



## UN Joint Programme on Local Governance and Decentralized Service Delivery (JPLG)

### ANNUAL PROGRAMME<sup>1</sup> PROGRESS REPORT

REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2010

#### Programme Title & Number

- Programme Title:  
UN Joint Programme on Local Governance and Decentralized Service Delivery (JPLG)
- Programme Number (*if applicable*)
- MDTF Office Atlas Number:  
**00067654**

#### Country, Locality(s), Thematic Area(s)<sup>2</sup>

United Nations Strategy Assistance to Somalia (UNSAS) 2011 – 2015: Sub-outcome 1.3

#### Participating Organization(s)

*UN Habitat, UNDP, UNICEF, ILO and UNCDF.*

#### Implementing Partners

- Ministry of Interior in Somaliland;
- Ministry of Interior Puntland;
- Transitional Federal Government Ministry of Interior;
- Target District Councils.

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

<sup>2</sup> Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

### Programme/Project Cost (US\$)

2009 - 2010

**Through JP pass through with UNDP as AA:**

Donor	Donor Currency	USD
SIDA	30,000,000 SK	3,813,361
DFID	2,275,000 GBP	3,482,109
Danida	15,000,000 DEK	2,672,511
Norway	6,000,000 NOK	1,002,701

**Through JP and bilateral**

EC to UNDP	5,000,000 Euro	7,350,000
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**Sub-total JP Funds 18,320,682**

**Parallel Funds 2009**

UNDP	Italy: \$1,800,000;	1,800,000
	USAID: \$458,840	458,840
	DK:\$693,823	693,823
	Norway: \$723,606	723,606
	UNDP TRAC: \$100,000	100,000
	SIDA: \$132,000;	132,000
	BPCR: \$132,930	132,930

**Subtotal Parallel Funds 4,041,199**

UNCDF		\$832,000
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**TOTAL APPROVED 2009 – 2010 23,193,881**

### Programme Duration (months)

Overall Duration 2008 - 2012

Start Date<sup>3</sup> 18 Mar 2009

End Date or Revised End Date, (if applicable) 31 Dec 2012

Operational Closure Date

Expected Financial Closure Date

### Programme Assessments/Mid-Term Evaluation

Assessment Completed - if applicable *please attach*

Yes  No Date: \_\_\_\_\_

Mid-Evaluation Report – if applicable *please attach*

Yes  No Date: \_\_\_\_\_

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<sup>3</sup> The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).

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## **PART I: NARRATIVE REPORT**

## ABBREVIATIONS AND ACRONYMS

AA	Administrative Agent
AWP	Annual Work Plan
CDRD	Community Driven Recovery and Development Project
CSZ	Central and Southern Somalia Zone
CMG	Community Monitoring Groups
DBF	District Basket Fund
DPPB	District Participatory Planning and Budgeting Process
DC	District Council
ILO	International Labour Organisation
JPLG	Joint Programme on Local Governance and Decentralized Service Delivery
LDF	Local Development Fund
LED	Local Economic Development
LG	Local Governments
LLM	Local Leadership and Management
LOA	Letter of Agreement
MC	Minimum Conditions (LDF)
MDTF	Multi Donor Trust Fund
M&E	Monitoring and Evaluation
MgOA	Magistrate of Accounts
MOI	Ministry of Interior
MOF	Ministry of Finance
MOFASD	Ministry of Family Affairs and Social Development (Somaliland)
MOSS	Minimum Operational Security Standards
MOU	Memorandum of Understanding
MODWFA	Ministry of Women Development and Family Affairs (Puntland)
NGO	Non-Governmental Organisation
OES	Outcome Evaluation System
PCU	Programme Coordination Unit of the JPLG
PIM	Participatory Impact Monitoring
PL	Puntland
PMG	JPLG Programme Management Group
RC	Resident Coordinator
RDP	Somali Reconstruction and Development Programme
RSL	Recovery and Sustainable Livelihoods Programme of UNDP
SL	Somaliland
SC	South-Central Somalia
SMA	Somaliland Municipal Association
SUDP	Somali Urban Development Programme
TFG	Transitional Federal Government
TOT	Training of Trainers
TWG	JPLG Technical Working Group
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UNTP	United Nations Transition Plan for Somalia
USD	United States Dollar
VC	Village Committee

## I. PURPOSE

The JPLG for Somalia is a five year Joint UN Programme consisting of five UN partner organisations namely, the International Labour Organisation (ILO), United Nations Capital Development Fund (UNCDF), United Nations Development Programme (UNDP), United Nations Human Settlement Programme (UN-HABITAT) and United Nations Children's Fund (UNICEF). It commenced in April 2008 and is scheduled to end on 31 December 2012. The Participating UN Organizations have appointed UNDP/MDTF Office to act as the Administrative Agent (AA) for the JPLG.

The Joint Programme was formulated to respond to the priorities in the Somalia Reconstruction and Development Programme 2008 – 2012 (RDP) and will also contribute to the recently finalized United Nations Somali Assistance Strategy (UNSAS) 2011 –2015 sub outcome 1.3.

The stated **purpose** of the JPLG is to contribute towards peace by enhancing local governance and the delivery of equitable priority decentralized services to the Somali people in Puntland, Somaliland and South-Central Somalia. The **overall objective** of the JPLG is: *Local governance contributes to peace and equitable priority service delivery in selected locations.* Within this overall objective, **two specific sub-objectives** have been identified, namely: Communities have equitable access to basic services through local government, and Local governments are accountable and transparent.

Ultimately, the Joint Programme aims to meet these objectives through achievement of the following work plan sub-outcomes:

- Ensuring local government policy, legal and regulatory frameworks are initiated in the three regions of Somalia.
- Establishing legitimate, operational councils in up to 98 districts and enable target district councils to have increased awareness about options of revenue generation, as well as each eligible district having at least one priority service delivery project funded annually.
- Enhancing capacities of up to 98 rural and urban councils to govern and manage service delivery, and assisting them in establishing processes for awarding of priority service and works delivery contracts for 300 communities and 100 private sector service providers.
- Campaigning for target communities in the eligible districts to have basic understanding of their rights and responsibilities vis-à-vis district councils and strengthening a basic, operational mechanism for community monitoring of all projects funded by the development fund.
- Ensuring that annual district plans and budgets in 98 councils reflect community priorities and are publicly reported on annually.

The annual reporting period covered by this report is from January to December 2010 and covers the JPLG activities undertaken and results achieved by UN-HABITAT, UNDP, UNICEF, ILO and UNCDF.

## II. RESOURCES

### *Financial Resources:*

Taking into account unspent funds carried over from 2009 as well as monies received in 2010, the JPLG had a total of US\$15,487,861 available its activities. The actual funding situation remains a hybrid of funding through the pass-through mechanism alongside bilateral funding. However, in comparison to 2009, there was a noticeable increase in the portion of total contributions channeled through the pass-through modality, with US\$11,035,594 of the JPLG funds received in 2010 utilising this efficient and low in transaction costs mechanism. Annex 1, Table 1 contains a breakdown of the funding amounts for 2010 both by donor and by Participating UN Organizations. Funds from Danida, DFID and Norway were received from the donors in December 2010 and will be disbursed to Participating UN Organizations in early 2011.

Contributions received through bilateral agreements with UNDP include funds from USAID (whose funds have not yet been received by the JPLG), the Government of Italy and the EC. Once received by UNDP, EC and Italian funds were then transferred to the partner UN organisations through letters of agreement. This method of administering contributions received bilaterally is cumbersome and attracts high transaction costs. It also results in multiple layers of reporting, higher fees and administrative burdens on both the JPLG PCU and the partner UN organisations. However it will continue into 2011 with the Government of Italy signing another bilateral funding agreement, this time with UN-HABITAT, to support continued activities in Mogadishu.

UNCDF allocated contributions from its own core funds towards initiating the Local Development Fund activities, the core funds were to serve as seed capital for this set of activities and it is anticipated that in the 2011 additional funding will be mobilized through the Joint Programme funding mechanism.

The budget against the revised work plan for the JPLG for 2010 was \$18,526,949, of which \$15,487,861 was received from the donors leaving a budget shortfall of \$3.1M for 2010. The funds expected from USAID in 2010 for the JPLG did not materialize as agreement on contractual language used in the financing agreement remained unresolved between UNDP and USAID as of the end of 2010. This resulted in an increase of the budget shortfall by a further 1.3 M US\$. Annex 1 provides a breakdown of the work plan budget figures per agency.

For the funds received by the pass-through funding modality, the Administrative Agent has prepared Annual Financial Report (Part II of this Report), which consists of the Annual consolidated Financial Report, based on annual financial statements and reports received from the Participating UN Organizations and the Certified Annual Financial Statement (“Source and Use of Funds”) on its activities as Administrative Agent.

### *Human Resources:*

In summary, in 2010 JPLG clocked 393.5 person months in total. Of the 44 staff, 14 were international staff and 30 were national staff. 39% of the total staff were female.

## JPLG Human Resources Summary by location and staff

<b>Totals</b>	<b>International person mths</b>	<b>National person mths</b>
Nairobi	113.5	79
Hargeisa	12	113
Garowe	0	56
Bossaso	0	15
Mogadishu	0	5
<b>Total person months</b>	<b>125.5</b>	<b>268</b>
<b>Grand Total person months</b>	<b>393.5</b>	

Annex 2 provides a detailed account of staff of each participating UN organisation, as well as the PCU, in place for the JPLG during 2010.

### **III. IMPLEMENTATION AND MONITORING ARRANGEMENTS**

In 2010, the JPLG continued its work in all three zones of Somalia expanding the number of its target districts<sup>4</sup> in Somaliland from four to six and in Puntland from two to four as well as applying phase 1 of the JPLG phased approach in all sixteen districts in Mogadishu. In south central Somalia assessments were carried out in order to include Adado district as the 17<sup>th</sup> target district.

#### Implementation

Strategy - In addition to the basic guiding implementing principles detailed in Annex 3, JPLG's 2010 implementation strategy revolved around the following:

Supportive policy, legal, institutional and regulatory frameworks are considered essential to facilitate the delivery of decentralized local service delivery and good local governance. As such, JPLG continued to support development of these frameworks through consultative processes involving the engagement of stakeholders, informed by local practices and endorsed by regional and international best practices of "Taking the context as the starting point", "Do no harm" and "Act fast and stay engaged".

Capacity development initiatives undertaken by JPLG continues to be based on a strategy that focuses on developing institution and individual core competencies, knowledge- and skills-building with the aim of enhancing effective local governance and decentralized service delivery in the short, medium and long term. All support is linked to the district capacity development package.

Whereas the district basket fund (introduced by JPLG in 2009) was a flat budget allocation of USD 100,000 to each target district, the establishment of the Local Development Fund mechanism provides a sound, sustainable, standardized mode of allocation of funds for eligible districts based on an allocation formula. To qualify for allocations, the districts will be required to meet certain benchmarks and criteria (which includes the districts' local revenue generation capacities). It is anticipated that this mechanism will ensure sustainable financing for local development and act as an

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<sup>4</sup> MAP OF JPLG TARGET DISTRICTS to see these districts.



incentive for local government reform. This fund will build on the existing fund transfer and management mechanism of the district basket fund. The design work for the LDF took place in 2010 and will be rolled out in 2011, replacing the District Basket Fund mechanism of direct transfer to the districts.

JPLG maintained a drive for continuous civic education programme to empower communities by educating them on their roles and obligations as citizens vis-à-vis the local governments. It is believed that strongly structured communities play a more active role in planning and service delivery within their areas.

In recognizing the important role played by the private sector as a partner in service delivery and in stimulating local economic development, JPLG continued to support the development and use of procurement tools, and encourage the participation of the private sector to take up procurement opportunities.

By developing their capacities to prioritize and plan, JPLG continues to support the local authorities in nurturing local economic development initiatives.

JPLG approach for South-Central Somalia - Taking into consideration the issues of active conflict and minimal control of territory by the TFG, and based on the current programming, JPLG developed a “phased approach” methodology that addresses the uniqueness of the current situation in South-Central Somali (including Mogadishu). This approach was agreed to by the government, UN partners and donors in September 2010. In implementing the approach, UN Habitat through the JPLG commenced the participatory district rehabilitation in Mogadishu and project implementation in 2010. These efforts successfully ensured district based dialogues, capacity building on conflict management, GIS mapping of public infrastructure and is finalizing the implementation of seventeen rehabilitation projects. Annex 3 provides detailed account of this approach, and the subsequent benefits and challenges.

Mechanisms – Joint Management Structure - The JPLG Technical Working Group consists of all Project Managers from the participating UN agencies. It met on a regular basis throughout 2010 to review and plan in implementation of the work plan. The Project Managers are in charge of the design and implementation of the work plans and budgets, in close coordination with all Somali partners and with guidance and coordination from the PCU.

The three Steering Committees for Puntland, Somaliland and South-Central Somalia met once in November of 2010 to approve the respective zone work plans and budgets for 2011. The annual work plans were developed in close collaboration and consultation with the Somali counterparts at the work planning sessions.

The Programme Management Group met three times in 2010 to provide overall programmatic and strategic guidance to the JPLG and make necessary executive decisions.

Annex 4 provides a copy of the JPLG organigram illustrating the relationship among the different teams forming the joint management structure. UN Agencies use joint management structures in each of the three zones, with team leaders from individual UN agencies supporting all UN partners in JPLG. In 2010 an Inter-ministerial Working Group

(IMWG) was formed in Puntland with the group's terms of reference having been agreed upon and finalized. Somaliland is yet to establish the Inter-Ministerial Working Group.

In order to ensure ownership of the government partners in the capacity development process, agreements were signed with various ministries. These agreements set out the activities that were carried out in 2010 in policy, institutional development and service delivery. These agreements were derived from discussions between the UN partner organisations and the ministries, ensuring that the programme of support was jointly developed.

In line with JPLG's work plan's sub-outcomes, implementation of activities is expounded in Annex 3.

### *Monitoring and Evaluation:*

Work progressed in 2010 utilizing the M&E framework and systems for the JPLG which were put in place in 2009.

The JPLG outcome evaluation system (OES) delivered baseline reports for Puntland and Somaliland in April 2010 and for South-Central Somalia in June 2010. The first Outcome Evaluation was carried out in Somaliland in September 2010 and will be carried out in Puntland in January 2011. There is an ongoing process of incorporating more data collection in the OES for South-Central Somalia relating to beneficiaries and physical structures usage and management. The OES will also provide data collection support to the TFG Ministry of Interior for Adado target district and other upcoming target districts in South-Central Somalia.

The utilization of the Management Information System (MIS) continued for Puntland, Somaliland and South-Central Somalia (contracts)<sup>5</sup>. The MIS contains indicators related to the JPLG results (1.1. to 1.6. and 2.1. to 2.4.) from the JPLG log-frame. It also contains contract information by zone of the JPLG/DC projects such as region, district, village, contract code, project name, project sector, date of contract signature, name of contractor, contract amount, status of contract and progress. This data is inputted by the respective Ministries of Interior. See example of data from quarter four in Annex 5 for Puntland 2009 projects. A full view of the data for all 2009 and 2010 projects in Somaliland, Puntland and South-Central Somalia which appears under the contracts menu is available at [www.jplg.org](http://www.jplg.org).

In 2010 M&E organigrams were developed in Somaliland and Puntland. They include M&E functions at district level (building capacity with the district government staff) and will be followed up with M&E training planned for the second quarter of 2011.

Value for Money (VFM)<sup>6</sup> - Towards the end of 2010 JPLG PCU began working with DFID on the application of 'Value for Money' principles into the JPLG M&E and reporting system.

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<sup>5</sup> The link to the JPLG MIS is [www.jplg.org](http://www.jplg.org) For Contracts: Just Click Contracts.

<sup>6</sup> Measuring the Impact and Value for Money of Governance & Conflict Programmes, ITAD, December 2010

VFM is divided into the following three rubrics: Economy, Efficiency and Effectiveness, which can be further broken down as follows:

- Procurement (Economy)
- Unit Costs (Economy)
- Productivity Measure (Efficiency)
- Leverage/Replication (Effectiveness)
- Theory of Change (Effectiveness)

VFM strives to achieve the best value for money in comparison with other similar projects. Therefore, it was decided in discussions with DFID that JPLG would begin reporting (in an additional section within its quarterly reports) on economy measures of procurement of various DC projects, and provide comparative analysis of the unit cost of these projects (such as schools and health posts) within JPLG. In addition there will be an analysis of efficiency in terms of economic measures (procurement and unit costs) called productivity measures. As a ‘test run’ for this new section, Annex 6 has been included in this annual report providing a sample of VFM information/analysis. The OES team will also look at and report on effectiveness measure of leverage/replication and theory of change.

The JPLG indicators (39 in total from 2011<sup>7</sup>) can be found on <http://www.jplg.org>. These indicators will be re-examined in order to determine the ones which could be of use in monitoring one or more of the five VFM score card parameters mentioned above. The relevant ones will then also be incorporated into the JPLG log-frame. If no indicators are found to be sufficient, additional indicators will be proposed.

The indicators relating to procurement and unit costs (Economy) would be input indicators (figures can also be used, such as contract amounts) while indicators relating to Productivity Measure (Efficiency) would be output indicators. ‘Theory of Change and Leverage/Replication’ reporting is expected to be more narrative oriented and would be done by the JPLG Outcome Evaluation Team.

## **IV. RESULTS**

Results for 2010 have been based on the JPLG log-frame. In summary:

Completion of the design of a public expenditure management system to enhance the capacity among communities to participate in the planning and delivery of services within the districts, and initiation of training programmes of the same.

As part of governance capacity-building Somaliland now have an Urban Planning Manual;

Local government procurement training sessions were provided to mayors and councilors from all the target districts. In-depth sessions and on-the-job-mentoring on procurement guidelines were also provided to district council staff with roles in their procurement processes;

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<sup>7</sup> ANNEX 9: JPLG INDICATORS

Staff of targeted district council Public Works Departments received training and support in project cycle management as part of a bid to strengthen the districts' capacities to manage the delivery and operation of services;

Community Monitoring Groups, district engineers and contractors underwent a joint participatory impact monitoring training in which they determined common indicators and milestones to be used as a basis for monitoring project delivery.

With JPLG support the Association of Local Government Authorities of Somaliland (AGASL) presently have a constitution, by-laws and strategic objectives, a work plan and budget.

As part of supporting the development of government policy, JPLG has engaged with both zonal and local authorities to support the development of several policy documents. As a result the following processes are at different levels of execution:

- Following consultations of the three Ministers of Interior in all three zones the decentralization policy principles were set. These will form the basis of the Decentralization Strategic Policy Framework and Implementation Plan which will be formulated in 2011;
- The new draft Mogadishu City Law is rights-based clearly describes the authority's responsibility towards the citizens;
- Several technical and working committees have been formed in Somaliland and Puntland to push forward various land policies and laws;
- Municipal Finance roadmaps were finalized in Somaliland and Puntland;
- Local Procurement Guidelines were endorsed and basic procurement structures established in Puntland, while in Somaliland target districts appointed procurement officers and appointed tender committees;
- Workshops and other awareness creation initiatives in support of Public Private Partnership policy frameworks were embarked upon;
- Sector study assessments of the current framework for functional assignment in roads and solid waste management were initiated in Somaliland and Puntland, and water and sanitation sector assessment terms of references have been finalised.

As part of district council projects, works on all 9 of the projects which were started in 2009 in Somaliland, were completed and handed over to the respective district councils.

Also in Somaliland and Puntland, the district development frameworks and 2010 annual investment plans and budgets of 10 target districts were finalised. With the assistance of JPLG district council staff were coached on prioritizing service delivery projects basing on selection criteria. They were also provide with support in the design and procurement of their 2010 investment projects, tender evaluation, and contract preparation and awarding. A total of 59 projects were implemented in the three zones with a total of 997,670 beneficiaries. In Somaliland, the projects which were being implemented or procurement process started by district councils by the end of 2010 have an estimated number of 618,782 beneficiaries, while in Puntland the estimated number of beneficiaries was 218,848 and in Mogadishu 160,040. A detailed breakdown of the projects within each target district can be found in Annex 3.

A detailed reference of the results achieved by each participating UN organisation (in partnership with local and central government institutions) against the JPLG log frame, can be found in Annex 7.

Situation Summary:

The political and security context in Somaliland, Puntland and South-Central Somalia developed in different ways during 2010.

In South-Central Somalia the political context is highlighted by the meager control of territory of the TFG and also the announcement of extension of their mandate by an additional three years. The security situation remained highly volatile with highest security levels and fighting in and around Mogadishu and South-Central Somalia. The security issues also extended north to the Galkayo area where tribal issues have led to sporadic fighting. Extremist elements continued to be found among internally displaced people coming from the South.

Successful presidential elections were held in Somaliland, and local elections are planned to for the end of 2011. These elections are important in relation to the work of the JPLG, as districts will gain more legitimacy through such a democratic process.

Also, seven Puntland district councils' term expired and sixteen councils undertook a re-election process. This selection process was led by the Ministry of Interior and the Ministry of Women Development and Family Affairs (MOWDAFA) with JPLG support. The role of MOWDAFA has been critical in increasing the female representation in the district councils; as an example, in 2009 six women were selected for the Galkayo council and in 2010, four were selected in Jariban.

Though significant shifts in commitment towards on-going decentralization reform and related programmes are not anticipated, the many changes in key positions in all regions of Somalia as a result of portfolio shuffles called for a need for the JPLG to re-engage and establish new relationships with and orient the new leadership in relevant ministries in all three regions.

Late in 2010 the UN Secretary General in New York approved the downgrading requested by the Country Security Management Team of the security phase for Somaliland from Phase IV to Phase III. This translated to more missions<sup>8</sup> by JPLG international staff into Somaliland, and has also generated an air of optimism of more staff presence in-country in 2011. All the same, JPLG has strengthened the capacities of the national team, central level institutions and district councils to implement and monitor activities.

A detailed political and security situational analysis is captured in Annex 8.

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<sup>8</sup> See detailed table of missions to Somaliland and Puntland in ANNEX 2: DETAILS OF JPLG HUM RESOURCES IN 2010

## **V. FUTURE WORK PLAN**

The JPLG 2011 work plans and budgets for Somaliland, Puntland and South-Central Somalia were approved in late 2010 by the respective Steering Committees. These work plans are available on request from the PCU, any of the partner UN organisations and also the MDTFO Gateway (<https://edit.mdtf.undp.org/factsheet/project/00067654>) if required.

## **VI. INDICATOR BASED PERFORMANCE ASSESSMENT**

Annex 9 provides a summary 2010 progress against the JPLG performance indicators.

## **PART II: FINANCIAL REPORT**

# FINANCIAL REPORT OF THE ADMINISTRATIVE AGENT FOR THE PERIOD

## 1 JANUARY TO 31 DECEMBER 2010

The UN Joint Programme on Local Governance and Decentralized Services (JPLG) in Somalia consists of 5 partners: HABITAT, UNDP, UNICEF, ILO and UNCDF, however in 2010, UNCDF was not apportioned any contributions received through the pass-through mechanism. UNDP Somalia country office is performing some of the AA functions for the JPLG with delegated authority from the Multi-Donor Trust Fund (MDTF) Office.

The funding of the JPLG remains a hybrid using both pass-through and bilateral funding mechanisms, though there was an increase in the amount of donor contributions through the pass-through from approximately US\$ 3.7 million in 2009 to US\$7.2 million in 2010. Work planning remains a jointly undertaken activity.

The purpose of this Financial Report is to complement the Annual Programme Narrative Report covering the same period. It reflects only the funds received via the pass-through portion of the Joint Programme. The Administrative Agent, in accordance with the MOU and the SAA, has produced the 2010 Annual Report with the final 2010 Annual Financial figures which can be found on the JP web-site of the MDTF Office Gateway available as at 31 May 2011.

### 1. The Source and Use of Funds

*Table 1. Financial Overview (US\$ Thousands)*

	Prior Years as of 31 Dec 2009	Current Year Jan-Dec 2010	TOTAL
<b>Sources of Funds</b>			
Gross Donor Contributions	3,757	7,279	11,036
Fund Earned Interest Income	16	32	47
Interest Income received from Participating Organizations	-	7	7
Refunds by Administrative Agent (Interest/Others)	-	-	-
Other Revenues	-	-	-
<b>Total: Sources of Funds</b>	<b>3,772</b>	<b>7,317</b>	<b>11,090</b>
<b>Use of Funds</b>			
Transfer to Participating Organizations	3,719	2,949	6,668
Refunds received from Participating Organizations	-	-	-
<b>Net Funded Amount to Participating Organizations</b>	<b>3,719</b>	<b>2,949</b>	<b>6,668</b>
Administrative Agent Fees	38	73	110
Direct Costs	-	-	-
Bank Charges	-	-	-
Other Expenditures	-	-	-
<b>Total: Uses of Funds</b>	<b>3,757</b>	<b>3,021</b>	<b>6,778</b>
<b>Balance of Funds Available with Administrative Agent</b>			
Net Funded Amount to Participating Organizations	3,719	2,949	6,668
Participating Organizations' Expenditure	1,880	4,040	5,920
<b>Balance of Funds with Participating Organizations</b>	<b>1,840</b>	<b>(1,091)</b>	<b>748</b>



As summarized in Table 1, in 2010, a total of US\$7,279,344 was received from Donors by the JPLG through the pass-through funding mechanism, bringing the cumulative total funds received to US\$11,035,595.

In addition to contributions received, the fund earned US\$31,563 in interest income and US\$6,971 interest income from Participating Organizations. US\$1,839,507 was carried forward from 2009.

Further summarized in Table 1, US\$2,948,558 out of the total funds received was disbursed to the Participating Organizations. US\$ 72,788 (being 1 percent of the contributions received) was apportioned to the AA. No direct costs were incurred.

As at 31 December 2010, US\$4,296,532 was recorded as available funds. Out of this amount, US\$4,257,998 were contributions received late in December and scheduled for disbursement at the beginning of 2011, while the rest of the amount constituted US\$38,534 being the interests earned by the fund and received from the Participating Organizations.

## 2. Donor Contributions

An increase in the number of donors to the JPLG through the pass-through mechanism was recorded in 2010. Sweden and DFID, who had both contributed funds in 2009 increased their contributions in 2010. An additional US\$2,302,089 was received from DFID, while the third installment (US\$1,291,399) of funds committed by Sida under the Standard Administrative Arrangement (SAA) signed in 2009, were received.

*Table 2. Donor Contributions (US\$ Thousands)*

	Prior Years as of 31 Dec 2009	Current Year Jan-Dec 2010	TOTAL
GOVERNMENT OF DENMARK	-	2,673	2,673
GOVERNMENT OF NORWAY	-	1,013	1,013
DEPARTMENT FOR INT'L DEVELOPMENT (DFID)	1,196	2,302	3,498
SWEDISH INT'L DEVELOPMENT COOPERATION AGENCY (Sida)	2,560	1,291	3,852
<b>Total</b>	<b>3,757</b>	<b>7,279</b>	<b>11,036</b>

The governments of Norway and Denmark also signed SAAs for US\$1,012,829 and US\$2,672,511, respectively. Denmark's agreement however, is for multi-year funds and as such a further instalment is expected in 2011.

As summarized in Table 2, total contributions received in 2010 totalled US\$7,278,828.

## 3. Transfers & Net Funded Amounts

As has become the established practice, all contributions received through the pass-through mechanism are apportioned to the JPLG Participating Organizations in the allocation formula approved by the JPLG steering committee. This allocation formula is based on each Participating Organization's budget as drawn from the approved annual joint work plan.

In 2010 UNHABITAT was allocated 32.5% of any funds received through the pass-through (net of 1

percent AA fees), while UNDP 37.1%, UNICEF 15.6%, ILO 11.1% and PCU<sup>9</sup> 3.7%.

Whereas in 2009, UNHABITAT received the largest allocation (33.4%), in 2010 UNDP's allocation was increased to 37.1%. As such UNDP received the most amount of funding allocated through the pass-through. Details of actual amount are documented below in Table 3. However, considering the cumulative total allocation amounts, UNHABITAT remains the partner organization receiving the largest share of net funds (US\$2.21 million). UNDP has the second largest allocation (US\$2.2 million), followed by ILO (with US\$1.18 million) and UNICEF (US\$1.1 million)

**Table 3. Transfers/ Net Funded Amount by Participating Organization (US\$ Thousands)**

Participating Organization	Prior Years as of 31 Dec 2009		Current Year Jan-Dec 2010		TOTAL	
	Approved Amount	Net Funded Amount	Approved Amount	Net Funded Amount	Approved Amount	Net Funded Amount
ILO	684	684	496	496	1,180	1,180
UNDP	1,123	1,123	1,068	1,068	2,191	2,191
UNHABITAT	1,242	1,242	970	970	2,212	2,212
UNICEF	669	669	416	416	1,085	1,085
<b>Total</b>	<b>3,719</b>	<b>3,719</b>	<b>2,949</b>	<b>2,949</b>	<b>6,668</b>	<b>6,668</b>

#### 4. Delivery

**Table 4. Financial Delivery Rate (US\$ Thousands)**

Joint Programme	Net Funded Amount	Expenditure			Delivery Rate (%)
		Prior Years as of 31 Dec 2009	Current Year Jan-Dec 2010	Total	
JP Somalia LGSP	6,668	1,880	4,040	5,920	88.78
<b>Total</b>	<b>6,668</b>	<b>1,880</b>	<b>4,040</b>	<b>5,920</b>	<b>88.78</b>

2010 saw an increase in delivery rate over 2009. Of the cumulative net funding total of US\$6,667,896, cumulative total expenditure as at 31 December 2010 was US\$5,919,800. This translates to a delivery rate of 89%. In 2010, activities in Somaliland received the largest portion of allocated funds.

