to be promoted from Grade B to A roles in the civil service: the Ministry of Finance welcomed this, and has increased responsibilities and salaries for the new graduate females in the Ministry, which will take effect from 2014, with a likely positive impact on confidence and self-esteem. Continuing their work from Q2, the Civil Service Commission and the Ministry of Social Affairs are lobbying to have a gender focal point officer in each Ministry, in line with the gender workstream of the civil service reform strategy. These actions aim to address an imbalance in female leadership in the civil service. In Puntland, the project strove to ensure women's participation in FYDP-2 consultations, at least ensuring greater inclusion of women's perspectives. In Mogadishu, the civil servant headcount shows only 23% (618) civil servants are female.

UPCOMING QUARTER

In Mogadishu, a strengthened Capacity Development Directorate will implement key elements of Economic Recovery Plan. The Central Bank strategic plan will be endorsed, SBDs and audit plans developed. In Puntland, the final Five Year Development Plan 2014-2018 aligned with the budget will be shared, with clear monitoring and evaluation system. Public Sector Reform and Civil Service Reform Strategies linked to the development priorities will be validated. Charts of Accounts, Standard Bidding Documents (SBDs) and enhanced audit tools developed, and training given. However, campaigning by Puntland presidential candidates may start in the 4th Quarter 2013, which is likely to hinder implementation of some activities. In Somaliland, progress in rightsizing and implementation of reform will be addressed by government, public sector reform launched, and M&E systems for the Somaliland Special Arrangement designed. In all three areas, functional Review of selected Ministries will be undertaken.



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REFLECTIONS / LESSONS

This quarter saw clear progress towards achieving key results. The Federal Government’s Capacity Development workshop in August resulted in consensus-based text being included in the Somali Compact, ensuring that there is a clear window for, and international commitment to, future capacity development support to the FGS. The workshop discussed key documents, including the civil service headcount, prepared in Q2 and was successful because key government officials and donors had been involved in planning from the start, roles for all partners were built into the agenda, and UNDP experts from New York were flown in to provide technical guidance. The workshop outcome was tied to a clear deliverable- the Somali Compact and Economic Recovery Plan- and stakeholders contributed to final products at all stages.

In the run up to the Brussels Conference, SIDP supported partners to meet tight deadlines. SIDP responded to a last minute request from the EU Ambassador to organise a workshop in Naivasha, involving intense coordination with the EU, which resulted in better consensus around the Peace and Statebuilding goals. The Federal Government faced political challenges in holding fragility assessment consultations in Puntland, and their last minute resolution meant that the project was pressed to put together a full workshop with limited notice.

The positioning of Mogadishu-based advisors in the Civil Service Commission and the Central Bank allowed for cross-institutional coordination in enhancing civil servant payroll management in the FGS: in August, the government brought together the work of the CSC and Central Bank in the launch of a pilot payroll release for 600 civil servants.

In Puntland, the team of QUESTS-MIDA advisors, working under a single coordinator, and close supervision from the Ministry, has provided quality technical assistance to multiple stakeholders across government for the completion of the FYDP-2. The QUESTS-MIDA advisors in the Accountant and Auditor General’s Offices have also been working closely with KPMG and Ernst & Young, providing a solid link between government, project and the firms, driving government commitment to key financial reforms. In Somaliland, a full time technical advisor supported government in driving the civil service reform agenda.

Work to develop follow-on initiatives to SIDP continues, and key progress in capacity development, civil service management and civil service reforms, the FYDP-2, and the New Deal are solid foundations for future work in capacity development, public administration and civil service, and aid effectiveness. The project will take key lessons around need for clear focus, on the ground technical expertise, and improved results based management forward in new project design. New design will be informed by an Evaluation expected in Q4, and led by a new full time capacity development expert.

CUMULATIVE PROJECT FINANCIAL SUMMARY	
APPROVED BUDGET	7,455,424
TOTAL (DISBURSEMENTS + COMMITMENTS)	7,141,662
BALANCE OF FUNDS	313,762
% DELIVERY (AGAINST APPROVED BUDGET)	96%

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LIST OF ACRONYMS USED

- BoQ- Bill of Quantities
- COA- Chart of Accounts
- CSI - Civil Service Instituted
- CSO- Civil Society Organisation
- DAD- Development Assistance Database
- EU- European Union
- FGS- Federal Government of Somalia
- FYDP-2 - Second Five Year Development Plan
- GGC- Good Governance Commission
- IGAD - Intergovernmental Authority on African Development
- INGO- International NGO
- PFM- Public Financial Management
- PSG - Peace and Statebuilding Goal
- PSR- Public Sector Reform
- PWC- Price Waterhouse Coopers
- QUESTS-MIDA - Qualified Expatriate Somali Transfer of Skills- Migration and Development for Africa
- SDRF- Somali Development and Reconstruction Facility
- SFF- Somali Financing Facility