#### 5. Expenditure

As is the established practice, all expenditure reported for the year 2010 was submitted by the headquarters of the participating UN organizations through the MDTF office reporting portal. They were then extracted, analyzed and summarized by the MDTF office and verified by the country office AA

<sup>9</sup> For Disbursement & reporting purposes, PCU allocation is combined with UNDP allocation. The PCU is housed by UNDP, and as such has its projects within UNDP financial systems. PCU funds however are managed independently from UNDP LGJP project funds. UNDP allocation for disbursement, expenditure analysis and reporting purposes is taken to be 40.8% (being the sum of UNDP 37.1% + PCU 3.7%).

with delegated authority. A summary of the reported expenditure by the six UNDG-approved categories is given in Table 5.1.

**Table 5.1. Total Expenditure by Category (US\$ Thousands)**

Category	Expenditure			% of Total Programme Costs
	Prior Years as of 31 Dec 2009	Current Year Jan-Dec 2010	Total	
Supplies, Commodities, Equipment and Transport	57	134	192	3.46
Personnel	731	1,612	2,344	42.26
Training of Counterparts	196	238	434	7.82
Contracts	639	1,565	2,203	39.73
Other Direct Costs	139	234	373	6.72
<b>Programme Costs Total</b>	<b>1,763</b>	<b>3,783</b>	<b>5,546</b>	<b>100.00</b>
Indirect Support Costs	117	257	374	6.75
<b>Total</b>	<b>1,880</b>	<b>4,040</b>	<b>5,920</b>	

Both Tables 5.1 and 5.3 provide an analysis of expenditures by category with Table 5.3 further breaking down the information provided in Table 5.1 to the Participating Organization level.

The highest percentage of expenditure was incurred in the personnel category (42.26% of total expenditure), followed closely by Contacts (39.73%), then Training of Counterparts (7.82%), other direct costs (6.72%) and finally Supplies, Commodities, Equipment and Transport (3.46%). Indirect support costs were within the acceptable limits at 6.75%.

**Table 5.2. Financial Delivery Rate by Participating Organization (US\$ Thousands)**

Project No and Project Title	Participating Organization	Total Approved Amount*	Net Funded Amount	Total Expenditure	Delivery Rate (%)
<b>JP Somalia Loc Gov &amp; Decentralized Serv Del</b>					
00067654 JP SOM Local Governance	ILO	1,180	1,180	808	68.43
00067654 JP SOM Local Governance	UNCDF	-	-	-	-
00067654 JP SOM Local Governance	UNHABITAT	2,212	2,212	1,822	82.38
00067654 JP SOM Local Governance	UNICEF	1,085	1,085	1,006	92.68
00067654 JP SOM Local Governance	UNDP	2,191	2,191	2,284	104.27
<b>JP Somalia Loc Gov &amp; Decentralized Serv Del Total</b>		<b>6,668</b>	<b>6,668</b>	<b>5,920</b>	<b>88.78</b>
<b>Total</b>		<b>6,668</b>	<b>6,668</b>	<b>5,920</b>	<b>88.78</b>

Table 5.2 shows that the average delivery rate for the JPLG in 2010 was 88.78%. UNDP had the highest delivery rate of the Participating Organizations and spent more (US\$2,284,247) than it received (US\$2.2 million) resulting in a delivery rate of 104.27%. UNICEF followed with a delivery rate of 92.68% on US\$1.1 million which it received, then UNHABITAT with 82.38% delivery on US\$2.2 and ILO with 68.43%.

Table 5.3 provides an analysis of each Participating Organization's expenditure by category. The highest amount spent against a category by a Participating Organization is US\$1 million on contracts by UNDP.

**Table 5.3. Expenditure by Participating Organization, with breakdown by Category (US\$ Thousands)**

Participating Organization	Net Funded Amount	Total Expenditure	Expenditure by Category							% of Programme Costs
			Supplies, Commodities, Equip & Transport	Personnel	Training of Counter-parts	Contracts	Other Direct Costs	Total Programme Costs	Indirect Support Costs	
ILO	1,180	<b>808</b>	43	258	188	224	42	<b>755</b>	53	7.00
UNDP	2,191	<b>2,284</b>	54	893	1	1,000	196	<b>2,143</b>	141	6.58
UNHABITAT	2,212	<b>1,822</b>	69	967	246	306	120	<b>1,708</b>	115	6.70
UNICEF	1,085	<b>1,006</b>	26	227	-	673	14	<b>940</b>	66	7.00
<b>Total</b>	<b>6,668</b>	<b>5,920</b>	<b>192</b>	<b>2,344</b>	<b>434</b>	<b>2,203</b>	<b>373</b>	<b>5,546</b>	<b>374</b>	<b>6.75</b>

## 6. Interest Received

At the fund level, the interest income amounted to US\$31,563 in 2010, bringing the total cumulative interest earned so far to US\$47,077. For the first time interest earnings were reported at agency level by UNDP; the amount being US\$6,971.

As shown in Table 6, the sum cumulative interest earned thus totals US\$ 54,048. This amount has not been allocated.

**Table 6. Received Interest at the Fund and Agency Level (US\$ Thousands)**

	Prior Years as of 31 Dec 2009	Current Year Jan-Dec 2010	TOTAL
<b>Administrative Agent</b>			
Fund Earned Interest Income	16	32	47
<b>Total: Fund Earned Interest Income</b>	<b>16</b>	<b>32</b>	<b>47</b>
<b>Participating Organization (PO) Earned Interest Income</b>			
UNDP	-	7	7
<b>Total: Interest Income received from PO</b>	<b>-</b>	<b>7</b>	<b>7</b>
<b>TOTAL</b>	<b>16</b>	<b>39</b>	<b>54</b>

## 7. Accountability and Transparency

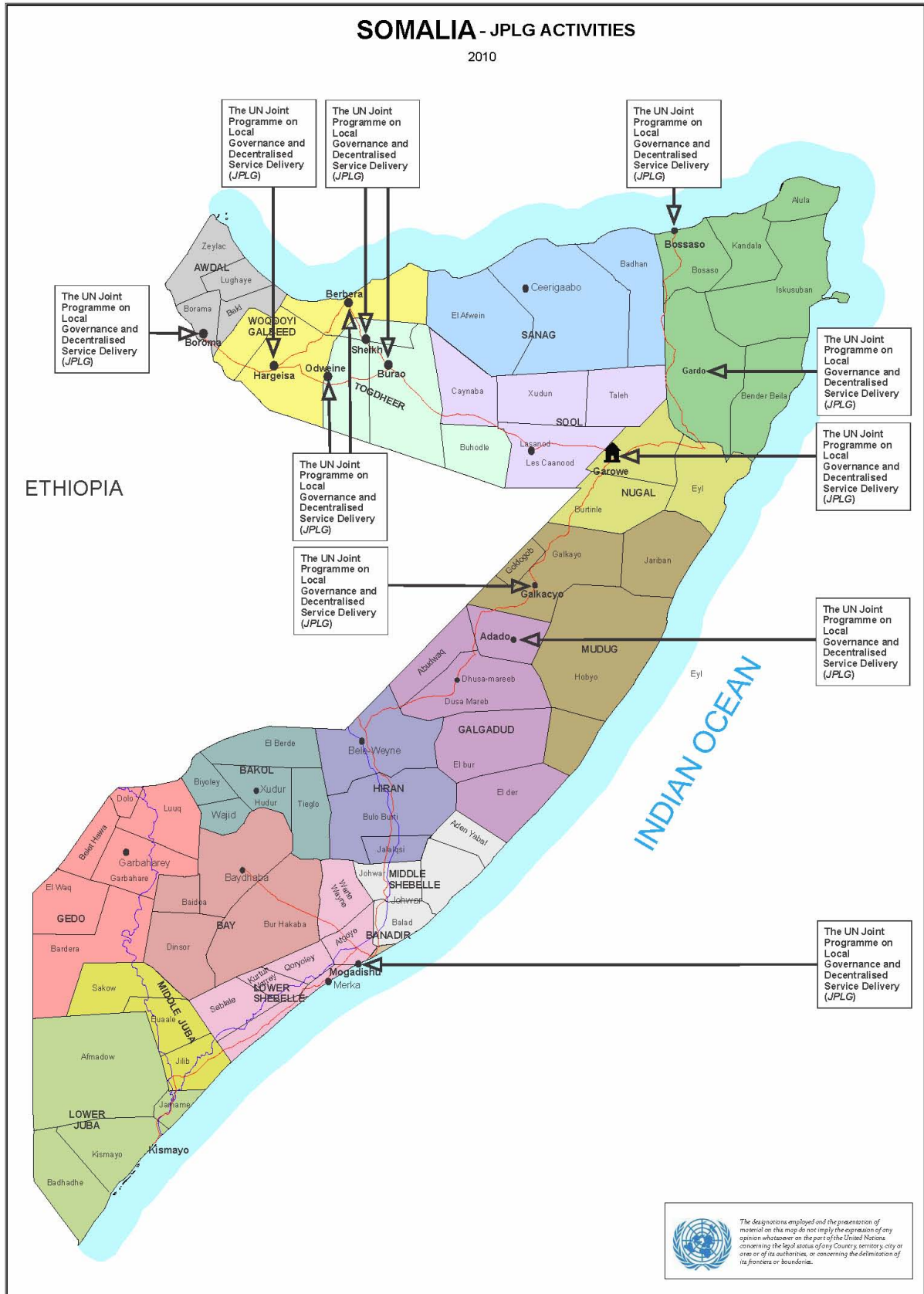
In 2010, the MDTF Office officially launched the MDTF Office GATEWAY (<http://mdtf.undp.org>). It is a knowledge platform providing real-time data from the MDTF Office accounting system, with a maximum of two-hour delay, on financial information on donor contributions, programme budgets and transfers to Participating Organizations. It is designed to provide transparent, accountable fund-management services to the United Nations system to enhance its coherence, effectiveness and efficiency. Each MDTF and JP administered by the MDTF Office has its own website on the GATEWAY with extensive narrative and financial information on the MDTF/JP including on its strategic framework, governance arrangements, eligibility and allocation criteria. Annual financial and narrative progress reports and quarterly/semi-annual updates on the results being achieved are also available. In addition, each programme has a Factsheet with specific facts, figures and updates on that programme.

The GATEWAY provides easy access to more than 5,000 reports and documents on MDTFs/JPs and individual programmes, with tools and tables displaying related financial data. By enabling users in the field with easy access to upload progress reports and related documents also facilitates knowledge

sharing and management among UN agencies. The MDTF Office GATEWAY is already being recognized as a 'standard setter' by peers and partners.

# **ANNEXES**

# MAP OF JPLG TARGET DISTRICTS





## ANNEX I\*: 2010 FUNDING RESOURCES AND EXPENDITURE SUMMARY

Table 1: JPLG Funding Resources Summary 2010

TOTAL FUNDS FOR 2010 - Including Carry Over and New Funds										
	SIDA	EC	DFID	DENMARK maybe pass through	ITALY	USAID	NORWAY	UNDP	UNCDF	TOTALS BY AGENCY
	Pass Through	Through UNDP	Pass Through	Through UNDP			Pass Through			
UN Habitat	461,435	1,679,298								2,140,733
UNDP	897,723	1,617,500		294,000	1,500,000	2,100,000		596,000		7,005,223
UNICEF	239,515	1,053,382								1,292,897
ILO	344,839	993,146								1,337,985
UNCDF	-	-							600,000	600,000
<b>TOTAL BY DONOR</b>	<b>1,943,512</b>	<b>5,343,326</b>	<b>2,111,023</b>	<b>294,000</b>	<b>1,500,000</b>	<b>2,100,000</b>	<b>1,000,000</b>	<b>596,000</b>	<b>600,000</b>	<b>15,487,861</b>
							Hard Pledge			
<b>GRAND TOTAL</b>	<b>15,487,861</b>									
2010 Draft - Summary of Revised JPLG Workplan and Budget Figures										
UN AGENCY	SOMALILAND	PUNTLAND	SOUTH CENTRAL	NAIROBI	TOTAL BY AGENCY					
UN HABITAT	2,294,807	1,500,614	396,057	862,894	5,054,372					
UNDP	2,317,301	1,955,160	2,229,087	1,024,849	7,526,397					
UNICEF	736,588	387,768	353,421	244,662	1,722,439					
ILO	845,221	703,339	72,225	816,270	2,437,055					
UNCDF	601,875	387,875	53,500	160,500	1,203,750					
PCU				582,936	582,936					
<b>TOTAL</b>	<b>6,795,792</b>	<b>4,934,756</b>	<b>3,104,290</b>	<b>3,692,111</b>	<b>18,526,949</b>					
UNFUNDED	1,450,040	992,155	676,596	44,955	3,163,746					
Funding gap as of March 2010:	<b>3,163,746</b>									

\*It is noted that the figures in these tables are provisional figures available at the time of preparing this report. Final certified 2010 figures for funds received though UNDP & UNCDF will be available after 30 June 2011 from respective HQs, while final figures for funds received through the pass-through will be available on the JP web-site of the MDTFO Gateway after 31 May 2011. Final figures may differ from these provisional amounts.

The following is a summary of interim expenditures cumulative for the 4<sup>th</sup> quarter 2010 by UN Agency and donor and major expenditure categories, both by UNDG and EC expenditure categories. A final certified financial report in the prescribed UNDG format is accompanied by this report.

All figures are in US\$ and include committed funds.

The cumulative expenditure for quarter 4 is US\$ 10,784,827 or 70% of the 2010 available resources.

Table 3: JPLG Expenditures (EC categories) by UN agency cumulative for all quarters 2010 - all figures are in US\$

Expenditure Category	UNICEF	UNDP	UN Habitat	UNCDF	ILO	PCU	TOTALS	% Expenditure
Human Resources	202,769	992,761	1,016,472		601,924	129,917	<b>2,943,844</b>	27
Travel	61,630	629,562	25,774	39,295	47,164	55,934	<b>859,359</b>	8
Equipment and Supplies	1,239	174,746	90,951	9,645	592	11,179	<b>288,352</b>	3
Local office/action		326,877	129,160		124,684		<b>580,721</b>	5
Other costs and services	2,010	488,220	15,411		6,595	21,000	<b>533,236</b>	5
Others: works, contracts, sub-grants, training and capacity building	427,914	2,986,773	1,100,430	45,974	581,025		<b>5,142,115</b>	48
Administrative costs (fees)	46,956	133,572	166,474		71,477	18,723	<b>437,201</b>	4
<b>TOTALS</b>	<b>742,518</b>	<b>5,732,512</b>	<b>2,544,671</b>	<b>94,914</b>	<b>1,433,460</b>	<b>236,753</b>	<b>10,784,827</b>	<b>100</b>

Table 4: JPLG Expenditures (UNDG Categories) by UN Agency Cumulative for all quarters 2010 – all figures are in US\$

Expenditure Category	UNICEF	UNDP	UN Habitat	UNCDF	ILO	PCU	TOTALS	% Expenditure
Supplies, commodities, equipment, travel	62,869	1,131,185	245,885	48,940	172,440	67,112	<b>1,728,432</b>	16
Personnel (staff, consultants and travel)	202,769	992,761	1,016,472	0	601,924	129,917	<b>2,943,844</b>	27
Capacity development	427,914	2,822,628	1,062,153	45,974	581,025	0	<b>4,939,693</b>	46
Contracts (DC investments)		164,145	38,277				<b>202,422</b>	2
Other direct costs	2,010	488,220	15,411		6,595	21,000	<b>533,236</b>	5
Administrative costs (fees)	46,956	133,572	166,474		71,477	18,723	<b>437,201</b>	4
<b>TOTALS</b>	<b>742,518</b>	<b>5,732,511</b>	<b>2,544,671</b>	<b>94,914</b>	<b>1,433,460</b>	<b>236,753</b>	<b>10,784,827</b>	<b>100</b>

Table 5: JPLG Expenditures by donor cumulative for all quarters 2010 - all figures are in US\$

	UNICEF	UNDP	UN Habitat	UNCDF	ILO	PCU	TOTALS	% Expenditure	
<b>Donor</b>									
SIDA	249,046	633,626	701,781		410,199	77,700	<b>2,072,352</b>	19%	
DFID	183,180	410,519	476,866		245,766	81,012	<b>1,397,343</b>	13%	
EC	310,292	1,214,519	664,509		777,495	78,041	<b>3,044,856</b>	28%	
Italy		583,443	587,535				<b>1,170,978</b>	11%	
USAID		1,757,428					<b>1,757,428</b>	16%	
Denmark		86,168					<b>86,168</b>	1%	
UNDP (BCPR)		1,012,194	113,980				<b>1,126,174</b>	10%	
UNDP (TRAC)							-	0%	
Norway		34,614					<b>34,614</b>	0%	
UNCDF				94,914			<b>94,914</b>	88%	
<b>TOTAL</b>	<b>742,518</b>	<b>5,732,511</b>	<b>2,544,671</b>	<b>94,914</b>	<b>1,433,460</b>	<b>236,753</b>	<b>10,784,827</b>	<b>187%</b>	
<b>GRAND TOTAL</b>									
			denotes funds transferred from UNDP to UNHABITAT for 16 districts in Mogadishu						

## ANNEX 2: DETAILS OF JPLG HUM RESOURCES IN 2010

UN agency or PCU	International	Gender	Person Mths	Location	National	Gender	Person Mths	Location
UNDP	Project Manager	F	4	Nairobi	Project Assistant	F	10	Nairobi
	Project Specialist	F	11	Nairobi	Project Assistant	M	1	Nairobi
	Previous Project	F	5	Nairobi	NPPO	M	11	Hargeisa
					NPPO	M	10	Hargeisa
					NPPO	M	12	Hargeisa
					Project Associate	F	12	Hargeisa
					NPPO	M	12	Garowe
					NPPO	M	12	Garowe
					Project Associate	M	12	Garowe
UN-Habitat	Project Manager	F	12	Nairobi	Programme Officer/JPLG Team Leader	M	12	Hargeisa
	Ass Programme	M	12	Nairobi	Community Mobilisation	F	12	Hargeisa
	Land Management	M	9	Nairobi	Capacity Building Officer	M	2	Hargeisa
					Land Mgmt Ass.	M	11	Hargeisa
					Municipal Finance Expert	M	10	Hargeisa
					GIS Technician	F	12	Hargeisa
					Site Supervisor	M	6	Hargeisa
					Site Engineer	M	3	Hargeisa
					Programme Officer	M	12	Garowe
					Programme Assistant	M	8	Garowe
					Community Mobilisation	M	3	Bosasso
					Engineer	M	5	Mogadis
	ILO	Project Manager	F	12	Nairobi	Senior Finance/Admin	F	4
Technical Advisor		M	6	Nairobi	Finance/ Admin Assistant	M	4	Nairobi
Technical Advisor		M	4.5	Nairobi	Admin Assistant	F	10	Nairobi
					Driver	M	8	Nairobi
UNICEF	Project Manager	F	12	Nairobi	Project Specialist	M	12	Nairobi
	Project Officer	F	12	Hargeisa	Project Assistant	F	12	Nairobi
					Project Assistant	F	12	Bosasso
UNCDF	Programme Manager	M	2	Nairobi				
PCU	Senior Programme Manager	F	12	Nairobi	Project Assistant Finance Admin	F	12	Nairobi
	M&E Specialist	M	12	Nairobi	Project Assistant Comms	M	6	Nairobi
<b>Total Person Months</b>			<b>125.5</b>				<b>268</b>	

Table 8: JPLG Human Resources Summary 2010 totals by person months by location

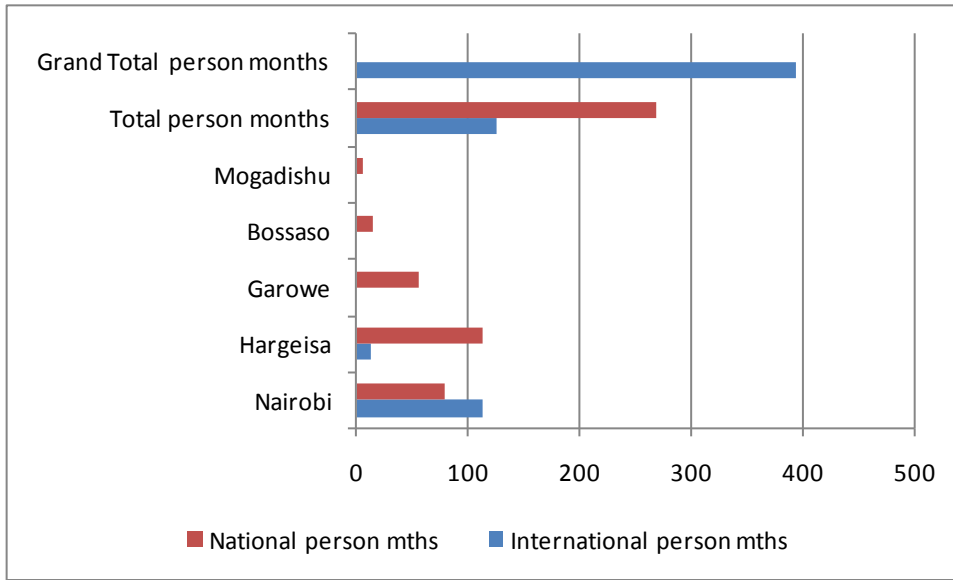


Table 9: JPLG Human Resources Summary 2010 totals by gender

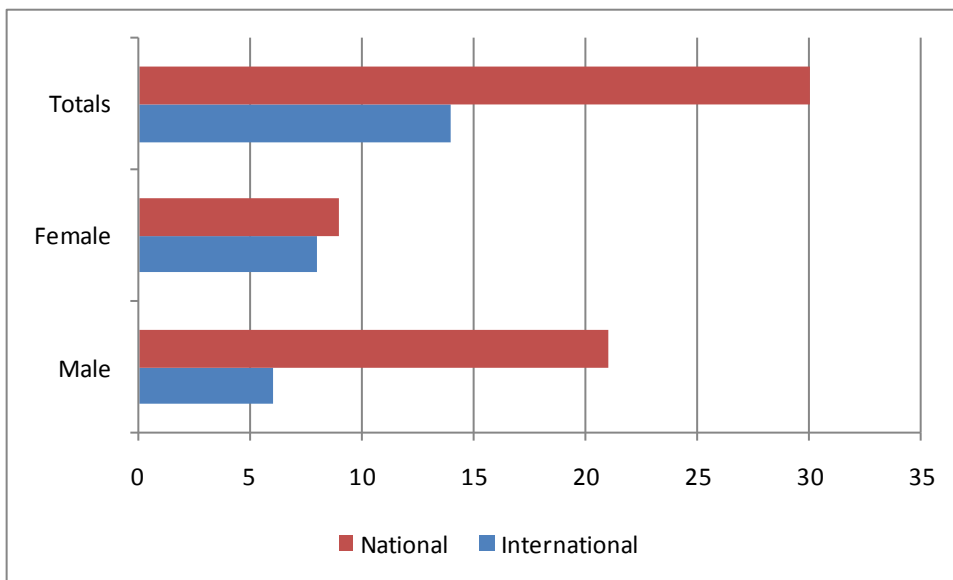


Table 10: Staff Missions to Somaliland and Puntland in 2010

Name	Number of days to Somaliland	Number of missions to Somaliland	Number of days to Puntland	Number of missions to Puntland
Joanne Morrison, PCU	22	5	17	4
Nicoletta Feruglio, UNDP	13	2	6	2
Amy Gill, UNDP	54	15	39	14
Lilian Ogonya, UNDP				
Uffe Poulsen, PCU	20	5	14	3
Paula Pennanen, UN-Habitat	5	20	0	0
Olof Nunez, UN-Habitat	9	2	7	2
Anthony Lamba, UN-Habitat	20	5	19	4
Enkhtuya Saldan, UN-Habitat	5	1	0	0
Maureen Njoki, UNICEF	74	8	39	5
Charity Koronya, UNICEF	30	5	31	6
Angela Kabiru-Kangethe, ILO	15	4	20	4
Roble Mohamed, ILO	63	10	37	7
Ilias Dirie, ILO	30	6	21	4
Fridah Karimi, PC	6	1	21	4
<b>Consultants:</b>				
Johannes Wolff, UN-Habitat	27	6	5	1
Marco van der Plas, UN-Habitat	16	3	8	2
Akiko Kishue, UN-Habitat	47	4	0	0
Asia Adam, UN-Habitat	189	7	41	3
Anna Sobczak, UN-Habitat	2	1	124	10
Paolo Pompili, UN-Habitat	74	10	46	9
Elijah Agevi, UN-HABITAT	32	4	0	0
Patrick McAuslan, UN-HABITAT	10	1	0	0
Saad Yahya, UN-HABITAT	12	2	0	0
Hernando Garzon, UN-HABITAT	0	0	6	1
Tomasz Sudra	10	1	11	1
Erik Bryld, UNDP	18	3	5	2
Harriet Naitore, UNDP	15	2	5	2
Rebecca Benson, UNDP	4	2	5	2
Holger Pyndt, UNDP	9	1	-	-
Mark Ekiru, PCU	17	3	22	4
John Fox, OES external evaluator	28	5	19	5
<b>TOTALS in 2010</b>				
<b>Number of days to Somaliland</b>	<b>876</b>			
<b>Number of missions to Somaliland</b>	<b>144</b>			
<b>Number of days to Puntland</b>	<b>568</b>			
<b>Number of missions to Puntland</b>	<b>101</b>			
<b>Total mission days SL and PL</b>	<b>1,444</b>			
<b>Total mission to SL and PL</b>	<b>245</b>			

## ANNEX 3: JPLG MODEL, FRAMEWORK AND PROCESSES

### JPLG Approach for South-Central Somalia

Taking into consideration the issues of active conflict, minimal control of territory by the TFG and based on the current programming, JPLG has developed a methodology, called the phased approach that addresses the uniqueness of the current situation in South-Central Somali and including Mogadishu that was agreed to by the government, UN partners and donors in September 2010. In response to the JPLG approach for South-Central Somalia, UN Habitat through the JPLG commenced the participatory district rehabilitation in Mogadishu and project implementation in 2010. These efforts successfully carried out district based dialogues, capacity building on conflict management, GIS mapping of public infrastructure and is finalizing the implementation of seventeen rehabilitation projects (refer to following sections for details).

The current approach of working in Mogadishu, that includes all 16 districts (plus Bermuda) of Benadir Administration, would be up-scaled in 2011 due to the following points:

- Widely accepted success of the current intervention, including its participatory and non-political nature;
- The importance to recognise Mogadishu's special status as the capital and having a consolidated approach to the districts of Benadir (inter alia to be determined by the Mogadishu City Law);
- The security situation, currently not permitting access for UN staff and putting any partner under great risk (as determined by security assessments).

In Mogadishu ongoing armed conflict and restricted access has hindered implementation of rehabilitation projects in the districts of Bondhere, Abdi Aziz, Hodan, Karaan, Shibis, plus the Bermuda enclave. This has caused delays in the implementation and additional work with project identification and planning to have seventeen projects implemented within the agreed timeframe, as the funds were shifted to other districts by the end of 2010.

Based on discussions with TFG, in August 2010 it was agreed to incorporate Adado district as a phase II target district in accordance with JPLG phasing. Adado town is the regional capital for Himan region as well as the state capital for Himan and Heeb. Himan and Heeb is a clan-based administration founded in May 2008, including parts of Galgadud and Mudug regions. The selection of Adado was based on the agreement amongst the TFG, the JPLG donors and participating UN agencies and using the district selection criteria agreed upon for the JPLG.

In Adado, after assessing the situational analysis and the security assessment provided by UNDSS it was decided to move onto Phase II activities; this means that the district council will be supported to carry out

### A Mayor's Perspective

*The Mayor of Berbera, Abdalle Mohamed Arab, talks about the lessons to be learned from the first phase of implementing JPLG – about public consultations and the coordination of development intervention*

The most important thing that we learn from JPLG is to have good communication with the communities. Every councilor was elected by the people of the villages. Every one of the 21 was elected by their village – but since they were elected none of them had gone back to their villages! But because of the programme the councilors have gone back. They have seen the formation of the village committees; they have heard the people talking about their needs and their priorities.

Before JPLG there were many NGOs going direct to the villages. They would stay some months or just weeks; they would build something here or there. We told them: Please, before you go to the villages, please make contact with us. But often they didn't do that. But now, through JPLG, more of the NGOs are working through us. Because the councilors have been elected to represent those communities; they know their problems. We know that this community needs a health post; that one needs a school; that other one needs a market.

But we suffered for that in the past. NGOs and donors were being told a lot of times about the problems of going to the villages without informing us. This was creating a problem between the communities and the local government. Sometimes we said, 'Don't go there'. But still they went. So we are very happy that JPLG has helped so much to solve this problem.

the entire public expenditure management cycle and to increase its ability to plan for service delivery projects in a participatory manner.

South-Central Somalia remains in the UN Security Phase 4 and 5 (new levels 5 and 6). Security Risk Assessments by UNDSS are continuously updated and prescribe staff levels in and access to programme locations and beneficiaries. In addition, the JPLG has adopted the Risk Management and Mitigation tool to define the apparent programme risks and how these may be managed during programme implementation, as well as a conflict analysis tool in order to ensure that the programme modalities do not include aspects that may escalate conflict in target districts. Given this context the JPLG is committed to implement the 2011 work plan under the guidance of the Ministry of Interior and with implementation support through third party organisations.

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‘ Using the Accounting Information Management System (AIMS) the target districts are able to produce budgeted income and expenditure statements for the general local government funds as well as for JPLG. It is clear in all three districts visited that the staff have readily accepted and are using AIMS rather than wanting to stick to their manual accounting system. The Billing Information Management System (BIMS) has also been well incorporated. It enables the districts to keep data regarding eligible tax payers, the amount of revenue expected, and the payment status’.

In order to ensure conflict sensitive programming, JPLG will carry out conflict assessments within the phase II target districts to inform all interventions.

The current security situation in Mogadishu prevents the access and free movement of UN staff, which would make the delivery of JPLG Phase II much more complex. In addition there is a great need articulated by the administration in Mogadishu for the delivery of services in a short time span. These basic services are currently being addressed by short term projects that UN Habitat is working on in all districts. These projects are able to deliver services that have been selected by the community as priorities in a short time span. These projects have also been assessed by the Resident Coordinators office as a successful intervention within the city.

The following basic principles guide the implementation of activities:

- **Harmonisation:** Harmonisation of all processes and practice for more effective public expenditure management at local government level and for capacity

development remains a key principle of the JPLG.

- **Coordination:** Maintaining effective coordination mechanisms to ensure efficient management and utilisation of resource is a key principal for the joint programme. Established coordination mechanisms were maintained including bi-weekly meetings between MOI and the JPLG team in Hargeisa and regular technical working group meetings in Nairobi. The Inter-Ministerial Working Group whose establishment has been delayed in Somaliland but is functioning in Puntland, provides a mechanism for engagement with relevant sector and other line ministries. Overall coordination between the UN agencies takes place in the Programme Coordination Unit (PCU) in Nairobi, which communicates to all partners in Puntland and Somaliland through the JPLG team leader and maintains open and regular discussion with donors in Nairobi.
- **Learning-by-doing:** The principle of learning-by-doing remains as the core of the approach for sustained capacity development of the JPLG. This approach is complimented with formal training, on-the-job training and mentoring. The lessons learned through actual practices are used to inform and review process and tool development and policy development.



- **Capacity development linked to investment funding:** Complementary to the learning-by-doing capacity development approach is an investment fund accessible to districts to undertake service delivery projects which were disbursed in 2010 through a district basket funding mechanism, to be replaced by the fiscal local development fund (LDF) transfer mechanism currently being established and to become operational in 2011. This enables the target districts to go through an on-the-job learning process of the full annual district public expenditure management cycle including participatory planning, investment and budgeting, procurement which culminates in the delivery of tangible prioritised service delivery projects.
- **Predictability:** Assurance of a predictable annual allocation through the Local Development Fund<sup>10</sup> and other mechanisms announced at the beginning of the annual planning and budgeting process for district investment to facilitate multi-year planning.
- **Transparency, Accountability and Participation:** Embedding the local public expenditure management processes in governance principles is essential to improve overall trust and accountability between the people and their local governments. Transparency of operations is a guiding principle for all actors and stakeholders involved in order to set good governance standards. Appropriate checks and balances have been embedded into all the local public expenditure management processes to ensure accountability at all levels. Anchoring processes at community level ensures communities will hold their councils accountable. Capacity support is provided to develop community participation and monitoring.
- **Simple, Action and Solution Oriented:** Systems, processes, tools and procedures designed are context specific and are always as simple as possible to facilitate action while ensuring attention to accountability, efficiency and quality. Given the peculiarities of the context, the design allows sufficient flexibility to allow solutions to address potential challenges without compromising accountability, efficiency and quality. Simple guidelines/manuals are and will continue to be developed to allow the councils to carry out planning, budgeting, implementation service delivery, monitor, control and report within a reasonable time frame and at a reasonable cost.
- **Ownership and institutionalisation:** All interventions, processes, systems and procedures are be designed (reformed) with full engagement and endorsement of the government partners and other relevant stakeholders (including private and civil sectors and communities) to ensure ownership and the ultimate adoption as a national practice. This is complimented with the requisite policy and institutional reforms and knowledge, skill and competency development.
- **Building and working through local and central government institutions** rather than setting up parallel structures and a commitment to work with and through central and local governments to ensure functions, knowledge, skills and capacities are retained in these institutions.

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delivery, page 9....**

‘The evaluation team did notice a change within the LGs about the rationale for the investment projects – and this is a key finding. There is a greater awareness now that the projects are not so much ends in themselves but they are the means whereby LG staff and councilors are able to test out procedures for needs identification, project selection, procurement, contracting, project management, supervision and community-based monitoring’.

<sup>10</sup> The Local Development Fund will supersede the District Basket Fund effective 2011.

- **Criteria for selection of target districts:** Criteria for inclusion of target districts remained, for example; the district council is in place; inclusion in the JPLG will not result in disputes and conflict (including armed conflicts and serious land/boundary disputes); accessibility for UN staff; and existence of a basic financial management system and capacity.
- **Commonality in approach and practice across agencies:** Adherence to common practice in critical areas including procurement, recruitment and remuneration of local partners and consultants. The JPLG continues to work through a common work planning mechanism and through the teams of all UN partner agencies working as one at local and Nairobi levels.

### Implementation strategy for major programme components

- **Policy, systems and regulatory framework review and development:** Supportive policy, legal, institutional and regulatory frameworks are essential to facilitate the delivery of decentralized local service delivery and good local governance. Where absent, a bottom-up approach to policy, legal, institutional and regulatory framework development take place with the development of structures, processes and tools on the ground to guide policy formulation if/when conditions allow. Where policies exist these are assessed, reviewed or reformed and then (where in conflict with each other) harmonized through a guided process engaging all stakeholders. This process is informed by local practice (as well as international and regional best practice), specific contexts, and ongoing JPLG interventions on the ground.
- **Development of a capacity development strategy:** A more comprehensive capacity development strategy presenting a coherent approach to developing institutions, core competencies, knowledge and skills for effective local governance and decentralised service delivery in the short, medium and long term will be developed. The strategy guides further development of the district capacity development package already in place as well as the approach and methodology for its implementation.
- **Development of the Local Development Fund (LDF):** The Local Development Fund mechanism – a predictable fiscal transfer modality of resources from the national budget to local governments will commence from 2011 replacing the District Basket Fund mechanism of direct transfer to the districts. The allocation of LDF funds for eligible districts will be based on an allocation formula and the districts meeting certain benchmarks and criteria which include revenue generated locally. This approach will create an incentive for good performance.

#### The Mayor of Garowe, Abdiaziz Nur Elmi's Perspective

*'JPLG has been so useful; we have certainly benefited from it. Especially from the training for our staff. A number of people have received training. And we have been able to improve our management and administration. Councillors, too, have been trained – on their roles and responsibilities, on leadership, on gender, on conflict resolution.*

*'The impact of this training you can see in the improved performance. There have been clear improvements in financial management, in administration, in tendering procedures. A tendering committee has been formed and has received training – and they are using the knowledge and skills gained.*

*'As for the projects, we monitor them; some we implement ourselves; others are implemented through service providers. But we are doing the supervision. It is not only the districts and the MoI that have benefited from JPLG: some other ministries have benefitted too. The Ministry of Finance, for example. Public Works. MoWDAFA – they have benefited too. So much assistance is being directed to ministries over the coming year – training and other assistance.*

- **Development of capacity among communities to participate in the planning and delivery of services:** Developing the demand-side of governance remains a primary pillar in the JPLG’s approach. Empowering communities to become active participants in planning and delivery of services through deliberate efforts to establish and strengthen community structures giving communities a voice in how they are governed continued; as did a sustained civil education programme on the roles and obligations of citizens and their local governments.
- **Broadening private sector engagement in deliver services:** Recognising the important role of the private sector as a partner in the delivery of services and in stimulating local economic development, the programme continues to support the development and use of procurement tools to broaden private sector engagement in local service delivery. This is complimented by awareness creation amongst the private sector of procurement opportunities and the procurement process.
- **Nurturing local economic development:** JPLG supports local governments to develop their role in promoting economic development. Districts are supported in identifying areas of potential for economic development and interventions to create an enabling environment to exploit them such as improving economic infrastructure and local business regulations stimulating increased investment in key productive sectors within their administrative boundaries.
- **Good international engagement in fragile states of OECD DAC:** The implementation of the JPLG incorporates principles such as: “take the context as the starting point”, “do no harm” and “act fast and stay engaged”.

### **Development of capacity among communities to participate in the planning and delivery of services - through designing and supporting the public expenditure management cycle**

Developing the demand-side of governance remains a primary pillar in the JPLG’s approach and empowering communities to become active participants in the planning and delivery of services through deliberate efforts to establish and strengthen community structures giving communities a voice in how they are governed will continue.

The District public expenditure management cycle is a set of steps by which the district administration in a participatory manner formulates a long-term vision for the district's development and defines the interventions or investments which in the short-term will be implemented to move the district towards the development vision. The steps are meant to ensure that communities are involved in the design, implementation and monitoring of the projects and interventions together. Participation, accountability, and transparency are important in all steps of the process.

- A District Development Framework, which outlines the long-term (5 years) vision for the development, priorities and needs within the district area is developed with active community-level participation and is the basis for joint-monitoring and accountability by communities, village councils and the District Council and is updated annually.
- Resource forecasting and budget assessment is an exercise whereby district councils try to obtain the best possible idea of all financial resources available for the coming year, including government and external funding. This is important to ensure resource constrained planning, as well as predictability, transparency and accountability on the budgets.

- District annual development planning and budgeting, whereby District Councils work in a participatory manner with communities, through the Village Councils to decide which among the priorities defined in the District Development Framework should be funded for the coming year. Only priorities which can be afforded within the funds actually available are included.
- Detailed project design and implementation, where the interventions selected for funding are planned and designed in detail. The citizens and communities benefitting will be involved as much as possible in the design and implementation, although in some cases there may be technical or legal requirements which limit where and how much communities can be involved. This process includes the consideration of sustainability, including issues of operations and maintenance; environmental impact and sectoral approval.
- Monitoring and review based on involvement of citizens and users at community level as well as the central level. This is an important step for ensuring accountability - both upwards and downwards - and for compiling lessons learned for feed back into the next stage of adjusting the District Development Framework.

The entire District Public Expenditure Management System is now incorporated into the capacity development manuals developed through JPLG and is endorsed by the respective Ministries of Interior. Modules one to six have been reviewed and the final changes are being made to them. During the review process, the decision was made to adapt the manuals for different audiences. For instance, Module 2 that outlines how to ensure the planning and budgeting is participatory has three different versions, one aimed at the community groups who need to ensure they understand the process in order to input into it, one aimed at the district councilors who have to implement the process and one aimed at the more senior members of the district administration, such as the Mayor, which is just an overview. The completed modules are as follows:

1. Induction to local governance for district staff and councilors.
2. Participatory planning.
3. Budgeting.
4. Annual investment programming.
5. Procurement.
6. Monitoring and Evaluation
7. Basic Administration.
8. Local Development Fund (LDF).
9. Asset management (in progress).

In addition to training, UNDP provided consultants to act as coaches and advisors to the key central ministries (Ministry of Interior and Ministry of Labour and Social Affairs/ Ministry of Women Development and Family Affairs and Ministry of Public Works and Transport) and to the district administration. The consultants assisted the ministries and districts in developing their technical skills such as monitoring and evaluation as well as financial and administrative skills. Following best practice, there was a joint decision by UNDP and Ministry of Interior, Puntland to localize the capacity development support provided to the districts. As such, consultants were hired for each of the four target district administrations to provide support to the mayor and advise on the participatory planning. These consultants worked in conjunction with the UNDP staff on coaching and assisting the districts in the participatory planning approach. Further small modules of training were developed and delivered in project selection, project approval and

coaching skills. Additional consultant support was also sourced in order to start the process of setting up a decentralization policy, gender audits, financial monitoring, legal reform and functional analysis.

## Governance Capacity Building

**Local Government Procurement:** Training sessions on the local government procurement guidelines were provided to the mayors and councilors from all the target districts (Capacity Development Module 5c: Procurement Overview). This training focused on providing the mayors and councilors with an understanding of the procurement process and the roles and responsibilities of the different actors in the process. Representatives from the Benadir Administration also attended the two day procurement training for mayors and the seven day training for district council staff in Garowe.

**A more in-depth training on the procurement** guidelines (the seven day - Module 5b: Procurement Training) --tailored to the district council staff with a role in the procurement process i.e. the Executive Secretaries, Procurement Officers and Heads of Departments-- was carried out in all the target districts in Somaliland and Puntland. The training was complimented by on-the-job mentoring for both Somaliland and Puntland during the actual procurement process for the 2010 projects.

**Project Management:** The District Council Public Works Departments in the target districts in Somaliland and Puntland received both formal and on-the-job mentoring support in project cycle management i.e. project design, procurement, implementation and monitoring, operations and maintenance. This is part of the capacity development effort directed towards strengthening the districts managing of the delivery and operation of services.

**Participatory Impact Monitoring:** As part of the process of developing mechanisms for upward public accountability community monitoring groups (CMGs) are established for all projects. The CMGs, together with the district engineers and successful contractors underwent a joint Participatory Impact Monitoring training in which they determine common indicators and milestones used as the basis for monitoring the delivery of the projects.

**Association of Local Government Authorities of Somaliland:** Capacity building support has been provided to the Association of Local Government Authorities of Somaliland, ALGASL (formerly known as SMA). The Association now has a clear constitution, by-laws and strategic objectives, as well as a work and personnel plan and budget. The Association's work is lead by an Executive Director and can hopefully play a role in the decentralization process in Somaliland in the future. The newly established contact with its Kenyan counterpart, ALGAK, is being seen as a possible link to form a basis of continued support.

**Urban Planning Manual for Somaliland:** With the endorsement of Ministry of Public Works Housing and Transport.

**Module on Asset Management** (in progress) for all three zones.

## The major capacity development initiatives that took place in 2010 were:

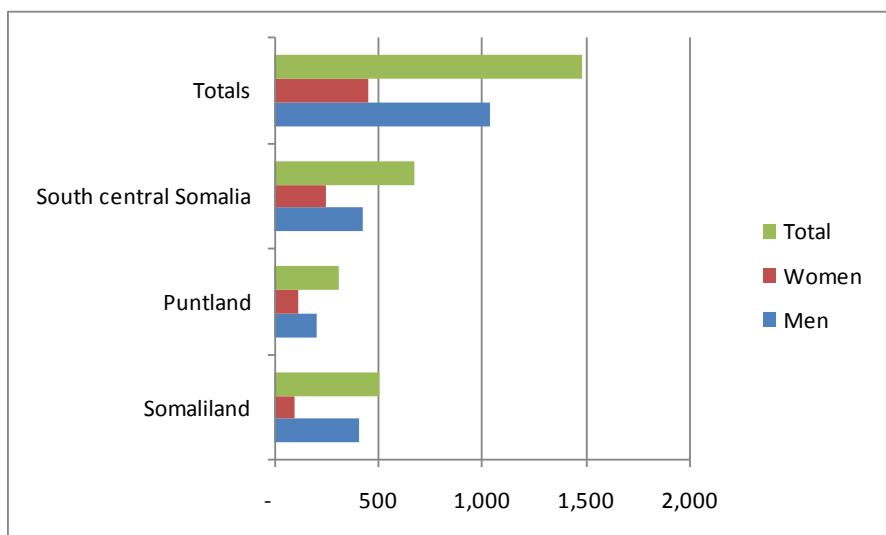
- Training of Trainers -Mogadishu Conflict Management Training held in Garowe
- Training of Mogadishu GIS Operators in Hargeisa.
- Conflict Management Training for District Leaders of target districts in Somaliland and Puntland and the 16 districts of Mogadishu plus the Bermuda area.
- Consolidated District Administration Workshop for Sub-project Mobilization in Mogadishu.

- Public, Private Partnership and Policy Dialogue (PPP) Workshop held in Garowe.
- All relevant civil servants in target districts trained on public expenditure management process.
- On the job coaching in all districts and all relevant central ministries.
- Workshops on Gender in Local Governance (Somaliland and Puntland) and Land Management (Puntland).
- Capacity building on urban physical planning was provided to Bossaso, Garowe, Hargeisa and Sheikh.
- Procurement and Implementation – both formal training and on-the-job mentoring targeting:
  - District Engineers, focusing on project management
  - Executive Secretaries, Procurement Officers, Heads of Departments, focusing on the local government procurement guidelines and procedures
  - Mayors and Councilors, providing an overview on local government procurement and their roles and responsibilities
- Training for fourteen Community Monitoring Groups (CMGs) from Bossaso and nine from Borama and Berbera in Participatory Impact Monitoring (PIM) for the short term projects identified in 2009.
- Refresher training in Participatory Impact Monitoring (PIM) for six TOTs conducted in Puntland for the community resource persons. The skills gained enabled them to monitor the progress made in implementation of projects being under taken and to hold the implementing party accountable.
- Twenty facilitators were trained in conducting Participatory Civic Education dialogues. These skills gained helped to promote dialogue among community members on issues such as transparency and accountability in the provision of quality social services.
- Ninety six community facilitators trained in conducting participatory dialogue sessions. Those trained included 36 each from the six JPLG target districts in Somaliland. This enabled them to reach other community members and stakeholders with civic education dialogues.
- Capacities of Community Monitoring Groups in Puntland and Engineers, Contractors, Local Council, and MOI representatives in Somaliland in the targeted JPLG districts were strengthened to enable them to monitor the 2010 projects.

In 2010, JPLG trained 1,486 people in Puntland, Somaliland and Mogadishu with 1,034 being men and 452 women (44%). The zonal breakdown of the training data is as follows:

	Men	Women	Total
Somaliland	409	99	<b>508</b>
Puntland	198	110	<b>308</b>
South central Somalia	427	243	<b>670</b>
<b>Totals</b>	<b>1,034</b>	<b>452</b>	<b>1,486</b>

Diagram 1: JPLG Training participant numbers 2010 by zone and gender



Below is more detailed training data:

**Table 3A:**

Training Data Somaliland															
NO	UN AGENCY (HOSTING FUNDING TRAINING)	TARGET GROUP				START DATE	FINISH DATE	# OF DAYS	# OF PARTICIPANTS			TITLE OF THE TRAINING	LOCATION OF TRAINING	TRAINING PROVIDER	COMMENTS
		DISTRICT	MINISTR	JPLG	Other				M	F	TOT				
1	UN-HABITAT	√			√	23-Jan-10	30-Jan-10	8	33	4	37	Conflict Management	Hargeisa	APD	
2	ILO	√	√			16-Feb-10	18-Feb-10	3	28	7	35	Procurement	Hargeisa	ILO	
3	ILO	√	√	√	√	21-Feb-10	24-Feb-10	4	20	5	25	PPP	Hargeisa	ILO	Other participants included: SHABBA (Borama Water Agency), Hargeisa Water Agency (HWA), Cesvi, PPP Private Partners from Puntland
4	UNICEF	√			√	21-Mar-10	23-Mar-10	3	24	3	27	Participatory Impact Monitoring	Borama and Berbera	UNICEF/STIPA	Trainees were District Councilors (Bor & Ber), contractors and representatives of the beneficiaries of the 9 Short term projects (5 in Bor, 4 in Ber)
5	UNICEF		√		√	04-Apr-10	07-Apr-10	4	20	6	26	Key Line Ministries Training	Borama and Berbera	UNICEF	Participants: MOE/MOH/MOW/MOI/MOF/MOEn/MOAg + councilors of Borama, Berbera, & Sheikh
6	UN-HABITAT	√			√	26-Apr-10	27-Apr-10	2	21	13	34	Urban Planning	Sheikh	UN-HABITAT	only sheikh
7	UN-HABITAT				√	27-Apr-10	06-May-10	10	2	1	3	TOT Gender Training	Hargeisa	UN-HABITAT	Training of three trainers who will provide Gender training in the six target districts
8	ILO	√				29-May-10	30-May-10	2	29	1	30	Procurement Overview Training	Hargeisa	CSI	
9	ILO		√			01-Jun-10	07-Jun-10	7	58	4	62	Procurement Training	Hargeisa, Sheikh and Burao	CSI & Amoud	
10	UN-HABITAT	√		√		10-Jul-10	15-Jul-10	6	25	8	33	Gender and Involvement of women in local Governance Training	Sheikh	APD	



11	UN-HABITAT	v		v		17-Jul-10	22-Jul-10	6	24	9	33	Gender and Involvement of women in local Governance Training	Borama	APD	
12	ILO	v				18-Aug-10	30-Aug-10	12	9		9	Engineers on-the-job training (BOQ Dev)	Hargeisa (Maansoor Hotel)	ILO	
13	ILO	v				23-Aug-10	30-Aug-10	7	5		5	Procurement Training for District Executive Officers	Hargeisa (Maansoor Hotel)	ILO	
14	ILO	v				23-Aug-10	27-Aug-10	4	6		6	Procurement Training for District Procurement Officers	Hargeisa (Maansoor Hotel)	ILO	
15	UN-HABITAT	v			v	09-Oct-10	14-Oct-10	6	24	8	32	Gender and Involvement of Women in Local Governance	Hargeisa (Imperial Hotel)	Ministry of Labor & Social Affairs	The Ministry Hired the Trainers
16	UN-HABITAT	v			v	16-Oct-10	21-Oct-10	6	22	8	30	Gender and Involvement of Women in Local Governance	Odweine (LG Conference Hall)	Ministry of Labor & Social Affairs	The Ministry Hired the Trainers
17	UN-HABITAT	v			v	22-Nov-10	27-Nov-10	6	22	9	31	Gender and Involvement of Women in Local Governance	Berbera	Ministry of Labor & Social Affairs	The Ministry Hired the Trainers
18	UN-HABITAT	v			v	28-Nov-10	04-Dec-10	6	22	8	30	Gender and Involvement of Women in Local Governance	Burao	Ministry of Labor & Social Affairs	The Ministry Hired the Trainers
19	UNICEF	v			v	06-Dec-10	10-Dec-10	5	52	8	60	Participatory Impact Monitoring	Barwaqo Hotel Burao	STIPA with YOVENCO	
20	UNICEF	v			v	11-Dec-10	15-Dec-10	5	41	7	48	Participatory Impact Monitoring	Ambassador Hotel Hargeisa	STIPA with YOVENCO	
	<b>Totals</b>								<b>487</b>	<b>109</b>	<b>596</b>				

Table 3B:

Training Data Puntland															
NO	UN AGENCY (HOSTING/FUNDING TRAINING)	TARGET GROUP					START DATE	FINISH DATE	# OF TRAINING DAYS PARTICIPANT				TITLE OF THE TRAINING	LOCATION OF TRAINING	TRAINING PROVIDER
		Villag	DISTRICT	MIN	JPL	Others			M	F	TOT				
1	UNDP		√	√	√	√	06/03/2010	07/03/2010	2	31	13	44	Review Workshop of the Training Materials	Garowe	UNDP
2	ILO		√	√			14/03/2010	14/03/2010	1	35	0	35	Validation Workshop of the Procurement Guideline	Garowe	ILO
3	HABITAT				√	√	21/02/2010	01/03/2010	8	4	0	4	TOT of Conflict Management	Garowe	HABITAT
4	UNICEF	√					14/03/2010	17/03/2010	4	13	8	21	Participatory Impact Monitoring Training	Bossaso	TADAMUN
5	UNHABITAT		√				24/04/2010	02/05/2010	9	28	7	35	Conflict Management Training	Galka'io	PIDAM
6	ILO		√	√	√	√	28/06/2010	29/06/2010	2	0	46	46	PPP Workshop	Garowe	ILO
7	UNICEF	√				√	03/08/2010	06/08/2010	4	16	9	25	PIM Training in Qardho District	Qardho	Tadamun
8	UNICEF	√				√	09/08/2010	12/08/2010	4	18	7	25	PIM Training in Galkaio District	Galkaio	Tadamun
9	UNICEF	√				√	05/08/2010	08/08/2010	4	14	11	25	PIM Training in Garowe District	Garowe	Tadamun
10	UNDP		√	√			11/08/2010	12/08/2010	2	23	2	25	Procurement Training, Model C	Garowe	KAALO
11	UNDP		√				21/08/2010	28/08/2010	7	16	7	23	Local Government Procurement Training	Garowe	KAALO
	<b>Totals</b>								<b>198</b>	<b>110</b>	<b>308</b>				

**Table 3C:**

<b>Summary Training for south central Somalia in 2010</b>						
<b>DESCRIPTION</b>	<b>LOCATION</b>	<b>DATES</b>		<b>PARTICIPANTS</b>		
		<b>From:</b>	<b>To:</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>
Training of Trainers for Mogadishu Conflict Management Training	Garowe	Feb-10	Feb-10	3	2	1
Training of Mogadishu GIS Operators	Hargeisa	3-Apr-10	13-Apr-10	2	2	-
Conflict Management Training for District Leaders	Shingani	27-Mar-10	4-Apr-10	35	19	16
Conflict Management Training for District Leaders	Hamarweyne	7-Apr-10	15-Apr-10	35	20	15
Conflict Management Training for District Leaders	Waberi	19-Apr-10	27-Apr-10	35	22	13
Conflict Management Training for District Leaders	Hodan	1-May-10	9-May-10	35	25	10
Conflict Management Training for District Leaders	Deynile	12-May-10	20-May-10	35	22	13
Conflict Management Training for District Leaders	Wadajir	24-May-10	1-Jun-10	35	21	14
Conflict Management Training for District Leaders	Hamar-jajab	5-Jun-10	13-Jun-10	35	20	15
Conflict Management Training for District Leaders	Dharkenley	16-Jun-10	24-Jun-10	35	20	15
Conflict Management Training for District Leaders	Hawl Wadaag	28-Jun-10	6-Jul-10	35	20	15
Conflict Management Training for District Leaders	Bondheere	10-Jul-10	18-Jul-10	35	26	9
Conflict Management Training for District Leaders	Wardhigley	21-Jul-10	29-Jul-10	35	23	12
Conflict Management Training for District Leaders	Karaan	2-Aug-10	10-Aug-10	35	25	10
Conflict Management Training for District Leaders	Heliwa	14-Aug-10	22-Aug-10	35	23	12
Conflict Management Training for District Leaders	Shibis	25-Aug-10	2-Sep-10	35	17	18
Conflict Management Training for District Leaders	Yaqshid	06-Sep-10	15-Sep-10	35	20	15
Conflict Management Training for District Leaders	Bermuda area	02-Oct-10	10-Oct-10	35	24	11
Conflict Management Training for District Leaders	Abdi-Aziz	20-Sep-10	28-Sep-10	35	25	10
Consolidated District Administration Workshop for Subproject Mobilizat	Mogadishu	15-May-10	17-May-10	70	51	19
<b>Total Number of Training and Workshop Participants:</b>				<b>670</b>	<b>427</b>	<b>243</b>

## Development of the Local Development Fund (LDF)

The Local Development Fund mechanism, a predictable performance-based fiscal transfer modality of resources made up from the national budget, districts' own resources and external resources through the JPLG to local governments will commence from 2011 replacing the District Basket Fund mechanism. The objective is to ensure sustainable financing for local development, develop capacity and act as an incentive for local government reform. This fund will build on the existing fund transfer and management mechanism, the district basket fund. The district basket fund has been a flat budget allocation to each target district of USD 100,000 which JPLG introduced in 2009.

The design of the LDF progressed well in 2010 and it is ready for execution in 2011 in Somaliland and Puntland. The guidelines for its establishment in Somaliland and Puntland have been discussed and agreed to between the Ministries of Finance, Interior and Accountant Generals in the respective locations. This has led to the development of the Memoranda of Understanding to be signed between UNCDF and the key national entities in both Somaliland and Puntland which describe the commitments from each entity in the implementation of the LDF. These guidelines have been further developed into training materials on the LDF and training will take place in early 2011 for all districts. In addition the first assessments of the minimum conditions of access to the LDF were undertaken by an external assessor in the last quarter of 2010 in all ten target districts in Somaliland and Puntland.

## Policy progress

**The decentralization policy principles** have been agreed to in all three zones by the respective Ministries of Interior. In Puntland and Somaliland, these have also been discussed and agreed to by the relevant sector ministries. These principles will form the basis of the decentralization strategic framework and implementation plan to be developed in 2011. The principles put forward by the governments and agreed on in all zones are as follows: subsidiarity, accountability, transparency, effective local governance and equal opportunities for men and women.

- “Subsidiarity” may be defined as the idea that a central authority should have a subsidiary function, performing only those tasks, which cannot be performed effectively at a more immediate or local level. A precondition for pursuing subsidiarity is that the local government is accountable in its operations.
- “Accountability” should be pursued at two levels: (1) between local governments (LGs) upwards towards the region and the central government, and (2) downwards between the citizens and the LGs serving them.
- “Transparency” is –similar to accountability– a cross-cutting issue. It furthermore relates directly to accountability as enhanced transparency enables accountability by informing higher and lower level accountability links of the processes undertaken by the LGs and thus the extent to which they meet their requirements as well as commitments made.

To meet all of the above principles as well as to contribute to poverty reduction at local level, the local governments must be capable and effective in their service delivery provision. Consequently, policy options will be assessed against the probability of the given option of enhancing the effectiveness of local

governments. The effectiveness can largely be contributed to a combination of the capacity and efficiency of the local governments.

The final principle agreed on is aimed at developing LGs that provide “equal opportunities” for all including men and women, disabled or other segments of society that may be marginalized. Once the policy options are developed in 2011, they will be assessed to ensure they are in line with these basic principles.

**A draft Mogadishu City Law** (formerly known as the Mogadishu City Charter) was completed in 2010. This law is rights based and describes what the citizens can expect from the city and vice versa. The team that drafted the law ensured constant consultation with the Draft Consultative Constitution team to ensure complementarity with the draft constitution. The further development of this Law will continue in line with the constitution in 2011; this will involve consultation to ensure that the law meets the expectations of those residing in Mogadishu.

**Also Municipal Finance roadmaps** were finalized for Somaliland and Puntland.

**Land policy and land law:** In both Somaliland and Puntland agreements of cooperation were signed with the Ministries of Public Works. In Somaliland the Ministry established a Land Reform Secretariat, constituted a Land Policy Technical Committee to prepare the draft land policy and constituted a Land Law Reform Advisory Group to recommend amendments to urban land management law. A final policy discussion paper and the action plan for land policy formulation process were finalized. Support was also provided to the Hargeisa Land Dispute Tribunal. In Puntland a land reform secretariat was established, and the land policy technical committee was constituted to prepare the outline land policy, further an inter-ministerial committee on urban land law is in place to prepare recommendations for an urban land law reform process.

**Following the ministerial endorsement of the local procurement** guidelines in Puntland, the target districts established the basic procurement structures such as procurement officers were nominated and tender committee established. In Somaliland, following directive from the Ministry of Interior, the target districts appointed procurement officers and established tender committees. All ten target districts embarked on the procurement for the 2010 investments as per the local government procurement guidelines such as they all prepared procurement plans, conducted open tendering processes culminating in the award of contracts at the end of year.

**Orientation workshops on the draft Public Private Partnerships Policy framework** and tool kit on how to initiate and manage PPPs were undertaken for stakeholders including the representatives from MOI, Mayors, Councilors, district council staff, private sector representatives. Representatives from TFG Ministry of Interior and Benadir Administration participated in these workshops.

**Sector study assessments** of the current framework for functional assignment in the roads and solid waste management (SWM) sectors in Somaliland and Puntland were carried out and findings presented providing a cursory overview of the current arrangements and basis for further detailed work to be

undertaken in 2011. The findings were shared with the team working on the decentralization policy options. Further discussion and work on these sectors will be continued to detail unbundling, functional assignments, costing and staffing requirements to delivery specific functions in 2011.

**Health and Education Sector studies** terms of reference were developed with inputs received from key stakeholders including the Puntland Director Generals of Health and Education and UNICEF sections among others. The TORs were advertised and applications were received from potential consultants. Identification of the consultants to undertake the studies are under way. The water and sanitation (WASH) sector TORs have also been discussed and approved by the WASH Director General and UNICEF WASH section and are in the process of being advertised to help in identifying a consultant to undertake the study.

### **District Council Project implementation in 2010**

All target districts received support in the design and procurement of the 2010 investment projects which ended in the award of contracts to contractors. This involved on-the-job support in the preliminary surveying and data collection from all project sites, followed by an intensive on-the-job training to prepare the project design, preparation of the bill of quantities (BOQs) and tender documents and finally the advertising. Further on-the-job training was provided in the tender evaluation and finally the contract preparation and award.

**Completion of 2009 investment projects:** Works on all of the nine 2009 projects in Somaliland were completed and the projects handed over to the district councils during 2010. All five projects in Borama are operational; while in Berbera two of the four projects were still not operational and these are the Hamas Health Post – where the District Council is following up on an agreement with the Ministry of Health to provide the necessary medical personnel and provisions to enable the health centre operation; also the Burao Sheikh fish market which was rehabilitated and still requires electricity, water supply and sanitation facilities, fans and a perimeter fence to become operational. These additional works continue to be undertaken under the 2010 annual work plan and budget to operationalise the market.



2009 completed investment project - water supply in Burao Kibir, Berbera

The District Development Frameworks (DDF) were finalized for all ten target districts<sup>11</sup> during the first quarter of 2010; the process was extended by three months in order to include a more extensive community consultation process. The Annual Investment Plans and Budgets were developed during the second and third quarters of 2010 with the JPLG team and the service providers coaching the districts on how to prioritize service delivery projects using selection criteria. After this first round of selections for 2010, the criteria were further refined using lessons learnt to ensure the priorities were part of the District Development Framework and addressed the critical service delivery priorities. This new procedure was used at the end of 2010 in the formation of the 2011 Annual Investment Plans.

**District Council projects for 2010:** Project approval forms were developed during 2010. These forms form the basis of information for the project to proceed considering the issue of sustainability through considering environmental impact, community approval, sector approval and the setting up of an operations and maintenance plan. Land ownership documents also have to be provided as part of this set to ensure that the land is public land owned by the council before any infrastructure works begins. These forms have to be completed for each project prior to the procurement cycle commencing.

**Somaliland investment projects:** The projects which were being implemented or procurement process started by district councils by the end of 2010 have an estimated number of **618,782 beneficiaries** in the following projects:

**In Borama District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
Health Post	2000	8450.43
Box Culvert	2500	22,849
Construction of Water Berket	1900	10,407.75
1600m Gravel Road	120,000	31,221.75
Construction of Water Berket	Tbc	10,841.47
Construction of Water Tank	2500	10,942.68
<b>TOTALS</b>	<b>128,900</b>	<b>94,713.08</b>



Construction of Berket in Borama

<sup>11</sup> The ten target districts are in Somaliland: Berbera, Borama, Hargesia, Burao, Sheik and Odweine and in Puntland: Garowe, Bossaso, Gardo and Galkayo.

### In Berbera District:

Project	Estimated No. Beneficiaries	Contract Price in US\$
Water System in Beyodhadher	900	28,426
Construction of Market	7500	19,373.40
Health Centre	1,518	Not available (re-advertised)
Drainage System	6,000	31,632.40
<b>TOTALS</b>	<b>15,918</b>	<b>79,432</b>



Construction of side drain in Berbera

### In Hargeisa District:

Project	Estimated No. Beneficiaries	Contract Price in US\$
Health Centre	13,000	13,985.87
Health Centre	8,000	14,771
Road and drift	12,000	43,436.58
Shallow well	1,200	Not available (re-advertised)
Police Post	40,000	23,037.73
<b>TOTALS</b>	<b>74,200</b>	<b>95,231.18</b>



Construction of a drift in Hargeisa

### In Sheikh District:

Project	Estimated No. Beneficiaries	Contract Price in US\$
Water Tank	9000	36,667
Health Post	920	10,871.75
Gravel Road	1280	17,826.98
Water Tank Construction	1500	15,826.57



<b>TOTALS</b>	<b>12,700</b>	<b>81,192</b>
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Health Post under construction Sheikh

**In Burao District:**

<b>Project</b>	<b>Estimated No. Beneficiaries</b>	<b>Contract Price in US\$</b>
Road	114,965	26,721.90
Vet Post	5,400	15,082.41
Construction of Berket	3,249	11,937.45
Health Post	3,000	13,985.87
Road	3,150	14,084.62
Livestock Market Shade	200,000	6806
Burao district office	Tbc	45,555
<b>TOTALS</b>	<b>329,764</b>	<b>134,173.25</b>



Livestock Market Shade in Burao

### In Odweine District:

Project	Estimated No. Beneficiaries	Contract Price in US\$
Construction of Berket	21,000	12,106.57
Goandale Health Post	3,700	10,144.89
Construction of Berket	20,000	12,536.89
Primary School Extension	3,600	16,162
Hospital Equipment	9,000	Not available (postponed)
<b>TOTALS</b>	<b>57,300</b>	<b>50,950.35</b>



Primary School Extension under construction - Odweine

**Puntland investment projects:** The prioritized projects which were being implemented or procurement process started by district councils by the end of 2010 have an **estimated number of 218,848 beneficiaries** in the following projects:

### In Bossaso District:

Project	Estimated No. Beneficiaries	Contract Price in US\$
Rehabilitation of gravel road	26,418	48,630.30
Construction of 15 bus stops	33,000	22,594.80
Bossaso Mol sub-office	TBC	36,987
<b>TOTALS</b>	<b>59,418</b>	<b>108,212.10</b>



Gravel Road Bossaso



Bus stop Bossaso

### In Garowe District:

Project	Estimated No. Beneficiaries	Contract Price in US\$
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Rehabilitation of Global gravel road	12,800	14,869.87
Rehabilitation of Gureye gravel road	14,518	17,528.67
Rehabilitation of Eng. Khalid gravel road	15,260	19,430.40
Rehabilitation of Al-Nassar gravel road	16,423	17,388.20
Rehabilitation of Bulsho gravel road	11,118	16,029.63
<b>TOTALS</b>	<b>70,119</b>	<b>85,246.77</b>



Bulsho Gravel Road after construction



Gureye Gravel Road after construction

**In Gardo District:**

Project	Estimated Beneficiaries	No.	Contract Price in US\$
Rehabilitation of Gardo Hospital gravel road	tbc		9465.10
Construction of Gacan Libah Clothes market)	2,400		15,569.18
Construction of Gacan Libah Milk market	2,400		10,800.90
Construction of Gacan Libah Vegetable market	2,400		7,059.14
Construction of Wadajir Market Shelter	3,281		17,643.98
Construction of Health post	350		9,375.22
Construction of Health post	480		9,375.23
<b>TOTALS</b>	<b>11,311</b>		<b>85,246.77</b>



Hospital Road during construction



Clothes Market Construction

### In Galkayo District:

Project	Estimated No. Beneficiaries	Contract Price in US\$
Rehabilitation of Galkayo Stadium	6,000	28,753.40
Rehabilitation of Galkayo Airport Road	72,000	50,287.90
<b>TOTALS</b>	<b>78,000</b>	<b>79,041.30</b>



Galkayo Stadium Construction

**Mogadishu:** The projects which were being implemented or procurement process started in South-Central Somalia by district councils during 2010 have an **estimated number of 160,040** beneficiaries in the following projects:

### In Hamarweyne District:

Project	Estimated No. Beneficiaries	Contract Price in US\$
District Office	45,000	21,768
Sporting grounds for youth	15,000	22,852
<b>TOTALS</b>	<b>60,000</b>	<b>44,620</b>



Hamarweyne Sporting Grounds construction



Hamarweyne District Office

**In Daynile District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
Sheikh Anoole primary & secondary school Rehabilitation and expansion	2,200	17,852.60
<b>TOTALS</b>	<b>2,200</b>	<b>17,852.60</b>



Sheikh Anoole Primary and Secondary School Daynile District

**In Wadajir District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
Medina meat market phase II	12,500	23,712.50
<b>TOTALS</b>	<b>12,500</b>	<b>23,712.50</b>



Medina Meat Market

**In Dharkeynley District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
District Office	10,000	22,505
District Court & Judiciary Offices	10,000	23,585
<b>TOTALS</b>	<b>20,000</b>	<b>46,090</b>



Dharkeynley District Office



Dharkeynley Court and Judiciary Offices

**In Hamar Jajab District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
Sporting grounds for youth	18,000	24,030
<b>TOTALS</b>	<b>18,000</b>	<b>24,030</b>



Hamar Jajab Sporting Grounds for Youth

**In Waberi District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
Women's vocational centre	2,200	16,245
Tuberculosis clinic	2,640	23,645
<b>TOTALS</b>	<b>4,840</b>	<b>39,890</b>



Tuberculosis Clinic



Women's vocational centre

**In Wardhigley District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
Ex-Livestock market, <i>Phase I and Phase II</i>	7,500	42,208
<b>TOTALS</b>	<b>7,500</b>	<b>42,208</b>



Wardhigley Ex-Livestock Market construction

**In Hawl Wadaag District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
Vegetable section of Bakara market	10,000	23,432
<b>TOTALS</b>	<b>10,000</b>	<b>23,432</b>



Vegetable Section of Bakara market

**In Shingaani District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
District Office	25,000	22,952
<b>TOTALS</b>	<b>25,000</b>	<b>22,952</b>



Shingaani District Office

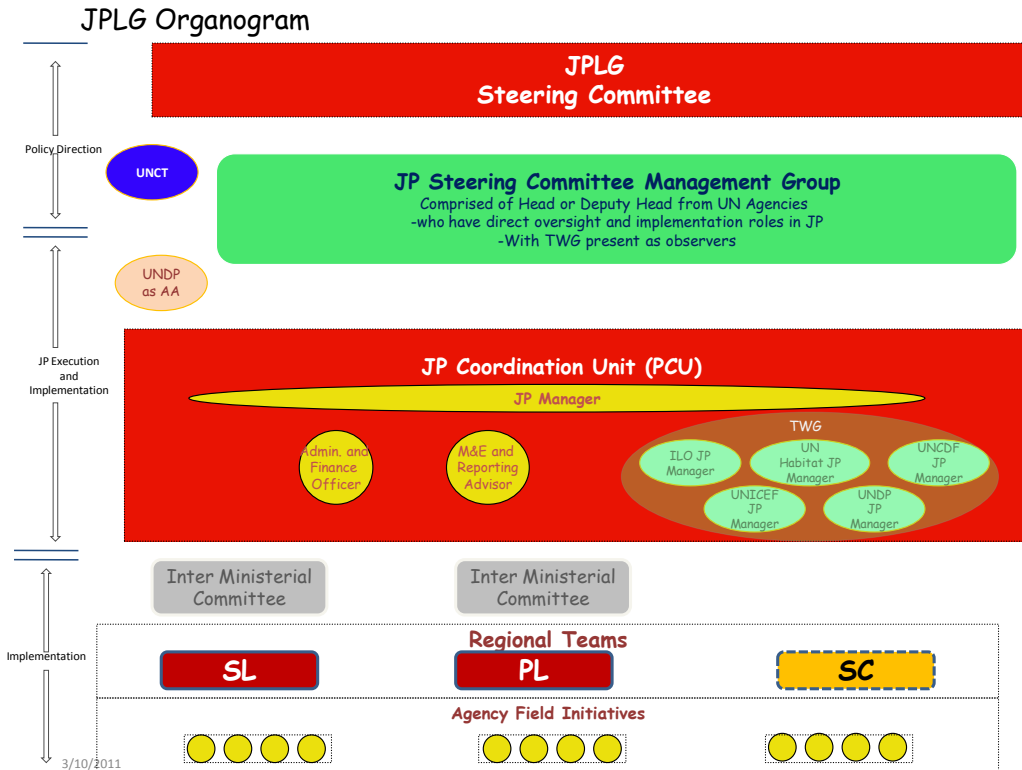
The four final projects, in Heliwaa, Yaqshid, Waberi and Wadajir will be reported in the first JPLG quarterly report for 2011.



## ANNEX 4: JPLG JOINT MANAGEMENT STRUCTURE

The JPLG consists of five participating UN Agencies: UN-Habitat UNDP, UNICEF, ILO and UNCDF and has a Programme Coordination Unit (PCU) with a Senior Programme Manager. A copy of the JPLG organigram follows:

Diagram 2 – JPLG Organigram



**ANNEX 5: MIS SAMPLE FROM WWW. JPLG.ORG OF DISTRICT COUNCIL  
PROJECT STATUS IN PUNTLAND**

Region	District	Village	Code	Description	Sector	Beneficiaries	Signed On	Contractor	Amount	Paid Amount	Progress %
NUGAL	GAROWE	Wadajir	PL/NUG/GAR/WAD/10/001	Garbage Collection Point	Sanitation	16,125	24-Apr-2010	Al Najah Company	5,291.30	1,950.12	100%
NUGAL	GAROWE	Waberi	PL/NUG/GAR/WAB/10/002	Garbage Collection Point	Sanitation	22,100	24-Apr-2010	Gedeste Company	5,125.72	4,613.15	100%
NUGAL	GAROWE	Hodan	PL/NUG/GAR/HOD/10/003	Community center	infrastructure	11,980	24-Apr-2010	Ayaanle Company	12,557.00	11,300.58	100%
NUGAL	GAROWE	Kalabayr	PL/NUG/GAR/KAL/10/004	Community Market Place	Infrastructure	3,160	24-Apr-2010	Ayaanle Company	11,972.00	10,774.80	100%
NUGAL	GAROWE	Reebanti	PL/NUG/GAR/REB/10/005	Health Post	Health	1,244	24-Apr-2010	Geomatic Company	15,806.50	5,747.32	100%
NUGAL	GAROWE	Uun	PL/NUG/GAR/UUN/10/006	Health Post	Health	585	24-Apr-2010	Gedeste Company	16,283.72	14,655.35	100%
BARI	BOSSASSO	Hafatul Arab	CON/UN-HAB/2010/002	MoI Office Building	Infrastructure		01-Feb-2010	Al Najax Construction Company	36,987.35	36,987.35	100%

## ANNEX 6: JPLG VFM EXAMPLE FROM A COMPARATIVE SAMPLE OF DC PROJECT TYPE

Below find comparisons of the same type of projects and their unit costs (by example of health posts) in JPLG for 2009 and 2010. These can be related to the economy parameters unit costs and procurement (the project cost amounts below are contract amounts). A first look at the productivity measure (efficiency) shows that projects with a large number of beneficiaries have lower unit costs. However it is also important to put health facilities of a smaller scale in rural areas where the population is lower but people also are vulnerable.

An analysis of the BOQs will be important to do as well as to ensure the sizes are comparable. This will be done in the 2011 quarterly reports.

Regarding the effectiveness parameters (leverage/replication and theory of change) this will also be addressed more in detail by the JPLG Outcome Evaluation Team.

Location	Type of Project	Number of Beneficiaries	Project Cost	Unit Cost per Beneficiary	Year
Hamaas /Berbera-Somaliland	Health Post	690	7,510.42 USD	10.88 USD	2009
Garbaharey/Borama-Somaliland	Health Post	2000	8,450.43 USD	4.22 USD	2010
War Imran/Burao-Somaliland	Health Post	3000	13,985.87 USD	4.66 USD	2010
Quundhale/Odweine-Somaliland	Health Post	3700	10,144.89 USD	2.74 USD	2010
Ahmed Dhagah/Hargeisa-Somaliland	Health Center	13000	13,985.87 USD	1.08 USD	2010
Masale (M. Haybe)/Hargeisa-Somaliland	Health Center	8000	14,771.47 USD	1.85 USD	2010
Agarey/Sheikh-Somaliland	Health Post	920	10,871.75 USD	11.82 USD	2010

## ANNEX 7: JPLG 2010 RESULTS AGAINST LOG-FRAME

### Outcome 1.1. Local government policy, legal and regulatory framework in the three zones of Somalia initiated.

(By Agency)	Outcome 1.1./2010
UN-HABITAT	<p><b>Somaliland</b></p> <p><u>Land policy and Land Law</u>            Under the Agreement of Cooperation with Ministry of Public Works, the Ministry established a Land Reform Secretariat, constituted a Land Policy Technical Committee to prepare the draft land policy and constituted a Land Law Reform Advisory Group to recommend amendments to urban land management law. As part of the agreement, Land Reform Secretariat Coordinator and Administrative and Finance Assistant recruited.</p> <p>A land policy/land law workshop held in April 2010, with the following outputs:            -Final land policy discussion paper, to facilitate public awareness and consultation campaigns.            -Action Plan for Land Policy formulation process, final Urban Land Management Law 'Issues and Options' paper and an Action Plan for Land Law reform process to guide work of the Land Reform Secretariat towards respective final policies and laws</p> <p><u>Hargeisa Land Dispute Tribunal</u>            The Tribunal, which was set up in Hargeisa in 2009, receives operational support as part of the current agreement of cooperation with MoPW. Between January and October 2010, 55 cases were handled by the Tribunal.</p> <p><u>Planning Standards &amp; Building Codes</u>            Final stakeholder consultations for finalization of <b>Planning &amp; Building Codes and Standards</b> completed by Policy-makers meeting and an Expert Group meeting in April 2010 before translation and printing and training delivery.</p> <p><u>Hargeisa City Charter (HCC)</u>            After the final Hargeisa City Charter workshop held in Hargeisa, the HCC bill was tabled and debated in House of Representatives in May 2010. The Charter was not approved in the Parliamentary Session. Proceedings from the debate have been translated and steps ahead being defined.</p> <p><u>Municipal Finance Policy</u>            Kindly refer to outcome 1.3</p> <p><b>Puntland</b></p> <p><u>Land policy and Land law</u>            After a Land Conference was held in Garowe in 2010, an Agreement of Cooperation was signed with the Ministry of Public Works and Transport for coordination of land policy and land law reform activities. The Agreement includes i) construction of a new land reform secretariat building and establishment of land reform secretariat; ii) constitution of a land policy technical committee to prepare outline land policy, and iii) constitution of an inter-ministerial committee on urban land law to prepare recommendations for an urban land law reform process.</p> <p>The Secretariat Coordinator is being recruited to manage consultative processes to finalize Land Policy formulation and Land Management Law drafting during 2011. An Administration and Finance Assistant was recruited.</p>



Puntland – Land Secretariat MoPW

Construction of the new Land Secretariat Building at the Ministry started towards the end of August and was completed towards the end of October. Furniture and equipment has been provided, and both the DG of MoPW&T and the Land Secretariat have moved into their new offices.

Planning Standards and Building Codes

Discussions with MoPW on Planning Standards and Building Codes concluded that:

- MoPW will review the recently completed Planning Standards and Building Codes for Somaliland with a view to adapting them for application in Puntland
- Meanwhile, JPLG to support MoPW urban development requirements by (i) submitting all building plans for JPLG-sponsored construction to MoPW for approval

Garowe City Charter

It was agreed at the second quarterly JPLG workshop that, in the continued absence of any indication as to whether or not Garowe local authority or MoI is desirous of a special local government law for the capital city, this question should be left to the new Puntland constitution.

Municipal Finance Policy

Kindly refer to outcome 1.3

UNDP

**All zones:**

- Principles for decentralization were drafted by the Ministry of Interiors in all zones and agreed on by relevant sector ministries
- Quarterly workshops were conducted with stakeholders in all zones and the JPLG agencies during the reporting period with agreement reached on readjustments of activities.
- The Ministry of Interior has been capacitated through provisions for payment of consultancy fees for technical assistance and other operation costs to help the Ministry to meet its mandate and fulfill its obligations towards districts through the letter of agreement mechanism.

**Somaliland**

- Report developed on institutional and administrative strengthening of district councils.
- Financial management consultant hired for strengthening of the financial monitoring by the Office of the Auditor General in line with work plan.
- Gender audit carried out with Ministry of Family Affairs and Social Development.
- A financial audit process started in collaboration with the Somaliland Office of the Auditor General including initial training and field missions with support from SIDP but the consultant did not honor the agreement and the consultancy therefore has been re-advertised.
- The Ministry of Family Affairs and Social Development has been capacitated through provisions for payment of consultancy fees for technical assistance and other operation costs to help the Ministry to meet its mandate and fulfill its obligations through the letter of agreement.

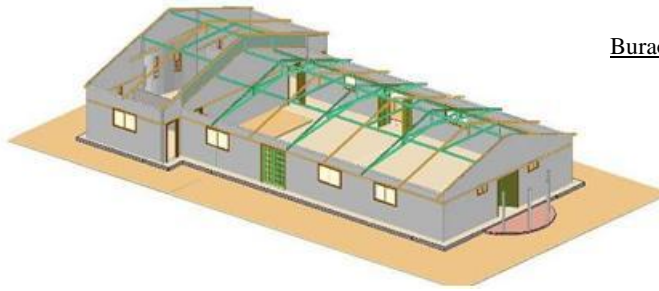
**Puntland**

- Local governance focal points/consultants hired at the district level.
- Gender audit carried out with Ministry of Women Development and Family Affairs.
- A conference to promote women’s’ role in peace building was organized by a group of women activists with the support of JPLG and MOWDAFA. This event brought women from all three zones of Somalia to discuss and learn from each other.

	<p>- The Ministry of Women Development and Family Affairs has been capacitated through provisions for payment of consultancy fees for technical assistance and other operation costs to help the Ministry to meet its mandate and fulfill its obligations at the sub national level through the Letter of agreement.</p> <p><b>South central Somalia</b></p> <p>-Mogadishu City Law drafted by the Mogadishu City Law team with extensive engagement with the Ministry of Interior.</p> <p>- A conflict analysis and situational analysis were carried out for Adado and Hamar Weyne. Based on these assessments it was agreed to start Phase II activities in Adado and to develop a concept of working in all sixteen districts in Mogadishu. This roadmap for Mogadishu is based on increasing the capacity development and service delivery activities within all sixteen districts rather than concentrating on one district. This approach will start in the last quarter of 2010.</p> <p>-An agreement reached with MOI/TFG on principles for the policy options for decentralization.</p>
ILO	<p>The local government procurement guidelines developed and approved by the Ministry of Interior Somaliland and Puntland were followed by the procurement of the 2010 investment projects. The guidelines are aligned to the national procurement law currently being reviewed under the UNDP/World Bank Public Financial Management reform effort.</p> <p>Orientation workshops were held on the draft Public Private Partnerships Policy framework and tool kit on how to initiate and manage PPP for local service delivery.</p>
UNCDF	<p>UNCDF has initiated the key process for the development of fiscal transfer system for Somalia through the establishment of a Local Development Fund (LDF) for Puntland and Somaliland. The necessary guidelines have been provided for the selection of district, determination of allocation, funds flow and reporting. The hallmark being ensuring planned investment, transparency and accountability for local government resources.</p>
UNICEF	<p>The Health and Education Sector studies Terms of Reference to provide guidance and facilitate decentralization were developed with inputs received from key stakeholders including the Puntland Director Generals of Health and Education and UNICEF sections among others. The TORs were advertised and applications were received from potential consultants. Identification of the consultants to undertake the studies are under way. The WASH sector TORs have also been discussed and approved by the WASH DG and UNICEF WASH section and are in the process of being advertised. The study findings and recommendations will feed into the development of decentralization policy options. The Sector Studies in PL will be conducted in the first quarter of 2011. In SL, the Sectors studies in Health, Education and WASH are planned to take place in 2011. Discussions have been initiated with the UNICEF Health, Education and WASH sections. In addition, further discussions have been planned with the line Ministries- Health, Education and WASH in the first quarter.</p>

### Outcome 1.2. Up to 24 districts have legitimate Councils established and operational in selected locations

(By Agency)	<b>Outcome 1.2./2010</b>
UN-HABITAT	<p><b>Somaliland</b></p> <p><b>Office rehabilitations:</b></p> <p><b>Burao District Council Offices:</b> In collaboration with Burao District Council, a public tender process was completed in September, and a contract with a value of US\$ 45,555 was awarded to Urban Construction Company. Works started on 1<sup>st</sup> December with a ground breaking ceremony, in the presence of the DG of Mol, the Mayor and representatives of the Burao Council and Local Government. The scope of works includes a new council meeting hall, sanitary facilities, and a general upgrading of the municipal premises. The duration of the contract is 4 months, and works are expected to be completed by 31 March 2011. Progress has been according to schedule, with 30% completion by the end of December 2010. At the request of the Mayor, a number of minor variations and improvements have been incorporated; the additional cost of approximately \$4,000 will be covered by Burao Municipality.</p>



Buraao – New DC Office design

**Sheikh District Council Offices:** The tender process for the rehabilitation and expansion of the Sheikh Local Government Offices was launched in December 2010, with the Bid opening scheduled for January 2011. The estimated cost for the subcontract is US\$ 24,322, and works will be carried out over a period of 3 months from March 2011 to end May 2011.

Sheikh – New DC Office design



#### **Ministry of Labour and Social Affairs**

Following the merger of the former Ministry of Labour and the Ministry of Family Affairs and Social Development in mid 2010, the UN JPLG was requested for assistance in office upgrading by the new Minister of Labour and Social Affairs. Since the Ministry is an important actor in the implementation of gender training and other related components of the programme, it was agreed that the proposed expansion would be implemented under the UN JPLG in 2011. A preliminary engineering assessment was conducted, and a site plan and tentative scope of works was drawn up in August. The activity has been included in the JP work plan and budget for 2011; the estimated project cost is US\$ 42,000.

#### **Hargeisa District Offices**

Decentralized District-level billing and payment systems will be piloted in Hargeisa in 2011. District Offices need to be prepared for this enhanced role in revenue collection. Assessments have been carried out at 5 existing DOs, and plans have been developed for the installation of payment counters and billing offices, together with minor additional office improvements in readiness for the proposed change. This new activity has also been included in the JP work plan and budget for 2011; estimated costs is 5 x 12,000 = US\$ 60,000. Following the recent addition of 3 new Districts, additional budget may have to be set aside to establish new district revenue offices.

#### **Puntland**

##### **Office rehabilitations:**

**New Bossaso Sub-Office for Puntland Ministry of Interior:** Construction started on 1<sup>st</sup> February, and was completed on schedule by the end of April 2010. Following the procurement of prioritized furniture and equipment items, the new building was formally handed over and inaugurated during a festive ceremony on 20 June, in the presence of MoI officials and other Puntland Central and Local Government dignitaries, UN JPLG staff and representatives from other UN Agencies, and members of the local press. Sub-project costs were US\$ 36,987 for construction works, plus \$12,083 for furniture and equipment (including a generator delivered in January 2011).



Bossaso – MOI sub office

**Bossaso District Council Offices:** The tender process for the rehabilitation and expansion of the Bossaso Government Offices was launched in December 2010, with the Bid opening scheduled for January 2011. The estimated cost for the subcontract is US\$ 55,092. Works will be carried out over a period of 4 months from March to end June 2011.



Bossaso – New DC Office design

**Galkayo District Council Offices:** A first assessment of the status and the possible scope of works at the Galkayo District Council offices was carried out in July 2010, while a more detailed engineering assessment was conducted in December. Conceptual designs have been prepared for 2 options: i. Rehabilitation and improvement of the existing building, and ii. Relocation of the Local Government offices and construction of new buildings. The Galkayo District council has been requested to indicate preference and identify a suitable alternative location if their preference is for Option ii.

**Garowe District Council Offices:** A request has been received to provide a small extension for the Garowe Local Government Offices, in order to provide adequate space for the GIS/database revenue office. The proposed expansion is currently under review, and will be discussed with Garowe Municipality during the first quarter of 2011. It should be noted that UN-HABITAT implemented an overall rehabilitation and expansion of the same building in 2005, while space requirements appear to have been adequately met.

#### **South central Somalia**

Rehabilitation of the Hamarweyne, Dharkenley, Waberi and Shingani District Offices were completed. Improved facilities have been handed over to the District Administrations during colorful opening ceremonies.





Hamar Weyne DO Opening Ceremony



Shingani DO Opening Ceremony



Dharkenley DO Opening Ceremony

Refer to section 3.5 for Mogadishu District Sub-projects implemented within UN JPLG framework (outcome 1.5).

A request has been received to upgrade the temporary offices of the Benadir Local Government. Site visits were carried out in August and October by the UN-HABITAT national engineer, in the presence of the Vice Mayor. The LG offices are located inside the Ministry of Justice building, in the Hamarweyne District of Mogadishu. Improvement works have been incorporated in the UN JPLG work plan for 2011, and are expected to be completed by November 2011, budget provisions permitting.

A preliminary assessment has also been carried out on the status and required rehabilitation work at the old colonial Benadir Regional Administration building. Due to its large size, this rehabilitation would need considerable investment as well as technical expertise including on architectural heritage preservation, to be undertaken.

UNDP

**Somaliland**

- DDFs and Resource Framework, Resource Forecast and Annual Work Plans completed and approved in 6 target districts.
- Establishment of eligible bidders for provision of equipment completed in line with work plan (MOI will use list of eligible bidders established by UNDP).
- MOI established equipment needs for the district councils but selection of bidder delayed to Q2.
- Coaching carried out in Somaliland in 2010 which included training the six Executive Secretaries on meeting management. Inter departmental meetings are now held weekly in each of the six districts. The district organization structures have also been clarified to allow for the development of a clear reporting structure.
- Annual Investment Plans completed for 2011 projects using new project selection criteria that was developed.
- MOI Office building construction phase I completed and BOQ for phase II advertised.
- The JPLG target districts and the Ministry of Interior have completed the assessment for equipment needs. The Ministry of Interior has selected the contractor following international procurement procedures and with assistance and training from UNDP.
  - Procurement committee set up by MOI in order to process the equipment procurement.

	<ul style="list-style-type: none"> <li>- BOQ for MOI office renovation drafted and advertised. Contractor selected to carry out work in 2011.</li>   <li>- All training modules for Somaliland were reviewed with stakeholders, in order to improve the content and ensure better targeting of the training.</li> <li>- The training modules for Monitoring and Evaluation, Local Development Fund and Basic office administration have been completed.</li> <li>- Training modules 1-4 reviewed in a work shop in Hargeisa in March in line with work plan.</li> <li>- Procurement training module (module 5) completed (technical assistance from ILO, contacting of consultant by UNDP) in line with work plan.</li> <li>- Draft of M&amp;E training modules (module 6) completed in line with work plan.</li> <li>- Training modules 1-4 reviewed in a work shop in Hargeisa in March in line with work plan.</li> <li>- Draft of M&amp;E training modules (module 6) completed in line with work plan.</li> <li>- All training modules have been made gender sensitive.</li> <li>- The Annual Work Plan for 2010 has been approved and validated by the communities and all project approval forms, including agreements with the sector ministries, community verification of the project, an operations and maintenance form, environmental assessment and land ownership documents, have been signed. There is a list of 29 service delivery projects that the project approval sheets have been completed for. This includes: six roads; eleven water projects; one veterinary post; eight health related projects; one market; one community centre and one school. In addition to the project approval forms, detailed bills of quantity have been developed with a more concrete estimate of the cost and the work plan assessed to see if all the necessary resources are available.</li> </ul> <p><b>Puntland</b></p> <ul style="list-style-type: none"> <li>- MOI Office renovated.</li> <li>- DDFs, Resource Frameworks and AWPB completed for all four target districts and translation of documents started.</li> <li>- Annual Investment Plans completed for 2011 projects using new project selection criteria that was developed.</li> <li>- The JPLG target districts and the Ministry of Interior have completed the assessment for equipment needs. The Ministry of Interior procured the equipment following international procurement procedures and with assistance and training from UNDP.</li> <li>- The Ministry of Interior and Ministry of Women Development and Family Affairs have been supported to carry out mobilization seminars in districts prior to the district selection process. The aim of these seminars was to promote more women in the district councils as well as work with the communities on the criteria for selection for the councilors. Councils were selected in Jariban, Gardo, Garowe and Burtinle. There are now 4 women councilors in Jariban out of 20; there are 4 women councilors out of 27 in both Gardo and Garowe; and one woman out of 27 councilors in Burtinle.</li> <li>- All training modules for Puntland were reviewed with stakeholders, in order to improve the content and ensure better targeting of the training.</li> <li>- The Annual Work Plan for 2010 has been approved and validated by the communities and all project approval forms, including agreements with the sector ministries, community verification of the project, an operations and maintenance form, environmental assessment and land ownership documents, have been signed. There are 30 current service delivery projects, which include: five road projects; four market projects; one football project; two community centres; two street lighting project; three health posts; three school projects; one water project; two bus stops; two fire fighting projects; two tree planting projects; one garbage collection point; one veterinary assistance point and one traffic light project.</li> <li>- Training modules 1-4 reviewed in a workshop in Garowe in March.</li> <li>- Procurement training module (module 5) completed (technical assistance from ILO, contacting of consultant by UNDP) in line with work plan.</li> <li>- Draft of M&amp;E guidelines (module 6) completed in line with work plan.</li> </ul> <p><b>South central Somalia</b></p> <ul style="list-style-type: none"> <li>- The Ministry of Interior and the Benadir Administration have completed the assessment of their equipment needs and have collected and analyzed the bids from different equipment.</li> <li>- Institutional assessment of Benadir and MOI finalized in line with work plan and consultation on the new agreement finalized.</li> <li>- Training on the development of terms of reference developed for Benadir administration.</li> </ul>
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**Outcome 1.3. Up to 24 rural and urban councils' capacity to govern and manage service delivery enhanced**

(By Agency)	Outcome 1.3./2010
UN-HABITAT	<p><b>Somaliland</b>  <u>Governance Capacity Building</u>                      Capacity building workshops on <i>Managing Conflicts and Differences</i> implemented in all 6 target Districts in Somaliland (4 in 2009, 2 in 2010) in cooperation with the Academy for Peace and Development (APD).                      Capacity building workshops on <i>Gender and the Involvement of Women in Local Governance</i> implemented in all 6 target Districts in Somaliland in cooperation with the Ministry of Labour and Social Affairs (formerly known as Ministry of Family Affairs and Social Development).                      A Training of Trainers workshop on <i>Gender and the Involvement of Women in Local Governance</i> was held in Hargeisa from 27<sup>th</sup> April to 6<sup>th</sup> May with a Senior International Capacity Building Expert.</p> <p><u>Association of Local Government Authorities of Somaliland</u>                      The Association of Local Government Authorities of Somaliland (ALGASL), previously known as Somaliland Municipal Association (SMA) has received capacity building support from UN-HABITAT during 2010, under an agreement that will end in the first quarter of 2011. The following achievements have been recorded:</p> <ul style="list-style-type: none"> <li>• Technical Advisor recruited: since August 2010 Technical Advisor hired as full-time staff in the position of Executive Director</li> <li>• Work plan, personnel plan and budget for 2010 prepared; work plan and budget for 2011 under preparation by ALGASL.</li> <li>• Constitution, by-laws and strategic objectives reviewed.</li> <li>• ALGASL website operational and updated, as well as newsletters published. Visit of foreign local government association: ALGAK (Kenya) visit to ALGASL successfully organized in November/December 2010.</li> <li>• The General assembly meeting to approve constitution, strategic plan and internal procedures to be held in end February 2011 (last activity under agreement). Further support to ALGASL in 2011-12 being discussed with ALGASL and ALGAK.</li> </ul> <p><u>Land and Urban Management institute</u></p> <div data-bbox="293 1491 557 1861" data-label="Image"> </div> <p>The official opening ceremony for the UN-HABITAT-supported Land and Urban Management institute, LUMI, was presided over by the President of Somaliland in June 2010. LUMI is an inter-ministerial technical institute. Currently, LUMI has a Director, appointed by MoPW, a Coordinator of the Land Reform Secretariat, an Administrative and Finance Assistant, and two engineers. The board members of the institute will be from the National Urban Planning Council. The mandate of LUMI and development plan will be discussed and approved by NUPC in 2011.                      A final capacity assessment report produced in June 2010, including: land law reform, land policy formulation, institutional framework, and human resources. Capacity assessment missions to Hargeisa, Burao and Berbera held in February and May 2010.</p> <p>Next steps:                      - Technical assistance (GIS equipment and software) in basic land/urban analysis and mapping for local authorities and ministerial staff.</p> <p><u>Urban Planning</u>                      The Urban Planning Manual was completed and published with the endorsement of Ministry of</p>



Public Works, Housing and Transport. The manual to be used for trainings in 2011 in Hargeisa and Sheikh. Intensive training (4-5days) for technical persons, and 1-2 days general workshop for councilors, relevant ministries and authorities.

The manual can be downloaded on:

<http://www.unhabitat.org/pmss/listItemDetails.aspx?publicationID=2970>

Urban Spatial planning capacity building to planning departments of District Councils:

*Sheikh:*

- Urban planning work shop in Sheikh, including the basics of Rapid Urban Spatial Analysis (RUSA).
- Site survey and discussion with local planning team of the district office for the preparation of urban plan.

*Hargeisa:*

- Brain storming discussion on urban planning held with agreement of Mayor Hargeisa, Ministry of Public Works, and Ministry of Interior. The establishments of linkage and coordination between central and local governments, and among line ministries were confirmed as key issues.

District Council Finance:

The draft **Roadmap for Municipal Finance Policy Development in Somaliland**, prepared during the 3<sup>rd</sup> Quarter of 2010, is currently undergoing a local consultation & review process. The Roadmap was introduced and discussed during the DC Finance Workshop in Burao, held on 21-21 September. The event was well attended, and covered the progress with AIMS/BIMS / Property databases, suggestions for improvement, and feedback by Terre Solidari and UN-HABITAT. A summarized version of the Somaliland MF Roadmap was presented and discussed, and participants conducted a review of existing services delivered by LGs, the roles of local and central Government in service provision, and the links between improved municipal finance systems and improved levels of service delivery.

Participants showed great interest in the roadmap content, and confirmed that the relation between the ongoing municipal finance work and the overarching objective to strengthen the service delivery capacity of Local Governments was indeed something of an eye-opener.

Local Government representatives expressed the need to organize meetings with their Central Government counterparts, to discuss some of the most challenging issues of their interaction, such as: intra-governmental transfers; respective rights, roles and responsibilities in tax collection, revenue-sharing, and service delivery; revised Chart of Accounts, etc. The Mayors of Hargeisa and Burao were subsequently selected to represent LGs in the Public Finance Committee, the preferred forum for discussion. However, the committee has not met so far.

The Somali translation of the Roadmap Document was completed in December and distributed among stakeholders at the local and central Government level. During the first quarter of 2011, a trained team from the Association of Local Government Authorities of Somaliland (ALGASL) will visit the 9 Districts participating in the ongoing Municipal Finance intervention, and collect feedback on the roadmap document.

Progress against the agreement of cooperation for the implementation of Automated Municipal Finance Systems in Somaliland was as follows:

- **Development of Best Practices Manual:** The Draft manual was completed in the 1<sup>st</sup> Quarter of 2010. On-the-job training on the manual started during the 3<sup>rd</sup> Quarter of 2010: 14 people from both Somaliland and Puntland municipalities underwent Best Practices training from 4 to 7 August in Hargeisa. The second part of the training was carried out from 13 to 15 October in Hargeisa (6 participants from Somaliland).
- **Development of basic customized training package for municipalities;** Manuals for AIMS application, *Introduction to IT* and *Introduction to Accounting Practices* were edited into a standard format and finalized during the 1<sup>st</sup> Quarter of 2010, while PowerPoint presentations and exercises are available for each subject and training session.

– **Small scale pilot projects for revenue collection improvement:** Verification and updating of databases for property taxation and business licenses continued in Burao, Sheikh, Boroma, Berbera, Erigavo and Gabiley. As a pilot project, decentralized revenue collection started in 26 June District of Hargeisa:

- Computers and printing equipment was provided and installed at the 26 June District office.
- BIMS was installed, together with property and business license databases for 26 June District only
- On-the-job training was carried out for 26 June for DC staff
- Activities include: database updating, generation and printing of bills, and registration of daily collection into the system.

So far, the results in 26 June District have been relatively poor. During the monitoring mission on October 2010, it was noticed that data entry was not done on a daily basis and that operators were absent from duty, as they were engaged in other priority activities at municipal level. In general, the billing system receives little or no attention by the district management, which implies a loss of revenue for the municipality, no immediate returns for the Districts, and thus reduced tax-payers' confidence in both district and municipal authorities. Other districts may be more suitable to successfully pilot decentralized billing and collection of municipal taxes.

– **Consolidation of AIMS and BIMS in the seven A-grade districts:**

**AIMS and BIMS:** AIMS is fully operational in 6 out of the 7 targeted Grade-A districts. Accounting staff in 6 Districts are now fully capable of using the system and produce timely and accurate financial reports through AIMS. Municipalities confirmed their appreciation of the system during the Municipal Finance Workshop in Burao. No major problems were reported, and the only software amendment requested was to widen the columns of the "Budget Comparison Report" to allow for proper display of the amounts. This was fixed and delivered to the users during the 4<sup>th</sup> Quarter. Mol Staff has actively been involved in monitoring and support to the municipalities. Financial reports have been generated, approved and submitted to Mol in a timely and correct manner. Unfortunately, AIMS is not yet operational in Lasanod, in spite of additional training efforts during the 2 and 3<sup>rd</sup> Quarter.

**Billing systems** have been installed in 6 districts: in Hargeisa, Burao, Boroma, and Berbera, the systems are fully operational, while newer systems in Sheikh and Gebiley are also working well. Below an example for the property tax billing system in Hargeisa, which is linked to the spatial property database.

Sample of property tax database in BIMS

The screenshot shows the 'Customer List' window in the BIMS software. It features a search form with dropdown menus for DISTRICT (2), ZONE (1), SUB\_ZONE, BLOCK, and PLOT. There are buttons for Refresh, Close, and Export to Excel. Below the form, the 'Output Template' is set to 'PR.TAX' and the 'Number of Customers with selected criteria' is 10. The main table displays the following data:

PlotNo	CustName	CustCat	Neighbourhood	SubNeighbourhood	BillType	TariffCode	Width	Length	Height	BWidth	BHeig
47	CABDIRISAAQ AADAN	Residential	0	0	PR.TAX	PTAXCENTER	12	12	1	6	1
46	RAXIMA YAASIN	Residential	0	0	PR.TAX	PTAXOUTER	12	12	1	8	1
45	BAABULAAH-HIMAFULUX SPARE PARTS	Commercial	0	0	PR.TAX	PTAXCENTER	12	12	1	10	1
44	AXMED STORE	Commercial	0	0	PR.TAX	PTAXOUTER	12	12	1	4	1
43	AXMED YUUSUF CILMI	Commercial	0	0	PR.TAX	PTAXCENTER	12	12	1	8	1
42	AADAN NUUR	Commercial	0	0	PR.TAX	PTAXOUTER	12	12	1	4	1
50	XABIIB MACALI	Commercial	0	0	PR.TAX	PTAXCENTER	12	12	1	6	1
71	ABDI WARSAME	Residential	0	0	PR.TAX	PTAXOUTER	12	12	1	7	1
80	ABDI IBRAHIM	Commercial	0	0	PR.TAX	PTAXCENTER	12	12	1	7	1
79	ISMAIL ABDI	Commercial	0	0	PR.TAX	PTAXCENTER	12	12	1	7	1

**Outstanding balances:** In the smaller districts (like Sheikh, Berbera, Erigavo and Gabiley), high

compliance rates have been achieved for Billing of Property tax and Business Licenses. The two largest Districts like Hargeisa and Burao faced a backlog, after efforts to reconcile outstanding balances for the period before 2010 proved to be time-consuming. This has since been resolved, and all 2010 Bills are expected to be processed during the first half of February 2011.

Boroma is facing more serious problems to generate the Property Tax Bills; this is either related to a lack of capacity and unfamiliarity of staff with the BIMS (after sending non-staff to the AMF training activities - as claimed by the Municipality), or a general reluctance to adopt the new automated systems. See table on next page which shows the number of bills produced from the billing system by district.

#### Summary of bills generated for property tax and business licenses by district

Location	Property Tax			Business Licence	
	Customers	Bills generated	%	Customers	Bills generated
Hargeisa (excl 26th June)	46,600	25,082	54	4,947	4,150
H - 26th June	13,490	2,748	20	1,538	1,500
Burao	19,752	12,539	63	3,085	2,706
Berbera	3,373	3,357	99	294	294
Sheikh	871	871	100	174	173
Gabiley	4,453	3,714	83	525	525
Boroma	15,494	-	0	915	915
Erigavo	3228	2,909	90	150	-

**Burao DC** was assisted in the collection of non-spatial information on Properties and Business Licenses and their registration in the Billing System. By the end of 2010, most entries had been incorporated.

**Burao** has been acting as a regional hub for monitoring and on-the-job training of neighboring municipalities (Erigavo, Sheikh, Las Anood and Odweyne), and will also continue to fulfill this peer support role in 2011. This example could be replicated when considering further expansion of the automated systems to lower grade municipalities.

Automated Billing and Accounting Systems were successfully installed at the **Burao Water Agency**, and staff trained on the application of these tools during the 2<sup>nd</sup> Quarter of 2010. Outstanding balances before April 2010 were imported in the system. Staff initially resisted the introduction of the system, but the Mayor intervened and changed some of the reluctant staff. Since then monthly bills were generated and receipts captured in the system. The initial reports generated by BIMS showed that the collected amount was still relatively small, compared to the total amount billed and relative to the performance of other public water agencies. After explaining the merits of the billing systems to BWA Management, a number of bottlenecks were identified and training was carried out address the shortcomings at operational and management level.

**Berbera:** BIMS was installed in 2009, but there was a need to update the Revenue Databases for Properties and Business Licenses. Information on business licenses was collected by the Municipality, and related bills were generated through the automated billing system. A committee was formed to reconcile the coding of the new properties database with the codes of the existing tax bills. The correlated reference numbers have been entered into the BIMS system. In total 3,329 properties have been registered in this manner, and corresponding bills have been issued. According to municipal staff engaged in the exercise, an additional 500 properties need to be registered. However the GIS database contains approximately 7,000 entries and further efforts are needed to reconcile the systems.

Since tax collection started before the BIMS was in place, the full roll out of the automated property tax system will take place in 2011.

Receipts related to the payment of business licenses have already been captured into the system. Reconciliation of total revenue from business licenses and individual receipts is in progress.

**Hargeisa DC**, due to the large numbers of bills and receipts and sub-standard recording practices by collectors, has been facing problems in the identification of tax payers. To address this aspect, new Bills contain bar-codes and a cut-out slip, which should be attached to the receipt. The first bar-code reader was provided in September.

All business licenses issued are currently registered in the system and billed through the billing system.

The property database was imported from the GIS database created by UN-Habitat in 2005. Tariffs were set in the system to generate the property bills, further to discussions with the Mayor and Executive officer. However, it was discovered that Hargeisa municipality uses a different tariff calculation than initially stipulated; in accordance, the adjusted formulas were incorporated in the BIMS system and applied as from July 2010 onwards. Due to some differences in Tariff defined in the system, and the amounts charged by tax collectors, there are still some differences in the Billed and Collected amounts. While the municipality yet has to regenerate the bills to reconcile them with the actual receipts.

Terre Solidali was advised to include property photos in the bills generated through BIMS, as per previous practice, and as requested by municipal staff and the Mayor. The updating of the spatial property tax database has been completed by UN-Habitat, and an additional 16,000 properties were identified and entered into the GIS. BIMS now needs to be connected to the updated property database, to generate the outstanding bills that have resulted from this registration gap. A procedure needs to be developed to ensure in-house and up-to-date registration of new properties.

**Boroma DC**: BIMS has been operational for the past one year. Business licenses have been updated in the database, and the corresponding bills for 2010 have been generated and delivered. However, it was found that there were significant differences between the billed amounts and the amounts of tax collected. BIMS reports showed that amounts collected were in most cases lower than amounts billed. This was explained by the practice of tax collectors to conduct an on-site evaluation of Business Grades and charge the corresponding re-evaluated rate, rather than applying the bills generated by the system. Because the review results are not brought back to the Billing Section, it is impossible to reconcile the billed and collected amounts. A committee is now charged with the sole responsibility to review Business Grades and assess the corresponding adjustments of the Tariffs to be charged. This remains to be finalized and incorporated into the system.

Similar to Berbera, Boroma has so far not been able to reconcile the new coding of the GIS database with the old property tax codes. Work and discussions in this respect are ongoing, and a validation exercise was planned for end 2010. However, renewed commitment from Boroma municipality is required, before the planned database reconciliation work can start in early 2011.

**Gabiley DC**: All 500 bills for Business licenses have been produced, while tax receipts are captured in the system. The property database prepared by Cadastral Surveys (with 4,543 properties) has been handed over, but about 50% of the entries need to be checked or re-measured. Staff is presently updating the databases to start the 2011 billing cycle with corrected data. The property tax billing system has been set up, and Gabiley Municipality has provided two additional dedicated staff for data entry and operation of the BIMS. Improvements in the local management of the system are still needed.

**Erigavo DC**: BIMS was installed during the 1<sup>st</sup> Quarter and staff successfully trained. The Municipality prepared databases for properties and business licenses. The databases were completed during the 2<sup>nd</sup> Quarter, and 3005 tax payers have been registered in the system. Bills have been generated and the staff is now entering the tax collections. Discrepancies have been observed between the billed and the collected amounts.

A training mission was organized from 19 to 27 October including theoretical and practical sessions, supported by the accountant/trainer from the municipality of Burao.

**Las Anood** Implementation has been put on hold until staff commitment and accessibility improves.

**Installation of IFM tools at the Ministry of Interior and the Magistrate of Accounts Office:** Staff from the Department of Regions and Districts was trained on the use of the consolidation module. Staff from the Magistrate of Accounts office has been trained in the application of Consolidated AIMS, monitoring of municipal data and receipts, review of financial reports, and financial audit procedures. Three Mol staffers have been part of the routine monitoring schedule: on a monthly basis, they are carrying out on-site monitoring of the municipalities and physically collecting the databases for transfer to Mol computers and consolidation. As of end 2010, available data from all the municipalities had been consolidated for 2009 and up to October 2010. In future, Mol should establish a procedure to obtain the data on periodical basis.

Since the implementation of the auditing module at the **Magistrate of Accounts** office, senior management of this office has changed. The features of automated tools installed at all municipalities, as well as the consolidation and auditing modules, were demonstrated to the new Magistrate of Accounts. On the auditing module was upgraded to include vote book and cash book for each municipality

The **Magistrate of Accounts** office further requested to install AIMS for its internal accountancy, to familiarize its staff with the system and facilitate the task of auditing the municipal accounts. The system has been installed during the 4<sup>th</sup> Quarter of 2010, set up of the accountancy and the training of staff is planned for the first quarter of 2011.

**Website Development:** The draft design of the dynamic municipal website has been completed. However, with the new government in place, the process has been temporarily put on hold until managers will be confirmed or replaced.

**Installation of computerized and integrated accounting modules in selected municipalities of lower grade:** Based on the findings of the **Feasibility Study for introduction of AMF systems in Lower Grade Municipalities** (completed in December 2009), Odweyne and Sheikh were selected to pilot the automated systems. However, neither the AIMS nor the cost-centre for JP grant management are presently operational in **Odweyne**. Due to various problems with the persons selected by the Municipality, properly trained staff is still not available. After communicating the particular problems of Odweyne to the DG of Mol, a newly appointed accountant joined the training on best practices in Hargeisa from 13 to 15 December 2010. With the assistance from the Burao Accountant, one report for the JPLG DBF accounting was produced. Following this renewed commitment from Odweyne, an action plan has been developed to address the situation and assist the district to revive get its automated accounting systems at par with others.

**Sheikh DC:** AIMS and BIMS were installed during the 1<sup>st</sup> Quarter of 2010. Data for all properties and businesses (collected by the municipality) was entered into the databases for the billing system. Bills for business licenses were generated and delivered to the tax payers. Accounting staff were trained under apprenticeships at Burao municipality, to enhance their familiarity and practical experience with the systems.

The implementation in Sheikh has exceeded expectations by far: databases for property taxes and business licenses have been prepared, the system has been adopted within a very short period of time, and the data is consistent and correct. This proves that the systems can indeed be implemented in lower grade Districts. The main lesson learned from Sheikh is that the provision of motivated and capable staff is the key to success.

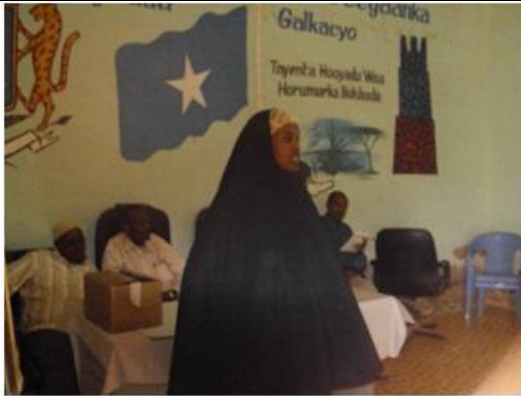
## **Puntland**

### Governance Capacity Building

Capacity building workshops on *Managing Conflicts and Differences* implemented in 3 out of 4 target Districts in Puntland during 2010 (Bosasso DC selection delayed) in cooperation with the Puntland Institute for Development of Administration and Management (PIDAM).

Capacity building workshops on *Gender and the Involvement of Women in Local Governance* implemented in 3 out of 4 target Districts in Puntland (Bosasso DC selection delayed) in cooperation with the Ministry of Women Development and Family Affairs (MOWDAFA).





Capacity building workshops on *Local Leadership and Management Skills (LLM)* implemented in 3 out of 4 target Districts in Puntland (Bosasso DC selection delayed) in cooperation with the Puntland Institute for Development of Administration and Management (PIDAM). (1 in 2009, 2 in 2010).

Training of Trainers capacity building workshop on *Managing Conflicts and Differences* was held in Garowe 21 February – 1 March 2010 with an International senior capacity building expert.

The selected trainers from MOWDAFA attended a Training of Trainers workshop on *Gender and the Involvement of Women in Local Governance* in Hargeisa from 27<sup>th</sup> April to 6<sup>th</sup> May.

Urban Planning

Urban spatial planning support provided to the municipalities of Garowe and Bosasso focusing on the planning of the urban road network, traffic concept, and support to private sector service providers in plan preparation documenting urban water and electricity network. Work in the other target districts, Gardho and Galkayo, was not possible due to security situation and restricted access. Work in Bosasso in the 4th quarter and continuation of planning support was limited due to limited available work time.

*A Draft Key Stakeholder Analysis for Urban Planning and Governance in Puntland* finalized as tool for development of *Roadmap for Urban Planning for Puntland*.

Garowe

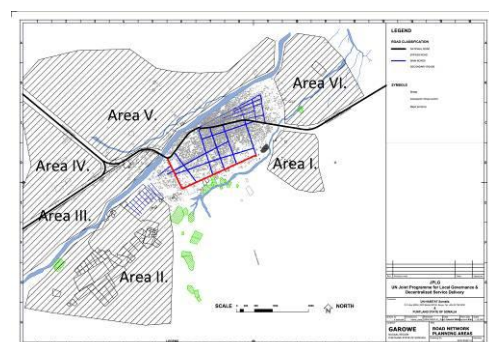
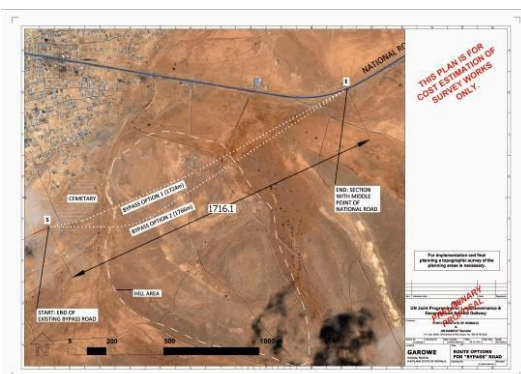
Following the stakeholder urban planning meeting held in the Puntland capital Garowe, a report including meeting resolutions and urban plans was prepared and distributed among stakeholders as basis for further steps in town planning

Initiated by the urban planning meeting, a local Fundraising Committee was established, consisting of the fundraising committee, an awareness committee and of a technical planning committee responsible for the planning of the bypass road and the future road network.

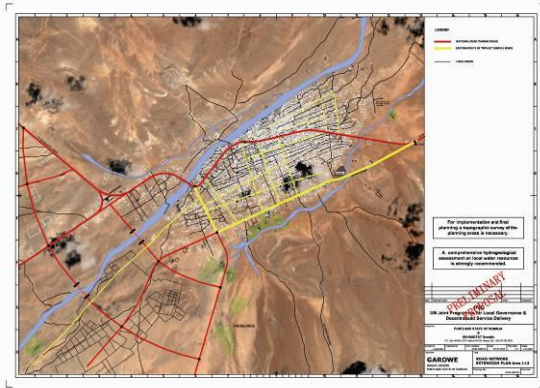
An awareness community meeting on fundraising for the road construction and the urban planning activities was held in Garowe as first step for community involvement in practical town planning

Capacity building to public sector service providers (NUWACO water company and NEC electricity provider) and to municipal engineers in Garowe in the use of AutoCAD planning software for the preparation of urban sector plans such as electricity and water network plan (training course)

Road network planning (*Road Network Development Plan*) for Garowe bypass road and the south-west town area after planning sessions and site visits with municipal team completed and a preliminary road network extension plan submitted to the municipality for approval along with proposal for future road demarcation.



Garowe, Bypass road planning, Area I. East, preliminary proposal, under development (left)  
 Garowe, plan showing road network planning areas (right)



Garowe, Road Network Development Plan, Area II. South-west, preliminary proposal for future network extension of main roads. Under development

**Bossaso**

Road network planning (*Road Network Development Plan*) for Garowe bypass road and the south-west town area after planning sessions and site visits with municipal team completed and a preliminary road network extension plan submitted to the municipality for further discussion and approval.

Discussion on proposal for future road demarcation (route reservation: planning and physical demarcation) initiated.



**DC Finance:**

The international expert on municipal finance carried out mission to Puntland in June and submitted a first draft of the “**Roadmap towards Policy Development**” in July 2010. While the first workshop in May to discuss the findings and recommendations of 4 District-based consultations did not result in consensus due to the absence of key central government officials, a second workshop organized directly by UN-HABITAT presented the roadmap in Garowe on 2-3 October. Participants from local governments showed great interest in the subject and unanimously endorsed the recommendations of the roadmap. To further increase awareness on the roadmap content and collect additional feedback, the roadmap was translated in the 4th quarter of 2010 and the local consultation & review process will be rolled out during the 1st Quarter of 2011.

Furthermore, the well-attended workshop included a recap session of previously held district-level municipal finance workshops, carried out by Terre Solidali, and an introductory presentation on automated accounting and billing systems (AIMS & BIMS) for the improved financial management of local governments. In 2011, the already installed AIMS for the financial management of JPLG DBF funds will be expanded into fully-fledged automated accounting systems in the four Puntland target municipalities. The roll-out of BIMS will depend on the results and levels of familiarity with AIMS, but it is expected that 2 pilot billing systems will be installed during the 2<sup>nd</sup> half of 2011.

During the workshop, extensive discussions between local and central government representatives, resulted in the identification of the following key-topics in the field of municipal finance and service delivery:

- The need to review Law No. 7 through the MOI, in view of the new constitution
- The need for additional discussions between the Ministry of Finance and Local Governments on: municipal financial systems in general, government receipts, standardization of budgets, harmonized automation and revenue source mapping/survey
- The need for discussions between the MOI, Local Governments and line ministries (such as MoPW, MoF, Communication, Commerce, Ministry of Labour Sports & Youth, Ministry of Livestock and PSAWEN Agency) on an appropriate policy framework and regulations for Public Private Partnerships

Participants agreed to start internal discussions on these points between all stakeholders in Puntland, while UN-HABITAT and the MOI will jointly organize the second municipal finance workshop in Puntland, tentatively during the 2nd quarter of 2011, to review progress and agree on next steps towards an improved municipal finance policy framework for Puntland.

Preliminary activities for the full-scale roll out of a Municipal finance intervention in the 4 JPLG target districts of Puntland started in January 2010. Progress up to the end of the year was as follows:

- **Installation of AIMS in four target districts:**
  - Computer equipment and accessories were procured and the AIMS system installed in the 4 target Districts
  - Appointed staff from the four 4 districts were trained on basic accounting, ICT and the application of AIMS.
  - District staff entered the standardized Chart of Accounts into the system, and prepared correct financial reports, showing the receipt of District Grants and sub-project expenditure.
  - Financial reports from the districts have been submitted to MoI since May 2010.
  - One Terre Solidali and two MoI staff are constantly monitoring progress.
- **Installation of Automated Financial Management tools at the MOI and MgOA in Puntland**
  - The AIMS and the consolidation systems have been installed at MoI, and the operators have been trained. However, since the AIMS is currently used for external grants only, very few data will be consolidated, until the systems have been fully implemented and applied for municipal accounting and reporting.
  - Due the fact that municipalities are not yet dealing with billing systems and the installed AIMS is not set up for day to day municipal operations, there are currently no records to be monitored/audited by the MgOA.
- **Support to Municipal Finance Systems Review, Related Policy Development and Legal Change in Puntland:**
  - A Municipal Finance Baseline survey, including Garowe, Galkayo, Gardo and Bossaso Municipalities, as well as the MoI, was carried out during the 1<sup>st</sup> Quarter of 2010.
  - The draft baseline survey document includes **specific research topics** (Public service planning, External grants management, Information and financial management, Revenues policy and collection capacity, Budget decision-making, Service delivery, Monitoring, control and evaluation and Visibility of the public sector), **Cross-cutting areas** (Human resources, Law infrastructure, Private sector and Civil society's involvement), a proposed **methodology for the consultative process** and a **proposed strategy and road map** for systems implementation, policy development and legal reform. This was discussed in the municipal finance workshops mentioned above.

**Training on Best Practices Manual:** 7 people from Puntland municipalities joined the Best Practices training from 4 to 7 August in Hargeisa. The second part of the training was carried out from 17 to 19 October in Garowe (also with 7 participants from Puntland).

**South central Somalia**

Governance Capacity Building

Under the Participatory District Rehabilitation in Mogadishu project, capacity building workshops on *Managing Conflicts and Differences* have been implemented for *all 16 districts and the Bermuda enclave*. In total, 595 district leaders have been trained of which approximately 30% are women. The workshops have also served the purpose of bringing together various stakeholders from the districts (sometimes from opposing political factions), fostering dialogue, and strengthening the process associated with the rehabilitation and prioritization components.

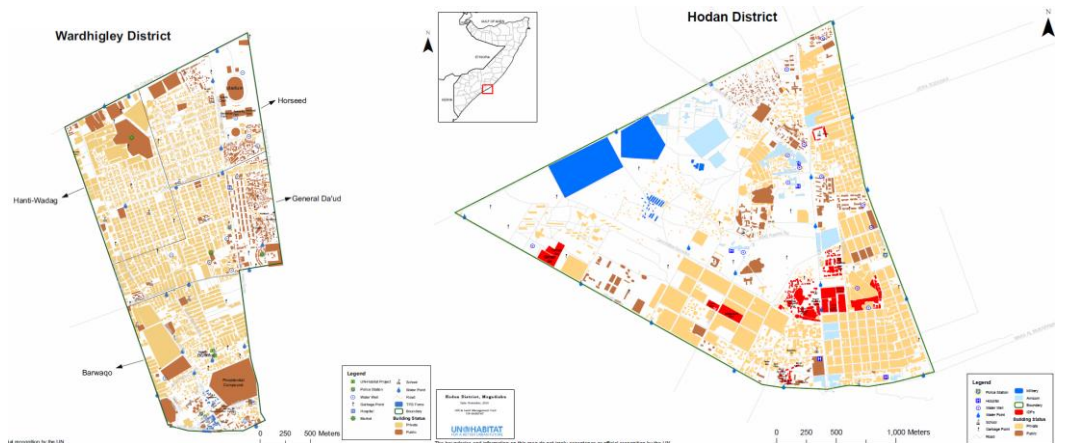
The three trainers attended a Training of Trainers capacity building workshop on *Managing Conflicts and Differences* organized in Garowe 21 February – 1 March, with an International senior capacity building expert. The training materials (both volumes of UN-Habitat's "Building bridges: Through Managing Conflict and Differences", in English and Somali) were printed and shipped to Mogadishu.



Mapping of Public Infrastructure

The team of two GIS-trained resource persons and six senior assessors have, under the overall guidance and technical support of UN-HABITAT, have produced draft digital maps and databases of *all 16 districts*. Deynile and Karaan are currently being finalized, as they extend beyond area covered by available satellite imagery. Notably this work has been able to progress despite heightened security concerns. The mapping will continue in 2011.

Two resource persons received training on basic GIS and mapping, carried out by UN-HABITAT's GIS Unit in Hargeisa 3rd -13th April.



UNDP

**Somaliland**

- Criteria for selection of projects in the AWPB revised and used.
- Additional on the job coaching provided to ensure land documentation and sector approval was provided for all prioritized projects.
- Procurement guidelines translated and contract between MOI and service provider signed for finalization of the AWPB and implementation of procurement training. In line with work plan.
- Monitoring system set up in MOI for reporting

**Puntland**

- Additional coaching provided to Garowe and Bosasso to ensure all land documentation and sector

	<p>approvals were secured for the short term projects.</p> <p>-Selection criteria for district councils decided upon and shared in district mobilization workshops to ensure that the districts selected the most qualified councilors.</p> <p>-Monitoring system set up in MOI for reporting.</p> <p><b>South central Somalia</b></p> <p>-Monitoring system set up in MOI for reporting.</p>
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#### Outcome 1.4. Target district councils have increased awareness about options of revenue generation

(By Agency)	Outcome 1.4./2010
UN-HABITAT	<p><b>Somaliland</b></p> <p><u>Municipal Geographic Information Systems (GIS)</u></p> <p>UN Habitat in conjunction with the municipality of Hargeisa is updating the existing Hargeisa property database with the primary objective of providing the required information on property location and characteristics on all the new buildings after 2006. The project is being implemented by the local NGO GAVO.</p> <p>The property survey is ongoing and 4 of the districts have been completed. The project will produce two interlinked data sets; a base map showing all the physical features in the municipality including all the properties and their characteristics (building size, plot size, number of occupants, property type, etc). The survey will be completed in early 2011..</p> <p><b>Puntland</b></p> <p><u>Municipal Geographic Information Systems (GIS)</u></p> <p>UN Habitat, Garowe municipality and KAALO relief and development local NGO are involved in the Garowe building's GIS database project for the purpose of property taxation and urban planning,</p> <p>Currently, the property survey is ongoing and about 80% of all the building in Garowe have been surveyed. The boundary delineation exercise to commence after the survey.</p> <p>Interviews have been held in December for the recruitment of a GIS expert, to be fielded in Puntland in early 2011.</p>

#### Outcome 1.5. All eligible district councils (up to 24) have at least 1 priority service delivery project funded annually

(By Agency)	Outcome 1.5./2010
UN-HABITAT	<p><b>Somaliland</b></p> <p><u>Solid waste management</u></p> <p>Funding for SWM activities in Somaliland is currently not available. Consequently, only limited technical support and follow-up on previous activities could be provided by CESVI (service provider) during 2010. A clean up campaign was organized in two neighborhoods of Hargeisa, to celebrate World Habitat Day on 4 October.</p> <p><b>Puntland</b></p> <p><u>Solid waste management</u></p> <ul style="list-style-type: none"> <li>• Cooperation Agreement with CESVI has been delayed due to procurement and selection queries. Proposed agreement resubmitted with additional justification, still awaiting approval.</li> <li>• A Study Visit to the Solid Waste Management Conference in Tallin, Estonia (12-14 July 2010), was sponsored for the Puntland Minister of Environment</li> <li>• Subsequent recommendations by the Minister for inclusion in the upcoming SWM intervention: <ul style="list-style-type: none"> <li>⇒ Prepare solid waste management policy.</li> <li>⇒ Assist with suitable equipment and tools for solid waste management.</li> <li>⇒ Develop improved landfills for environmental waste, using modern methodology.</li> <li>⇒ Establish incinerators for hazardous waste, e.g. from hospitals .</li> </ul> </li> </ul>

⇒ Raise awareness on environmental issues and solid & liquid waste hazards.

- Dialogue initiated with MoEWT and 4 Districts to elaborate ToR and plan for implementation.
- A joint assessment on SWM was carried out in Galkayo Town (North and South) in December 2010. Other Districts will follow during the first quarter of 2011.

#### South central Somalia

All 16 districts and the Bermuda enclave were scheduled to have a priority service delivery project funded. This rehabilitation of public infrastructure is part of a wider process aimed at strengthening local capacities, fostering dialogue, and improving governance in the districts. Due to ongoing conflict and restricted access, implementation in a few districts had to be halted and funds transferred to other districts. The districts with no projects in 2010 are: Bondhere, Abdi Aziz, Hodan, Karaan, Shibis, plus the Bermuda enclave.

Below are the projects, per district, implemented in 2010:

#### Hamarweyne

Project	Estimated No. Beneficiaries	Contract Price in US\$
District Office	45,000	21,768
Sporting grounds for youth	15,000	22,852
<b>TOTALS</b>	<b>60,000</b>	<b>44,620</b>

#### Deynile

Project	Estimated No. Beneficiaries	Contract Price in US\$
Sheikh Anoole primary & secondary school Rehabilitation and expansion	2,200	17,852.60
<b>TOTALS</b>	<b>2,200</b>	<b>17,852.60</b>

#### Wadajir

Project	Estimated No. Beneficiaries	Contract Price in US\$
Medina meat market phase II	12,500	23,712.50
<b>TOTALS</b>	<b>12,500</b>	<b>23,712.50</b>

#### Dharkeynley

Project	Estimated No. Beneficiaries	Contract Price in US\$
District Office	10,000	22,505
District Court & Judiciary Offices	10,000	23,585
<b>TOTALS</b>	<b>20,000</b>	<b>46,090</b>

#### Hamar Jajab

Project	Estimated No. Beneficiaries	Contract Price in US\$
Sporting grounds for youth	18,000	24,030
<b>TOTALS</b>	<b>18,000</b>	<b>24,030</b>

#### Waberi

Project	Estimated No. Beneficiaries	Contract Price in US\$
Women's vocational centre	2,200	16,245
Tuberculosis clinic	2,640	23,645
<b>TOTALS</b>	<b>4,840</b>	<b>39,890</b>

#### Whardigley

Project	Estimated No. Beneficiaries	Contract Price in US\$
Ex-Livestock market, Phase I and Phase II	7,500	42,208
<b>TOTALS</b>	<b>7,500</b>	<b>42,208</b>

#### Shingani

Project	Estimated No. Beneficiaries	Contract Price in US\$
District Office	25,000	22,952
<b>TOTALS</b>	<b>25,000</b>	<b>22,952</b>

#### Hawl-Wadag

Project	Estimated No. Beneficiaries	Contract Price in US\$
Vegetable section of Bakara market	10,000	23,432
<b>TOTALS</b>	<b>10,000</b>	<b>23,432</b>

The four final projects being completed in Heliwaa, Yaqshid, Waberi and Wadajir will be reported in the first JPLG quarterly report for 2011.

UNDP

#### In Somaliland - Borama District:

Project	Estimated No. Beneficiaries	Contract Price in US\$
Health Post	2000	8450.43
Box Culvert	2500	22,849
Construction of Water Birkad	1900	10,407.75
1600m Gravel Road	120,000	31,221.75
Construction of Water Birkad	Tbc	10,841.47
Construction of Water Tank	2500	10,942.68
<b>TOTALS</b>	<b>128,900</b>	<b>94,713.08</b>

#### In Berbera District:

Project	Estimated No. Beneficiaries	Contract Price in US\$
Water system in Beyodhadher	900	28,426
Construction of Market	7500	19,373.40
Health Centre	1,518	Not available (re-advertised)
Drainage System	6,000	31,632.40
<b>TOTALS</b>	<b>15,918</b>	<b>79,432</b>

#### In Hargeisa District:

Project	Estimated No. Beneficiaries	Contract Price in US\$
Health Centre	13,000	13,985.87
Health Centre	8,000	14,771
Road	12,000	43,436.58
Shallow well	1,200	Not available (re-advertised)
Police Post	40,000	23,037.73
<b>TOTALS</b>	<b>74,200</b>	<b>95,231.18</b>

#### In Sheikh District:

Project	Estimated No. Beneficiaries	Contract Price in US\$
Water Tank	9000	36,667
Health Post	920	10,871.75
Gravel Road	1280	17,826.98
Water Tank Construction	1500	15,826.57
<b>TOTALS</b>	<b>12,700</b>	<b>81,192</b>

**In Burao District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
Road	114,965	26,721.90
Vet Post	5,400	15,082.41
Construction of Birkad	3,249	11,937.45
Health Post	3,000	13,985.87
Road	3,150	14,084.62
Livestock Market Shade	200,000	6806
Burao district office	Tbc	45,555
<b>TOTALS</b>	<b>329,764</b>	<b>134,173.25</b>

**In Odweine District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
Construction of Birkad	21,000	12,106.57
Goandale Health Post	3,700	10,144.89
Construction of Birkad	20,000	12,536.89
Primary School Extension	3,600	16,162
Hospital Equipment	9,000	Not available (postponed)
<b>TOTALS</b>	<b>57,300</b>	<b>50,950.35</b>

**In Puntland - Bossaso District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
Rehabilitation of gravel road	26,418	48,630.30
Construction of bus stop	Tbc	22,594.80
Bossaso Mol sub-office	Tbc	36,987
<b>TOTALS</b>	<b>26,418</b>	<b>108,212.10</b>

**In Garowe District:**

Project	Estimated No. Beneficiaries	Contract Price in US\$
Rehabilitation of Global gravel road	12,800	14,869.87
Rehabilitation of Gureye gravel road	14,518	17,528.67
Rehabilitation of Eng. Khalid gravel road	15,260	19,430.40
Rehabilitation of Al-Nassar gravel road	16,423	17,388.20
Rehabilitation of Bulsho gravel road	11,118	16,029.63
<b>TOTALS</b>	<b>70,119</b>	<b>85,246.77</b>

**In Gardo District:**



Project	Estimated No. Beneficiaries	Contract Price in US\$
Rehabilitation of Gardo Hospital gravel road	tbc	9465.10
Construction of Gacan Libah Clothes market)	2,400	15,569.18
Construction of Gacan Libah Milk market	2,400	10,800.90
Construction of Gacan Libah Vegetable market	2,400	7,059.14
Construction of Wadajir Market Shelter	3,281	17,643.98
Construction of Health post	350	9,375.22
<b>In Galkayo District:</b>		
Project	Estimated No. Beneficiaries	Contract Price in US\$
Rehabilitation of Galkayo Stadium	6,000	28,753.40
Rehabilitation of Galkayo Airport Road	72,000	50,287.90
<b>TOTALS</b>	<b>78,000</b>	<b>79,041.30</b>

**Outcome 1.6. Seventy five communities and 25 private sector service providers have increased capacity to deliver services**

(By Agency)	Outcome 1.6./2010
ILO	An open procurement process based on the Local Government procurement guidelines developed resulted in the awarding of 46 contracts to local contractors and service providers to implement the 2010 investment projects.

**Outcome 2.1. Target communities in up to 24 districts have basic understanding of their rights and responsibilities vis-a-vis district councils.**

(By Agency)	<b>Outcome 2.1./2010</b>
UNICEF	<p><b>Somaliland.</b></p> <p>IEC materials in the form of brochures and posters were developed and disseminated in the 6 targeted districts. The messages focused on the importance of the public’s right to demand basic services from their local government, their responsibilities, and the importance of participation in decision making processes. Approximately 3,425 posters and 4,500-brochures were distributed during outreach events. More than 500,000 members of the public participated in the events. An estimated 18,000 people participated in the outreach events.</p> <p>Broadcasting of the recorded video messages 32 times over the national TV and radio stations. The video messages focused on civic rights and responsibilities, participation, ownership, and transparency and accountability. These were broadcast through Horn Cable TV (HCTV) and the Somaliland National TV station which have nation-wide coverage. Each of the stations can reach over 500,000 viewers. To ensure community identity and ownership, the video messages included voices of the citizens who were interviewed on their views of how local government delivers the services and their expectations on the same. In addition, extensive interviews were carried out with the Director General of the Ministry of Interior, Mayors of Burao, Hargeisa, Odweine and Sheikh on the role of the district councils in delivering quality services to citizens and the responsibility of the citizens to engage and hold the policy makers accountable in relation to provision of quality services. The video also captured voices of the civil society in relation to civic rights and responsibilities. The video clips also included examples of various basic services to which community members have a right, in order to help them visualize the services they are entitled to get from the local government. The business community was also interviewed to capture their views and to show that the business sector is also part of the public and supports delivery of basic services. This resulted in support by the private sector with one company donating funds to build bridges in Burao.</p> <p>Broadcasting of eight drama episodes with thematic messages on “Rights and Responsibilities” and “Participation and Ownership” forty-eight times on National TV (HCTV) and Hargeisa local TV (SLNTV. Both TV programs have over 500,000 viewers. The same drama episodes were also broadcast eight times through the Burao local TV station which has an estimated audience of over 75,000 viewers.</p> <p>Community theatre in the form of drama and skits was used to educate community members on their rights and responsibilities during the community outreach programs. A total of 15 plays and skits were performed and over 5,000 community members were educated on their rights and responsibilities. This medium helped to raise awareness amongst community members who were likely not to have access to the print and electronic media messages and who have low literacy levels.</p> <p>Mobile video screening of 15 episodes to reach the rural and less literate community members. This proved to be very useful and most people were very receptive and enjoyed messages that were embedded in traditional theatrical contexts.</p> <p>Although it is not possible to provide the exact number of people reached through the civic education campaign, it is estimated that over 1 million community members and stakeholders – including policy makers, and Local Council members - were reached through the TV and radio programmes and over 300,000 through the printed media. Furthermore, an estimated 10,000 community members were reached through the community dialogue sessions.</p> <ul style="list-style-type: none"> <li>● Imparted participatory facilitation skills in conducting community dialogues to 96 community members from SL from the target six districts. The trainers developed action plans to educate other community members. This enabled them to reach other community members and stakeholders with civic education dialogues. The trained trainers received support materials in the form of DVDs, brochures and three different types of posters. These enabled them to carry out and further civic education awareness campaigns.</li> </ul> <p><b>Other Achievements</b></p>

- Cordial relationship established between the UNICEF service provider Academy for Peace (APD) and the Somaliland National TV (SLNTV) which has national coverage. This provided additional free air time where -known personalities presented a summary of civic education video messages in each of their broadcasting programs linking to the previous and subsequent broadcasts of the thematic messages. The free airtime provided an opportunity for promoting the civic education dialogues which is a big plus to the program. ADP was also able to establish a working relationship with the new Somaliland government gaining their support and commitment to the program.
- Incorporation of the outcome of the evaluation recommendations to enhance dialogue and interaction and wider coverage, especially in the rural areas.

Revision of the Information, Education, Communication (IEC) materials to include the slogans and questions on the topics covered in each of the materials which promoted dialogues with the target audience. Education, Communication (IEC) civic education materials were revised taking into account feedback from the target audience. The contact details on where to send the answers to the questions were provided with the IEC materials which helped to obtain feedback from about 200 viewers and listeners.



Community members participating in the community theatre sessions



Community members participating in the Community theatre sessions

**Puntland**

Community members and the general public including policy makers were educated on civic education through the following: .

	<ul style="list-style-type: none"> <li>• Publication of 3 articles on local daily newspapers paper called ILEYS which has a readership of over 500,000 people. The themes of the articles focused on rights, responsibility and participation.</li> <li>• Printing and distribution of 1,500 copies of newsletters using ILEYS distribution outlets throughout Puntland. The weekly paper has a readership of over 500,000 people</li> <li>• Production and broadcasting of 2 video documentaries on the themes- with rights, responsibilities and participation. The videos were screened on local and satellite TV stations. ETN which is a local TV channel with over a Million viewers. However, it is not possible to estimate the satellite viewership.</li> <li>• Over 800,000 community members were educated on their civic rights following the production and broadcasting of 2 radio programs thorough Daljir radio which reaches over 500,000 people and through the Horseed Radio which has about 300,000 listeners. Mounting of 4 outdoor billboards (two in Bossaso and 2 in Garowe). The messages on the billboards focus on rights and responsibilities and participation of citizens in accessing services and importance of good governance. The boards, which are strategically mounted in the City Centers in front of the Majors office, which is also the bus terminus, may have sensitized approximately over 600,000 people in Bossaso and 150,000 in Garowe.</li> <li>• Video recording and screening of program related events which included validation workshop, Public Private Partnership (PPP) workshops and inauguration of the new office building of the Ministry of Interior and airing then to the community. These videos were aired to over 250 community members as a way of enhancing accountability and transparency of the districts council's activities and to reinforce the role of community in decision making processes.</li> <li>• Promoted civic education dialogues by producing and screening 3 video documentaries. A total of 7,156 directly participated in the community civic education dialogues sessions</li> <li>• Strengthening capacity of 10 facilitators in PICD skills which enabled them to conduct participatory civic education dialogues in the community. This was in response to feedback provided on the need to promote community dialogues and enhance reach to rural villages. The trained facilitators conducted civic education dialogue sessions in the villages and engaged over 8,000 community members from 54 sites- 7 sites in Galkayo, 8 in Garowe and 8 sites, 8 sites in Gardo, 7 sites in Galkayo, and 16 sites in Bossaso.</li> <li>• Screening of video recorded messages of Public meetings and Public meetings during the District Councils meetings. This promoted citizen rights to participation and transparency of the District Council. Approximately 400,000 people participated in these sessions.</li> </ul>
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Community members in one of the civic education sessions in Puntland

**Other Key achievements**

Conducted a review workshop in Bossaso with key stakeholders whose inputs were used to improve the program. The recommendations focused on the need to clarify the village structures, composition and responsibilities. It was agreed to increase the membership to include 7-11 per village committee representatives instead of the current 5-7 membership in the Constitution under Law no. 7. Other agreements reached include the composition of the committees to include at least 4 men and 3 women, 2-3 youths, and ensure that the committee comprises all segments of the society/village. Further, it was agreed that the committee should be elected by the community and endorsed by the mayor. The tenure of the village committee was also agreed to be the same local council and a consensus on their role was agreed to include local administration, mobilisation of resources and promotion of community rights. Other recommendations included the need to empower village committees on civic education and include them in awareness creation and social mobilization events that promote civic rights and responsibilities as well as the need to maximize the use of community centers possible locations to carry out the outreach activities and the district offices for dissemination and distribution of IEC materials., promote public meetings and focused discussions between the Mayors, civil society and youth groups, development of billboard and expansion of TV and Radio channels to include University TV and BBC radio that are widely viewed and listened in both urban to rural towns.

**Outcome 2.2. Annual district plans and budgets in up to 24 councils reflect community priorities**

(By Agency)	Outcome 2.2./2010
UNICEF	<p><b>Somaliland</b></p> <p>Strengthened capacities of Local District Council members specifically -the Mayors, Finance and Executive Secretaries and Councilors on development of budget and activity plans for organizing participatory planning review workshops in their respective villages in the six targeted districts councils. The skills gained facilitated development of district specific budgets and activity plans. All six Districts Councils (DC) presented to the Village Committees representatives their draft DDF and District Annual Work Plan during the validation workshops. The communities had the opportunity to review and give their inputs and provide feedback in relation to whether the draft DDF reflects their priorities identified during the during the community consultation process. During the six validation workshops, the community members were able to come to a consensus on the DDF priorities and agree on the projects selected for implementation in 2010, and come to a consensus on the community monitoring mechanisms including identification of indicators. These workshops were attended by a total of 444 participants: 53from Berbera, 54 from Sheikh, 80 from Borama, 99 from Burao, 97 from Odweyne and 61 from Hargeisa.</p> <p>The validation workshops also provided a forum for participants to discuss and agree on the selection criteria used to arrive at the projects identified for implementation, an opportunity for the DC to make presentations of the projects they selected to be implemented for the year in their AWP explaining clearly the selection criteria used to identify the projects and villages where the projects will be implemented. This enhanced transparency and accountability among</p>

the District councils.

Some of the concerns raised during the validation workshop include: the need for more time for community consultations to enable the community members to deliberate on the priority projects; the need to hold validation workshops immediately after the community consultations process to ensure implementation of the projects in good time; the need to revise the selection criteria of the projects to ensure equity in the distribution of projects and come up with a better method of estimating the population figures in the villages. Participants felt that the figures presented were not a true reflection of the population and felt the need to have the DDF translated in Somali language and disseminated to villages prior to the meeting in addition to building the capacity of the district council to facilitate participatory dialogues meetings and manage community expectations. There was general appreciation from the community in having the workshop and highly recommended have the workshops in the districts and the need to ensure that the list of villages in the DDF reflects villages in the targeted Districts only.

An agreement was reached that community members need to be consulted and their consensus sought in case of any adjustment to be made to the DDF at whatever level before being approved by the Council.



Community members participating in one of the validation workshops in SL



Community members participating in one of the validation workshops in SL

#### **Puntland**

The district mayors together with the Ministry of Interior successfully organized and facilitated four validation workshops in all four districts in PL. This is very commendable and a positive indicator towards program ownership and sustainability. 50% of the village representatives who participated in the validation were women. The process provided the villages an opportunity to engage with their local councils and participate in the 5 year planning process for their districts.

	<p>The process was recorded and aired on local FM radio and TV stations to increase awareness to all citizens, thus enhancing transparency and accountability in districts planning processes.</p> <ul style="list-style-type: none"> <li>• Feedback from the validation workshop from the community indicated the appreciation of the council involvement in their planning process and recommended that this should be institutionalized with the council practice. It was however noted that there is a need to empower the districts on how to undertake participatory community dialogue meetings. The village representatives will also need to be equipped with leadership skills such as assertiveness to improve their participation in the meetings. In general there is a need to improve on how the validation workshop outcomes can be improved to avoid districts councils interchanging the priorities already validated with the communities.</li> <li>• Communities' priorities were reflected in the districts' 5-year strategic framework (District Development Framework-DDF) in the targeted 10 districts in Somaliland and Puntland</li> </ul> <p>The recommendations made from the community consultation process include the following:</p> <ul style="list-style-type: none"> <li>▪ Increase the number of days for the Community Consultation Process (CCP) and Public meeting workshops.</li> <li>▪ Increase the number of PIM training of facilitators, MOI, VC, DC, and contractors.</li> <li>▪ Ensure handouts are available during the public meetings to ensure community members are able to follow the proceedings.</li> </ul>
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### Outcome 2.3. Basic mechanism for community monitoring of all projects funded by the development fund

(By Agency)	<b>Outcome 2.3./2010</b>
UNICEF	<p><b>Somaliland and Puntland</b></p> <p>Community monitoring and ownership of the projects implemented was enhanced through the following:</p> <ul style="list-style-type: none"> <li>• Establishment and training of Community Monitoring Groups in Participatory Impact monitoring (PIM) for the short term projects identified in 2009. The PIM training for the short projects enhanced skills of 14 established CMGs from Bossaso and Garowe and 9 CMGs from Borama and Berbera. The participants included community groups, Local councils and contractors that resulted in the development of indicators and reporting format as well as lines of accountability.</li> <li>• 60 Community Monitoring Groups in PL and 33 in SL, engineers (9 PL and 10 SL), Contractors( 8 PL , 25 SL) Local Council (8 PL and 18 SL and 2 MOI representatives in SL in the targeted JPLG districts increased their understanding of PIM to enable them to monitor the 2010 long term projects. The skills gained enabled them to monitor progress of the various development activities being undertaken in their communities and also to develop local mechanisms for operationalisation and maintenance of social services projects being implemented through the districts and community grants. This was facilitated through the establishment of community monitoring groups in the 10 JPLG targeted Districts (6 in SL and 4 in PL) and building their capacities in Participatory Impact Monitoring (PIM).</li> <li>• Some of the recommendations made include the need to increase the number of days for the Community Consultation Process (CCP) and Public meeting workshops.</li> </ul>

### Outcome 2.4. Public reporting meetings in up to 24 districts held annually

(By Agency)	<b>Outcome 2.4./2010</b>
UNICEF	<b>Puntland</b>

In Puntland two annual public meetings were held and for the first time in history the village representatives were able to participate and gave their inputs. Those who attended the meetings included the youth, women and village elder's representatives. The participants included 63 from Garowe, 47- Gardo, and 52 from Galkayo. The community representatives effectively engaged the District Council Authorities on the implementation of the development projects in relation to progress, funds utilization and accountability and the way forward on the utilization of the balance of funds.

- The public meetings also focused on the District Development framework issues. The meetings which were attended by the Mayors, and the MOI Director of planning reviewed the progress made in the implementation of development projects and provided feedback to the community members on the progress made, challenges and way forward which included seeking the community members views on the utilization of funds balance realized in the course of implementing the identified projects.
- The community members made the following recommendations:
  - ✓ Ensure handouts are available during the public meetings to ensure community members are able to follow the proceedings
  - ✓ Increase the number of days for the Community Consultation Process (CCP) and Public meeting workshops.
  - ✓ Increase the number of PIM training of facilitators, MOI, VC, DC, and contractors.
  - ✓ Ensure handouts are available during the public meetings to ensure community members are able to follow the proceedings

#### Somaliland

The planned public meetings for all the six districts were not undertaken primarily because of delays in identifying priority projects. Also preparatory activities for the public meetings had not been undertaken by the Districts due to other priorities. An agreement was reached with the Mayors during the quarter three programme review workshop that the public meetings will be conducted in the first quarter of 2011.



Community Members attending Public Meetings in Gardo DC

#### Other Achievements

- Monitoring plans and indicators of community projects developed collectively by the District councils, contractors and community monitoring groups during the **PIM training**.
- UNICEF strengthened its relations with the Ministry of Education, Ministry of Health and PAWEN to which will facilitate the implementation of the sector studies in Health, Education and WASH in PL.

#### Challenges



	<ul style="list-style-type: none"><li>• In Bossaso the selected community priorities were changed without previous consultation with the communities. This led to the mayor’s decision to organize another validation workshop using the District Council own resources. In Bossaso the selected community priorities altered which necessitated the mayor to organize for another validation workshop with their own resources from the District Council to consult and seek the community’s approval for the endorsement of the new planned activities presented to them. This is a new shift which shows districts council’s appreciation of the community participation in decision making processes. However, there is a need to strengthen community role in decision making to ensure that they are assertive enough to have their voices heard and respected by the District Councils and also ensure their interests are taken into account during selection of projects.</li><li>• Recording and tracking the number of community members reached through the mass media has been challenging in that the numbers reported are an approximation and may not reflect the true results of the efforts put into the civic education activities.</li></ul>
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## **ANNEX 8: SOMALIA 2010 SUMMARY OF POLITICAL AND SECURITY CONTEXT**

The political and security context in Somaliland, Puntland and South-Central Somalia developed in different ways during 2010.

Despite the rifts between the TFG Cabinet and Parliament, Somalia's Independent Federal Constitution Commission continued working on the draft constitution from Djibouti<sup>12</sup>. On 1 July 2010, the Commission formally launched a consultation process on the draft constitution, which entailed a series of civic education and public initiatives, scheduled to last until September 2010. The first draft constitution was expected to be issued by December 2010, however was delayed due to the serious differences in the TFG government.

Serious differences prevailed between the TFG President, Sheikh Sharif Sheikh Ahmed, and the former Prime Minister, Omar Abdirashid Ali Sharmarke, over the management of the transition in general, and the performance of the Cabinet and the constitution-making process in particular. As a result of these tensions, the Prime Minister resigned on 21 September. On 14 October, President Sharif announced the appointment of Mohamed Abdullahi Mohamed as the new Prime Minister of Somalia. A dispute ensued between the President and the Speaker of Parliament, Hassan Sharif, around the mode of endorsement of the Prime Minister-designate. While the President favoured an open vote, the Speaker insisted on a secret ballot, on the basis of different interpretations of Parliament's rules of procedure. These developments however did not influence the work of the JPLG in 16 target districts in Mogadishu and SC which went ahead as planned.

On 26 September, Ahlu Sunnah Wal Jama'a (ASWJ) had already announced the collapse of talks with the Transitional Federal Government and its decision not to participate in the new government. Subsequently, President Sharif stated that his Government would continue to honour the agreement with ASWJ and called on ASWJ to do the same. Despite some internal differences in respect of the implementation of the agreement, ASWJ has not withdrawn from the government, with two of its members appointed in the new Cabinet.

On 12 November, the new Prime Minister Abdullahi Mohamed, proposed a lean cabinet of eighteen Ministers, including a female Minister, drawn mainly from the diaspora. The Cabinet was endorsed by Parliament on 27 November. The Prime Minister has stated that he will focus, as a matter of priority, on the constitution-making process and reaching out to the armed opposition groups through dialogue. Subsequently, the Prime Minister issued a draft political road map, in response to a request made by the International Contact Group on Somalia in Madrid, outlining his Government's vision for the management of the transitional period, which is set to end in August 2011. These include the establishment of oversight and accountability mechanisms for the Transitional Federal Government, audit of the Somali civil service, establishment of a committee of highly respected Somalis to advise on the post-transitional political dispensation as part of the constitutional process, and the strengthening of security institutions.

In South-Central Somalia the political context is still marked by the very little control of territory the TFG has and also their recent announcement that they will extend their mandate by three years in August 2011. The security situation is still highly volatile with highest security levels and fighting in and around Mogadishu and South-Central Somalia. The security issues also go north to around Galkayo where tribal issues have led to fighting and also extremists elements have been found among internally displaced people coming from the South.

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<sup>12</sup> Excerpts taken from the UN Secretary General's tri-annual reports on Somalia.

Major political developments in other parts of Somalia included the Presidential election of 26 June in Somaliland, which was described as free, fair and transparent by international observers. On 1 July, the National Electoral Commission declared Ahmed Mohamed Mohamoud “Silanyo”, of the opposition party Kulmiye (Peace, Unity and Development), the winner with 49.59 per cent of votes. The result was endorsed by the Supreme Court on 11 July, and President Silanyo was sworn in on 27 July. The new President has appointed a Cabinet composed of 20 ministers and six vice-ministers, three of whom are women.

In Somaliland, following the successful elections of June 2010, the House of Elders extended the term of office of the House of Representatives for two years and eight months, and the term of the local councils for one and half years. Local Elections are planned to take place at the end of 2011 which is important in relation to the work of the JPLG, since districts will gain more legitimacy after having been elected by the people.

In late September, the United States announced a “dual track” approach to Somalia, which would seek to strengthen ties with Somaliland and Puntland in order to stem the growing threat posed by extremists from southern central Somalia. Both autonomous regions welcomed the announcement and have stepped up cooperation to address extremist threats and to amicably resolve territorial disputes over the areas of Sool and Sanaag. This cooperation is of essence to JPLG since there are requests from both the Puntland and Somaliland governments for additional target districts in both Sool and Sanaag.

Though significant shifts in commitment towards on-going decentralization reform and related programmes are not anticipated, there was need for the JPLG to re-engage, establish new relationships with and orient the new leadership in relevant ministries.

On 5 July, the Puntland Parliament held its first meeting, at which it reviewed the 2009 budget and discussed the completion of judicial reforms.

During 2010 seven Puntland district councils’ term expired and sixteen councils have undertaken a re-election process. This selection process was led by the Ministry of Interior and the Ministry of Women Development and Family Affairs (MOWDAFA) with JPLG support. The role of MOWDAFA has been critical in increasing the female representation in the district councils; as an example, in 2009 six women were selected for the Galkayo council and in 2010, four were selected in Jariban.

Late in 2010 the UN Secretary General in New York approved the downgrading requested by the Country Security Management Team of the security phase for Somaliland from Phase IV to Phase III. In 2011 new security levels (level 1 to 6) have been introduced and also parts of Puntland now are aiming at have lower security levels than before.

2010 witnessed an increase in UN missions to Puntland and Somaliland and 2011 is likely to see an increase for South-Central Somalia as well and the programme is optimistic that this situation will remain or improve further. The JPLG has all the same strengthened the capacities of the national team, central level institutions and district councils to implement and monitor the JPLG. By the 4th quarter 2010 the JPLG team in Nairobi had undertaken 245 missions with a total of 876 mission days to Somaliland and 568 mission days to Puntland (also see Annex 2).

## ANNEX 9: JPLG INDICATORS

Revised benchmark	Revised indicators	MoV	Frequency of data collection	OES focus	Targets	
<b>1.1. Local government policy, legal and regulatory framework in the three regions in place</b>						
1.1.1. Local government/ councils policies, laws, regulations and guidelines drafted, approved, disseminated and implemented	1. Revisions of policies, laws, regulations and guidelines related to LG drafted and approved (e.g. human resource management, procurement and gender)	Policy statements	Yearly	LGs, VCs and community members aware of LG regulatory framework	Names and Numbers of policies, laws, regulations and guidelines related to LG drafted and/or approved	
		Published acts?		Extent to which policy takes account of wider LG representation	(Decentralization Policy, Law No 23, Procurement Guidelines, Gender Guidelines, Human Resource Guidelines, Law No 7, Law No 17?)	
	2. Harmonisation of the decentralisation legal framework with the sectors initiated	Study reports	Yearly	Changing perceptions and practices of line ministries towards decentralisation	Describe how the decentralisation of the legal framework with the sectors was initiated and the number of names of sectors involved	
		Draft bills				(Education, Health, Water/Sanitation, Public Works)
		Sector Study				
	3. LG policies, laws, regulations and guidelines implemented (e.g. human resource management, procurement, and gender)	LG minutes of meetings	Quarterly	Extent of implementation of LG regulatory framework	Names and Numbers of LG policies, laws, regulations and guidelines implemented (Decentralization Policy, Law No 23, Procurement Guidelines, Gender Guidelines, Human Resource Guidelines)	
LG by-laws						
1.1.2. Tasks and responsibilities for service delivery distributed between central and local governments	4. Number of sector ministries decentralising service delivery obligations and resources to local governments	Study reports on allocation of sector functions between central and local governments	Yearly	Extent to which service delivery obligations are allocated to LGs	(Agreement on assignment of functions) SL: 2 to 3 PL: 2 to 3	
		Line ministries strategic and work plans			SC: 0	

1.2.1. District councils established as per grade	5. Number of districts by grade with councils established as stipulated in the law	MoI and LG records of council members	Yearly	Councils perceived as legitimate by the public	SL: 19 PL: 8 SC: 0
	6. Increase in number of women and vulnerable groups represented in district councils	MoI and LG records of council members	Yearly	Improved representation of women and vulnerable groups Extent to which issues related to gender and vulnerable groups are raised	SL: 5% PL: 0% SC: 0%
1.2.2. District councils meetings held	7. Number of district councils holding and recording meetings as stipulated in the law	Minutes of council meetings	Quarterly	Improved documentation of meetings	SL: 6 PL: 4 SC: 0
				Effect of meetings on council operations	
1.2.3. District councils passing by-laws	8. Number and type of by-laws passed by district	Minutes of meetings	Quarterly	% of new by-laws passed that are implemented	SL: 70%; PL: 70%; SC: NA
		Published by-laws			
1.2.4. District council sub-committees established	9. Number of districts where sub-committees have been established as per the law	LG records of sub-committee members	Yearly	Functionality of sub-committees	SL: 6 PL: 4 SC: 0
1.2.5. Village committees established	10. Number of VCs established as per law	MoI and LG records of villages and village committee members	Yearly	Functionality of VCs	PL: 56 SL: Being collected by MoI; SC: ?
	11. Number of VCs having representation of women and other vulnerable groups	MoI and LG records of villages and village committee members	Yearly	Improvements in representation Extent to which community priorities related to needs of women and vulnerable groups are raised	PL: 54 SL: Clarify after data collection MoI; SC: ?
1.2.6. LG departments in place	12. Number of districts with departments in place as per the law	MoI and LG records	Yearly	Enhanced clarity of departmental functions	SL: 6 PL: 4 SC: 0
		LG organograms			

1.3. Up to 98 rural and urban councils' capacity to govern and manage service delivery enhanced					
1.3.1. Approved annual work plan and budget (AWPB) per district	13. Number of districts with approved annual work plan and budget derived from the five-year District Development Framework (DDF)	DDF	Yearly	Number of districts using DDF as fund mobilisation tool	SL: 6 PL:4 SC:1
		AWPB			
	14. Number of districts with DDF mainstreaming gender and security	AWPB	Yearly	Extent to which attention is paid to gender and security issues	SL: 6 PL:4 SC: 1
1.3.2. Departmental work plans in place	15. Number of departments with approved departmental plans derived from the AWPB	Departmental work plans	Yearly	Enhanced practices in relation to departmental planning	SL, PL and SC: Public Works, Admin and Finance Departments
1.3.3. At least 70% of the planned results in the AWPB achieved	16. % age of results in AWPB implemented	Project progress reports	Quarterly	Quality of achieved results	SL - Borama: 70%; Berbera: 70%, Hargeisa: 70%, Bura: 70%; Sheikh: 70%; Odweine: 70%
	17. % of budget in AWPB utilised	Project financial reports	Quarterly	Efficiency of fund management	PL – Garowe: 70%, Bossaso: 70%, Gardho: 70%, Galkayo: 70%; Adado: 70%
1.3.4. Quarterly financial statements approved by LG Executive Committee	18. Number of districts with approved quarterly? financial statements	Financial statements	Quarterly	Efficiency of financial management	SL: 6; PL: 4, SC: 0
1.3.5. Four internal audit reports approved by district council	19. Number of districts where one internal audit reports are submitted to the council	Internal audit reports	Quarterly	Usefulness of internal audit to operations	SL: 3; PL: 2, SC: 0
1.3.6. Annual external audit report produced and approved	20. Number of districts where annual external audit report has been produced	External audit report	Yearly	Number of LGs taking up audit recommendations	SL: 6; PL:4; SC: 0
1.3.7. Fiscal transfer system developed and implemented	21. Number of districts receiving fiscal transfers as per the law	Financial statements	Quarterly	Efficiency of fiscal transfer system and effect on council operations	SL: 6; PL: 4; SC: 0

1.3.8. LG contracts awarded according to procurement guidelines	22. % of contracts awarded against targets in procurement plan in line with guidelines	Procurement plan	Quarterly	Extent of LGs adherence to procurement guidelines	Borama: 70%; Berbera: 70%; Hargeisa: 70%, Bura: 70%; Sheikh: 70%; Odweine: 70%
		Procurement committee minutes			Garowe: 70%; Bossaso: 70%, Gardho: 70%; Galkayo: 70%; Adado:
1.3.9. LGs develop and implement human resource management/development (HRM/D) guidelines	23. Number of LGs where staff have job descriptions	HRM/D guidelines	Yearly	Enhanced clarity in LG staff functions and effect on performance	SL:6; PL: 4, SC: 0
	24. % increase in women filling professional positions per district	Human resource records	Yearly	Gender sensitivity in LG recruitment and deployment	SL: 1% PL: 1% SC: NA
	25. Number of councillors and staff having attended and completed capacity building activities (by district, gender, committee, department)	Training data sheets	Quarterly	Extent to which training is being applied	Hargeisa: M/F; Committee Name/Department
Bura: M/F; Committee					
Borama: M/F; Committee					
Berbera: M/F; Committee					
Sheikh: M/F; Committee					
Odweine: M/F; Committee					
Garowe: M/F; Committee					
Bossaso:					
Gardho: M/F; Committee					
Galkayo: M/F; Committee					
Adado: M/F; Committee					

1.3.10. Registration systems in place and operational	26. Number of districts with system for collecting data on births, marriages, deaths, registration of persons, land (disaggregated by gender)	Registration data sheets	Quarterly	Availability of comprehensive district-specific data	SL: 2; PL: 2, SC: 0
	27. Number of districts with basic information on services (health, education, water, roads, communication)	Registration data sheets	Yearly	Availability of comprehensive district-specific data	SL: 2; PL: 2, SC:17
	28. Number of districts with up-to-date information on all development projects implemented in the district by sector and location	Registration data sheets	Yearly	Availability of comprehensive district-specific data	SL: 2; PL: 2, SC: 0
<b>Result 1.4. Target district councils have increased awareness about options of revenue generation</b>					
1.4.1. Local revenue generation improved	29. % increase in local revenue per district	Revenue forecast	Quarterly	Efficiency of local revenue collection	SL - Berbera: 10%; Borama: 5%; Hargeisa: 10%, Burao: 10%; Sheikh: 5%; Odweine: 5%?
		Financial statements			PL – Garowe: 10%; Bossaso: 10%; Gardho: 5%; Galkayo: 5%?
	30. Number of LGs collecting more than 80% of the revenue forecast	Financial statements	Quarterly	Efficiency of local revenue collection	SL: 6; PL: 4; SC: 0
<b>Result 1.5. All eligible district councils have at least one priority project funded annually</b>					
1.5.1. LGs implementing priority projects	31. % of LG projects implemented and operational	Project reports	Quarterly	% of completed projects that are operational and utilised by intended beneficiaries	SL: 80%
					PL: 80%
					SC: 80%:
1.5.2. LGs having an asset management system	32. Number of LGs with up-to-date comprehensive asset register and Operations & Maintenance plan	Asset register	Quarterly	Improvements in asset management	SL: 6, PL: 4, SC: 1
		O&M strategy			



1.6.1. Private sector contractors delivering services on behalf/in partnership with district councils	33. Number of LG services outsourced per district	Contracts	Quarterly	Increased establishment and effectiveness of private/public partnerships	SL:	
					Borama: 3	
					Berbera: 3	
					Hargeisa: 3	
					Burao: 3	
					Sheikh: 2	
					Odweine: 2	
					PL:	
					Garowe: 3	
					Bossaso: 3	
					Gardho: 2	
					Galkayo: 2	
					(SC not yet included)	
<b>2.1. Target communities in up to 98 districts have basic understanding of their rights and responsibilities vis-a-vis district councils</b>						
2.1.1. Civic education coverage	34. Number of districts covered by civic education campaigns	Civic education strategy and reports	Quarterly	Extent of community awareness of LGs functions and their own	SL: 6; PL: 4 SC:1	
<b>2.2. Annual district plans and budgets in up to 98 councils reflect community priorities</b>						
2.2.1. Community priorities reflected in LG plans	35. Number of LGs that hold planning meetings at village level on AWPB	LG minutes	Yearly	Extent to which district plans and projects are as per community priorities	SL: 6; PL: 4; SC: 1	
		AWPB				
	36. Number of LGs that hold public meetings to endorse AWPB	DC minutes	Yearly	Extent to which feedback is given to the public about LG plans		SL: 6; PL: 4; SC: 1
		AWPB				

2.3. Basic mechanism for community monitoring of all projects funded by the development fund strengthened and operational					
2.3.1. Community monitoring groups established through VC	37. Number of districts that have community monitoring groups formed and trained in participatory impact monitoring	LG records of community monitoring groups	Quarterly	Extent to which issues of community monitoring groups are raised and addressed	SL: 6; PL: 4; SC: 1
		Training data			
		Community project sign offs			
2.4. Public reporting in up to 98 districts held annually					
2.4.1. LG information made public (council resolutions, quarterly activity/ project plans, financial and procurement reports)	38. Number of districts that have mechanisms for disseminating information to the public (e.g. displaying on notice boards, publishing and disseminating annual report)	LG notice boards	Yearly	Extent to which communities are aware of council plans, activities, performance	SL: 6; PL: 4, SC: 1
		Printed notices			
		LG annual reports			
	39. Number of LGs holdings reporting meetings with communities at least once a year	LG minutes	Yearly	Extent to which communities are aware of council plans, activities, performance	SL: 6; PL: 4, SC: 0

## ANNEX 10: 2010 INDICATOR BASED PERFORMANCE ASSESSMENT

### Progress against OVIs

#### Reporting framework for the JPLG Year 2010 - Somaliland

JPLG Results	Benchmark	Indicators	Targets 2010	Means of Verification	Progress till date: 1st Quarterly Report 2010	Progress till date: 2nd Quarterly Report 2010	Progress till date: 3rd Quarterly Report 2010	Progress till date: Q 4 (Annual Report) 2010
			Target: SL: Sheik, Odweine, Berbera, Bormara, Hargeisa, Burao		As of 31 March 2010	As of 30 June 2010	As of 30 September 2010	As of 31 December 2010
<b>Expected results under specific Objective 1 by 2012</b>								
Local government policy, legal and regulatory framework in the 3 regions of Somalia initiated	Local Government/Councils rules and regulations drafted	Revision in (1) Somaliland, (2) Puntland and (3) with the TFG	Revision of Somaliland and Puntland LG laws initiated	Consultants reports and Government Revised Laws Passed	Consultants have been contracted but have not yet started	Consultants have been contracted but have not yet started	Local Government Laws are under review	Consultants submitted reports and provided options for alternative LG policies
	Drafted policies implemented	Local governments implement new policies	n/a		No data available	No data available	Local Government Laws are under review	
	Drafted regulations implemented	Local governments implement new regulations	n/a		No data Available	No data Available	Local Government Laws are under review	
Up to 98 districts have legitimate councils established and operational in selected locations	LC establishment per council grade	No. of LC members per council grade	SL 2, PL 2, SC 0	The R&D Law LC election results	Hargeisa 25, Borama 21, Berbera 21, Burao 21, Sheikh 13, Odweine 17	Hargeisa 25, Borama 21, Berbera 21, Burao 21, Sheikh 13, Odweine 17	Hargeisa 25, Borama 21, Berbera 21, Burao 21, Sheikh 13, Odweine 17	
	12 LC annual meetings held	No. of meetings	6 meetings in each functioning LCs in SL and PL	Minutes of Meetings of DCs and Register Book	Burao 2, Borama 2, Odweine 0, Berbera 2, Berbera 1, sheikh 0, Hargeisa 2	Hargeisa 0, Borama 0, Berbera 0, Sheikh 0, Burao 0, Odweine 0	Hargeisa 1, Borama 1, Berbera 0, Sheikh 0, Burao 1, Odweine 1.	Hargeisa 1, Borama 1, Berbera 1, Sheikh 1, Burao 1, Odweine 1.

	At least 90% of LC resolutions implemented	% of local council resolutions implemented	50% of resolutions implemented in SL; and 30% in PL by functioning LCs	Minutes of Meetings of DCs and Register Book as well as official memo to relevant departments	Burao 80%, Borama 70%, Odweine no data, Berbera 20%, Sheikh no data, Hargeisa 90% (all claimed)	no data	Hargeisa Borama 75%, Berbera N/A, Sheikh N/A, Burao 90%, Odweine 40%, Hargeisa 60%	Hargeisa Borama 75%, Berbera 50%, Sheikh 50%, Burao 90%, Odweine 40%, Hargeisa 65%
	100% of new by laws passed are implemented	No. of by-laws passed and implemented	70% of new by laws passed are implemented	Minutes of Meetings of DCs and Register Book	Burao None, Borama 50%, Odweine no Data, Berbera 20%, Sheikh no data available, Hargeisa 15% (all claimed)	Hargeisa 0, Borama 0, Berbera 0, Sheikh 0, Burao 0, Odweine 0	No bylaws by any of the districts	No bylaws by passed any of the districts
	12 Council executive committee meetings held	No. of meetings	6 EC meetings held in each functioning LCs in SL and PL	Record of Executive Committee Meetings	Burao 2, Borama 11, Odweine None, Berbera 12, Sheikh None, Hargeisa 3	Hargeisa 12, Borama 3, Berbera 9, Sheikh 9, Burao 12, Odweine 0	Borama 12, Berbera 12, Sheikh 6, Burao 12, Odweine 2, Hargeisa 12	Borama 12, Berbera 12, Sheikh 5, Burao 15, Odweine 1, Hargeisa 12
	90% of council executive committee decisions implemented	% of council executive committee decisions implemented	70% of resolutions implemented in SL; and 50% in PL by functioning LCs	Record of Executive Committee Meetings	Burao 50%, Borama 60%, Odweine no EC meetings. Berbera 10%, Sheikh no data, Hargeisa 90%	Hargeisa 90%, Borama 75%, Berbera 90%, Sheikh 90%, Burao 85%, Odweine no meetings	Borama 90%, Berbera 80%, Sheikh 70%, Burao 95%, Odweine no data, Hargeisa 95%	Borama 95%, Berbera 85%, Sheikh 75%, Burao 95%, Odweine no data, Hargeisa 95%
	60 Sub-committee meetings held annually	No. of meetings	20 SC meetings in each functioning LCs in SL and PL	Record of Sub-committee meetings (records usually only kept for a limited period of time)	Burao 2, Borama 20, Odweine None, Berbera 15, Sheikh None, Hargeisa 18	Hargeisa 0, Borama 0, Berbera 2, Sheikh 0, Burao 0, Odweine 0	Borama 0, Berbera 0, Sheikh 0, Burao 0, Odweine 0, Hargeisa 0	Borama 0, Berbera 1, Sheikh 0, Burao 0, Odweine 0, Hargeisa 0
	Establishment of village committees (VCs) as per LG law	No. of village committees in place	80% of VCs established SL and 70% in PL in each functioning LCs	District Record	Burao 100%, Borama 100%, Odweine 100%, Berbera 100%, Sheikh 100%, Hargeisa 100%	100% of VCs established in all districts	100% of Village Councils Exist	100% of Village Councils Exist
	At least 90% of Village Committees are functional	% of functional Village Committees	70% of VCs in SL are functional; 50% in PL function according to law	District Record	Burao 90%, Borama 90%, Odweine 60%, Berbera 100%, Sheikh 100%, Hargeisa 70%	Hargeisa 70%, Borama 90%, Berbera 90%, Sheikh 95%, Burao 90%, Odweine 90%	88% of all vilages operational	88% of all vilages operational

Up to 98 rural and urban councils' capacity to govern and manage service delivery enhanced	1 approved annual LC plan	Approved annual plan	100% of target districts LCs in SL, PL and SC have approved plans	Annual Plan from DC	Burao 1, Hargeisa 1	100% of target districts have Approved Annual Plan	All districts have Annual Plan	All districts have Annual Plan
	100% LCs mainstream HIV/AIDS and gender in plans	No. of LCs mainstreaming HIV and AIDS and Gender	50% of target LCs	Annual Plan from DC	Burao	Only Burao	17%	17%
	5 department workplans	Approved departmental plan	n/a	Department Plan	Burao	Hargeisa none, Borama None, Berbera None, Sheikh None, Burao 3 Departmental Workplans, Odweine none	Borama 0, Berbera 0, Sheikh 0, Burao 4, Odweine 0, Hargeisa 0	Borama 0, Berbera 0, Sheikh 0, Burao 4, Odweine 0, Hargeisa 0
	1 approved annual budget	Approved budget	100% of target LCs in SL and PL have an approved budget	Annual Budget from DC	50% of target districts have an approved budget	100% target districts have Approved budgets for 2010	Exist in all Districts	Exist in all Districts
	At least 80% of planned results achieved in SL and PL. 70% in SC	% of results achieved	60% of target LC in SL; 50% in PL achieve 70% of planned targets	Annual Reports	No data	No data	could not be verified	could not be verified
	At least 90% of budget utilisation	Budget utilisation rate	80% budget utilisation achieved by target LCs	Financial Report from DC	Borama 90%, Berbera 40%, Sheikh 40%, Odweine no data, Burao no data, Hargeisa 90%	Hargeisa 90%, Borama 40%, Berbera 35%, Sheikh 30%, Burao 95%, Odweine 5%	Borama 95%, Berbera 80%, Sheikh 30%, Burao 78.3%, Odweine 70%, Hargeisa 81.07%	Borama 98%, Berbera 85%, Sheikh 40%, Burao 83%, Odweine 74%, Hargeisa 85%
	Quarterly financial statements approved by LC Executive Committee	Approved financial statements	n/a	Financial Statements Signed monthly	None	Hargeisa 3, Borama 3, Berbera 3, Sheikh 2, Burao 2, Odweine 2	Borama 2, Berbera 3, Sheikh 3, Burao 3, Odweine 0, Hargeisa 3	Borama 2, Berbera 3, Sheikh 3, Burao 3, Odweine 0, Hargeisa 3

	4 internal audit reports approved by LCs	No. of internal audit reports approved by LC	n/a	Quarterly internal Audit reports Verified by Site visit	None	Hargeisa 3, Borama None, Berbera None, Sheikh none, Burao 0, Odweine 0	Borama 1, Berbera 1, Sheikh 0, Burao 3, Odweine 0, Hargeisa 0	Borama 1, Berbera 1, Sheikh 0, Burao 2, Odweine 0, Hargeisa 0
	1 external audit report approved by LC	Approved audit reports	1 annual audit conducted in each target LC in SL, PL, SC	Audit Report	None	Hargeisa none, Borama None, Berbera 1, Sheikh none, Burao 0, Odweine 0	No external audit in any of the districts	No external audit in any of the districts
	50% of Central Government financing utilised for development in LC Grade A-C and 10% in Grade D LCs	No. of councils	n/a	Financial Report from DC	Berbera 1, Sheikh 1, Burao 1, Berbera 1, Borama 1	Hargeisa 50%, Borama not received, Berbera not received, Sheikh not received, Burao not received, Odweine not received	Borama 20%, Berbera 0%, Sheikh 0, Burao 0, Odweine 0, Hargeisa 0	Borama 0%, Berbera 0%, Sheikh 0, Burao 0, Odweine 0, Hargeisa 0
	Procurement committee in place and operational	Committee in place and 4 annual meetings held	100% of target LCs have an operational Procurement Committee	Site Visit	67% of target districts have operational procurement committee	50% of target districts have operational procurement committee	50%	100% of target districts have procurement committee
	At least 85% of planned procurement implemented	No. of contracts awarded against target	85% of planned procurement implemented in target districts	Contract Monitoring MIS	None	0% in all districts	Borama 0%, Berbera 90%, Sheikh 60%, Burao 85%, Odweine 60%, Hargeisa 5%	Borama 75%, Berbera 95%, Sheikh 80%, Burao 90%, Odweine 85%, Hargeisa 75%
	Staff establishment per LC grade (A-B/D)	No. and type of staff (A-B/D)	n/a	Capacity Assessment report + ? Staff establishment profiles	Borama 160, Berbera 149, Sheikh 29, Odweine 12, Burao 297, Hargeisa 397	Borama 160, Berbera 386, Sheikh 29, Odweine 12, Burao 243, Hargeisa 397	Borama 160, Berbera 386, Sheikh 29, Odweine 12, Burao 243, Hargeisa 397	Borama 160, Berbera 386, Sheikh 29, Odweine 12, Burao 243, Hargeisa 397
	LCs implementing the LG Human Resources Management guidelines	No. of LCs implementing the HR management guidelines	50% of target LCs implement HR guidelines	Site Visit	None	None	No HR Management Guidelines Developed	No HR Management Guidelines Developed

	Functional data management system for LC services - Births, deaths, voter registration, application for registration of persons, land registration; education, health services, district maps, district profile - 80% in SL and PL, 70% in SC	Up to date data management system	n/a	Site Visit	None	None	Nil	Nil
	Implementation of CDD/DevInfo/Project management M&E/MIS - 80% in SL and PL, 70% in SC	No. of LCs with up to date data on projects implemented and basis development statistics	100% of target districts	MIS Reports	33%	0%	Nil	Nil
	Reconciliation mechanism in place at local council level - 90% in SL and PL and 75% in SC	Reconciliation structure in place	n/a	Site Visit	1 in Berbera	Hargeisa 0, Borama 0, Berbera 0, Sheikh 0, Burao 0, Odweine 0	Customary Mechanisms in place but not written down	No Written Codes
	At least 80% of reported disputes resolved in SL and PL, 60% in SC	% of disputes resolved	n/a		Berbera 60%	Hargeisa 50%, Borama 50%, Berbera 90%, Sheikh 70%, Burao 91%, Odweine 60%	Borama 80%, No disputes reported in Berbera & Sheikh, Burao 80%, Odweine 75%, Hargeisa 60%	Borama 80%, Berbera 95%, Sheikh 0, Burao 80%, Odweine 75%, Hargeisa 60%
Target district councils have increased awareness about options of revenue generation	Sources and means of revenue generation identified in all LCs	Approved revenue plan and implementation modality	SL 2, PL 2, SC 0	Revenue Reports	Berbera, Borama	Exists in all A,B, and C districts	Revenue collection Plan Exists in all target districts	Revenue collection Plan Exists in all target districts

	90% of quarterly and annual revenue targets met for 80% of LCs in SL and PL, and 70% of LCs in SC	% of revenue targets met	70% of target met by 2 SL councils	Revenue Reports/Annual Budget/Annual reports	Berbera 80%, Borama 70%	Hargeisa 95%, Borama 50%, Berbera 55%, Sheikh 30%, Burao 95%, Odweine 5%	Borama 80%, Berbera 95%, Sheikh 25%, Burao 78.3%, Odweine 40%, Hargeisa 83.97%	Borama 84%, Berbera 95%, Sheikh 28%, Burao 85%, Odweine 43%, Hargeisa 90%
All eligible district councils have at least 1 priority service delivery project funded annually	At least 80% of councils have one project funded in SL and PL and 70% in SC	% of councils with projects funded	100% of target districts implement at least one project	MIS Reports	None	None	0%	100% Target districts have projects funded
	150 projects implemented across the region	No. of projects	20 projects in progress	MIS Reports	None	None	Borama 2, Berbera 0, Sheikh 0, Burao 0, Odweine 0, Hargeisa 1	Borama 6, Berbera 3, Sheikh 4, Burao 7, Odweine 4, Hargeisa 4
	LCs have and implement an asset management system - 90% in SL and PL and 80% in SC	No. of LCs with up to date asset register	n/a	Site Visit	Manual asset management system formats developed and in use in all districts except Sheikh and Odweine	Borama, Hargeisa, Berbera, and Burao	Manual Asset Register is made available only in the handover periods	Manual Asset Register is made available only in the handover periods
300 communities and 100 private sector service providers awarded contracts to delivery priority services and works	Private sector contractors delivering services on behalf/in partnership with district councils - 90% of LCs award 2 contracts to the private sector in SL and PL	No. of contracts with private sector firms	All target districts have 1 contracts awarded to private sector	MIS Reports	Borama 4, Hargeisa 2, the rest None	No contracts awarded in all districts	Borama 2, Berbera 0, Sheikh 0, Burao 0, Odweine 0, Hargeisa 0	Borama 6, Berbera 3, Sheikh 4, Burao 7, Odweine 4, Hargeisa 4
	Community groups engaged to deliver services on behalf/in partnership with district councils - 95% of LCs award at least 3 contracts to community groups in SL and PL	No of projects awarded to community groups	n/a	CDRD PMS		None	Borama 0, Berbera 0, Sheikh 0, Burao 0, Odweine 0, Hargeisa 0	Borama 0, Berbera 0, Sheikh 0, Burao 0, Odweine 0, Hargeisa 0



Expected results under specific Objective 2 by 2012								
Target communities in up to 98 districts have basic understanding of their rights and responsibilities vis-a-vis district councils	Coverage by district/ number of people - 98 districts covered	No. of districts	SL 6, PL 2, SC 2	?		Not measurable	0	0
	Planning meetings between LCs/ Village Committees and other existing community groups held - 100%	No. of meetings held	SL 6, PL 2, SC 2	Site Visit / CAP Forms			Borama 1, Berbera 0, Sheikh 1, Burao 0, Odweine 0, Hargeisa 6	Borama 0, Berbera 0, Sheikh 0, Burao 0, Odweine 0, Hargeisa 0
Basic mechanism for community monitoring of all projects funded by the development fund strengthened and operational	Communities approve and sign off follow-up approvals leading to follow-up installments - 100%	No. of sign offs	50% of projects in target LCs in SL and PL have community monitoring component	User-group Monitoring Forms		None	Nil	
Public reporting meetings in 98 districts held annually	LC quarterly activity/project, plans, financial and procurement reports displayed on noticeboard - 100%	No. of reports displayed	SL 6, PL 2, SC 2	DC reports			Borama 0, Berbera 0, Sheikh 0, Burao 0, Odweine 0, Hargeisa 0	Borama 0, Berbera 0, Sheikh 0, Burao 0, Odweine 0, Hargeisa 0
	LC meetings with communities held every six months - 100%	No. of meetings held	SL 6, PL 2, SC 2	Site Visits			Borama 1, Berbera 0, Sheikh 1, Burao 3, Odweine 1, Hargeisa 1	Borama 1, Berbera 2, Sheikh 1, Burao 3, Odweine 1, Hargeisa 2
	Annual LC reports published - 100%	No. of LCs publishing annual reports	50% of target LCs	DC annual Report			Borama 0, Berbera 0, Sheikh 0, Burao 0, Odweine 0	Borama 0, Berbera 0, Sheikh 0, Burao 0, Odweine 0

## Reporting framework for the JPLG Year 2010 - Puntland

JPLG Results	Benchmark	Indicators	Targets 2010	Means of Verification	Progress till date: 1st Quarterly Report 2010	Progress till date: 2nd Quarterly Report 2010	Progress till date: 3rd Quarterly Report 2010	Progress till date: Q 4 (Annual Report) 2010
			Target: PL : Garowe, Bossaso, Gardo, Galkayo		As of 31 March 2010	As of 30 June 2010	As of 30 September 2010	As of 31 December 2010
Expected results under specific Objective 1 by 2012								
Local government policy, legal and regulatory framework in the 3 regions of Somalia initiated	Local Government/Councils rules and regulations drafted	Revision in (1) Somaliland, (2) Puntland and (3) with the TFG	Revision of Somaliland and Puntland LG laws initiated	Consultants reports and Government Revised Laws Passed	Not yet officially initiated /reviewed the legal frame work for LG in PL; although there is an Article # 7 which sets up ground of the PL-LGs frame work	Not yet officially initiated /reviewed the legal frame work for LG in PL; although there is an Article # 7 which sets up ground of the PL-LGs frame work	Not yet officially initiated /reviewed the legal frame work for LG in PL; although there is an Article # 7 which sets up ground of the PL-LGs frame work	Not yet officially initiated /reviewed the legal frame work for LG in PL; although there is an Article # 7 which sets up ground of the PL-LGs frame work
	Drafted policies implemented	Local governments implement new policies	n/a		NIL	NIL	NIL	NIL
	Drafted regulations implemented	Local governments implement new regulations	n/a		NIL	NIL	NIL	NIL
Up to 98 districts have legitimate councils established and operational in selected locations	LC establishment per council grade	No. of LC members per council grade	SL 4, PL 2, SC 0	The PL Local Govt Law LC and LG election/selection results	Gardo: 27 Galka'yo: 31 Garowe: 27 but now only 8 permanent councilors in place Bossaso: 27 but currently they were dissolved by presidential decree	Gardo: 27 Galka'yo: 31 Garowe: 27 but now only 8 permanent councilors in place Bossaso: 27 but currently they were dissolved by presidential decree	Gardo: 27 Galka'yo: 31 Garowe: 27 Bossaso: 27 but currently they were dissolved by presidential decree	Gardo: 27 Galka'yo: 31 Garowe: 27 Bossaso: no council
	12 LC annual meetings held	No. of meetings	6 meetings in each functioning LCs in SL and PL	Minutes of Meetings of DCs and Register Book	2 annual meetings X 4 DCs and regularly take place	2 annual meetings X 4 DCs and regularly take place	2 annual meetings X 4 DCs and regularly take place	Gardo: 1 Galka'yo: 1 Garowe: 1 Bossaso: 0

	At least 90% of LC resolutions implemented	% of local council resolutions implemented	50% of resolutions implemented in SL; and 30% in PL by functioning LCs	Minutes of Meetings of DCs and Register Book	Garowe: 2 resolution passed and 100% implemented. Gardo: 2 passed and 100% implemented, Galka`yo: 3 passed and 100% implemented, Bossaso: no resolutions passed	Garowe: 4 resolution passed and 100% implemented. Gardo: 3 passed and 100% implemented, Galka`yo: 5 passed and 100% implemented, Bossaso: no resolutions passed (no council at all)	Garowe: 5 resolution passed and 100% implemented. Gardo: 4 passed and 100% implemented, Galka`yo: 3 passed and 100% implemented, Bossaso: no resolutions passed (no council at all)	Garowe: 8 resolution passed and 100% implemented. Gardo: 6 passed and 100% implemented, Galka`yo: 6 passed and 100% implemented, Bossaso: no resolutions passed (no council at all)
	100% of new by laws passed are implemented	No. of by-laws passed and implemented	70% of new by laws passed are implemented	Minutes of Meetings of DCs and Register Book	NIL	NIL	NIL	NIL
	12 Council executive committee meetings held	No. of EC meetings	6 EC meetings held in each functioning LCs in SL and PL	Record of Executive Committee Meetings	Garowe: 6 meetings (1x2weeks), Galka`yo & Gardo: 12 meetings ( biweekly). Bossaso: 7 meetings (biweekly, before they were dissolved on 25th february)	Garowe: 6 meetings (1x2weeks), Galka`yo & Gardo: 12 meetings ( biweekly). Bossaso: no council at all	Garowe: 6 meetings (1x2weeks), Galka`yo & Gardo: 12 meetings ( biweekly). Bossaso: no council at all	Garowe: 6 meetings (1x2weeks), Galka`yo & Gardo: 12 meetings ( weekly). Bossaso: no council at all
	90% of council executive committee decisions implemented	% of council executive committee decisions implemented	70% of resolutions implemented in SL; and 50% in PL by functioning LCs	Record of Executive Committee Meetings	Garowe: 2 resolution passed and 100% implemented. Gardo: 2 passed and 100% implemented, Galka`yo: 3 passed and 100% implemented, Bossaso: no resolutions passed	Garowe: 4 resolution passed and 100% implemented. Gardo: 3 passed and 100% implemented, Galka`yo: 5 passed and 100% implemented, Bossaso: no resolutions passed (no council at all)	Garowe: 5 resolution passed and 100% implemented. Gardo: 4 passed and 100% implemented, Galka`yo: 3 passed and 100% implemented, Bossaso: no resolutions passed (no council at all)	Garowe: 6 resolution passed and 100% implemented. Gardo: 3 passed and 100% implemented, Galka`yo: 4 passed and 100% implemented, Bossaso: no resolutions passed (no council at all)
	60 Sub-committee meetings held annually	No. of sub committee meetings	20 SC meetings in each functioning LCs in SL and PL	Record of Sub-committee meetings.	Sub-committees meetings are hold on ad hoc basis	Sub-committees meetings are hold on ad hoc basis	Sub-committees meetings are hold on ad hoc basis	Sub-committees meetings are hold on ad hoc basis
	Establishment of village committees (VCs) as per LG law	No. of village committees in place	80% of VCs established SL and 70% in PL in each functioning LCs	District Record	Garowe: 24 VDCs. Bossaso: 25 VDCs. Gardo: 20 VDCs Galka`yo: 20 VDCs	Garowe: 24 VDCs. Bossaso: 25 VDCs. Gardo: 20 VDCs Galka`yo: 20 VDCs	Garowe: 24 VDCs. Bossaso: 25 VDCs. Gardo: 20 VDCs Galka`yo: 20 VDCs	Garowe: 24 VDCs. Bossaso: 25 VDCs. Gardo: 20 VDCs Galka`yo: 20 VDCs

	At least 90% of Village Committees are functional	% of functional Village Committees	70% of VCs in SL; 50% in PL function according to law	District Record	Garowe : 16 functional VDCs (67%), Bossaso: 20 functional VDCs (80%), Gardo: 13 functional VDCs (76%) Galka`yo: 16 functional VDCs (80%)	Garowe : 16 functional VDCs (67%), Bossaso: 20 functional VDCs (80%), Gardo: 13 functional VDCs (76%) Galka`yo: 16 functional VDCs (80%)	Garowe : 16 functional VDCs (67%), Bossaso: 20 functional VDCs (80%), Gardo: 13 functional VDCs (76%) Galka`yo: 16 functional VDCs (80%)	Garowe : 16 functional VDCs (67%), Bossaso: 20 functional VDCs (80%), Gardo: 13 functional VDCs (76%) Galka`yo: 16 functional VDCs (80%)
	5 departments in place	No. of departments in place	50% of LCs have departments in place in SL; 40% in PL function according to law	Capacity Assessment/periodic visits	Garowe: 6 departments, Bossaso: 9 departments, Gardo: 5 departments and Galka`yo: 5 departments	Garowe: 6 departments, Bossaso: 9 departments, Gardo: 5 departments and Galka`yo: 5 departments	Garowe: 6 departments, Bossaso: 9 departments, Gardo: 5 departments and Galka`yo: 5 departments	Garowe: 6 departments, Bossaso: 9 departments, Gardo: 5 departments and Galka`yo: 5 departments
Up to 98 rural and urban councils' capacity to govern and manage service delivery enhanced	1 approved annual LC plan	Approved annual plan	100% of target districts LCs in SL, PL and SC have approved plans	Annual Plan from DC	Garowe, Bossaso, Gardo & Galka`io have approved annual plan	Garowe, Bossaso, Gardo & Galka`io have approved annual plan	Garowe, Bossaso, Gardo & Galka`io have approved annual plan	Garowe, Bossaso, Gardo & Galka`io have all approved annual plans
	100% LCs mainstream HIV/AIDS and gender in plans	No. of LCs mainstreaming HIV and AIDS and Gender	50% of target LCs	Annual Plan from DC	No data available	No data available	No data available	No data available
	5 department workplans	Approved departmental plan	n/a	Department Plan	No data available	No data available	No data available	No data available
	1 approved annual budget	Approved budget	100% of target LCs in SL and PL have an approved budget	Annual Budget from DC	100% approved annual budget in place in the 4 districts.	100% approved annual budget in place in the 4 districts.	100% approved annual budget in place in the 4 districts.	100% approved annual budget in place in the 4 districts.
	At least 80% of planned results achieved in SL and PL. 70% in SC	% of results achieved	60% of target LC in SL; 50% in PL achieve 70% of planned targets	Annual Reports	No data available	No data available	No data available	No data available

	At least 90% of budget utilisation	Budget utilisation rate	80% budget utilisation achieved by target LCs	Financial Report from DC	100% of budget utilized for the 4 districts	100% of budget utilized for the 4 districts	100% of budget utilized for the 4 districts	Garowe: 90%, Bossaso: 83% , Gardo: 93% and Galka`yo: 78%
	Quarterly financial statements approved by LC Executive Committee	Approved financial statements	n/a	Financial Statements Signed monthly	Garowe: 3 Bossaso: 1 Gardo: 3 Galka`yo: 3	Garowe: 3 Gardo: 3 Galka`yo: 3 Bossaso : no council at all	Garowe: 3 Gardo: 3 Galka`yo: 3 Bossaso : no council at all	Garowe: 3 Gardo: 3 Galka`yo: 3 Bossaso : no council at all
	4 internal audit reports approved by LCs	No. of internal audit reports approved by LC	n/a	Quarterly internal Audit reports Verified by Site visit	Garowe:1 Bossaso:2 Gardo:4 Galka`yo:3	Garowe:0 Bossaso: no Council Gardo:2 Galka`yo:2	Garowe:1 Bossaso: no Council Gardo:1 Galka`yo:1	Garowe:2 Bossaso: no Council Gardo:0 Galka`yo:0
	1 external audit report approved by LC	Approved audit reports	1 annual audit conducted in each target LC in SL, PL, SC	Audit Report	None	None	None	None
	50% of Central Government financing utilised for development in LC Grade A-C and 10% in Grade D LCs	No. of councils	n/a	Financial Report from DC	No data	Only Garowe receives fiscal transfer from central government	Only Garowe receives fiscal transfer from central government	No data
	Procurement committee in place and operational	Committee in place and 4 annual meetings held	100% of target LCs have an operational Procurement Committee	Site Visit	Procurement committee is exist in the 4 districts	Procurement committee is exist in the 4 districts	Procurement committee is exist in the 4 districts	100% of target LCs have an operational Procurement Committee
	At least 85% of planned procurement implemented	No. of contracts awarded against target	85% of planned procurement implemented in target districts	Contract Monitoring MIS	will report in the next quarter	Garowe : 7 projects, Bossaso: 4 Projects	Garowe : 6 Projects, Bossaso: 2 Projects	Garowe: 83% Bossaso:100% Gardo:100% Galka`yo:100%
	Staff establishment per LC grade (A-B/D)	No. and type of staff (A-B/D)	n/a	Capacity Assessment report + establishment profiles from CSC	Garowe:32 Bossaso:207 Gardo:46 Galka`yo:184	Garowe:93 Bossaso:226 Gardo:46 Galka`yo:184	Garowe:93 Bossaso:226 Gardo:46 Galka`yo:184	Garowe:93 Bossaso:226 Gardo:46 Galka`yo:184
	LCs implementing the LG Human Resources Management guidelines	No. of LCs implementing the HR management guidelines	50% of target LCs implement HR guidelines	Site Visit	HR management guidelines are not well developed and documented	HR management guidelines are not well developed and documented	HR management guidelines are not well developed and documented	HR management guidelines are not well developed and documented

	Functional data management system for LC services - Births, deaths, voter registration, application for registration of persons, land registration; education, health services, district maps, district profile - 80% in SL and PL, 70% in SC	Up to date date management system	n/a	Site Visit	Computerized financial system is in place for the 4 target districts	Computerized financial system is in place for the 4 target districts	Computerized financial system is in place for the 4 target districts	Computerized financial system is in place for the 4 target districts
	Implementation of CDD/DevInfo/Project management M&E/MIS - 80% in SL and PL, 70% in SC	No. of LCs with up to date data on projects implemented and basis development	100% of target districts	MIS Reports	will report in the next quarter	Garowe: 7 projects. Bossaso: 4 projects	Garowe : 6 Projects, Bossaso: 2 Projects	Garowe:5, Bossaso:2, Gardo:7, Galka`yo:2
	Reconciliation mechanism in place at local council level - 90% in SL and PL and 75% in SC	Reconciliation structure in place	n/a	Site Visit	Reconciliation mechanisms are in place and effective in the 4 districts	Reconciliation mechanisms are in place and effective in the 4 districts	Reconciliation mechanisms are in place and effective in the 4 districts	Reconciliation mechanisms are in place and effective in the 4 districts
	At least 80% of reported disputes resolved in SL and PL, 60% in SC	% of disputes resolved	n/a		Garowe: 80% of reported disputes are resolved, Gardo: 90% Bossaso 75%. Galka`yo: 60%	Garowe: 90% of reported disputes are resolved, Gardo: 90% Bossaso 70%. Galka`yo: 70%	Garowe: 85% of reported disputes are resolved, Gardo: 90% Bossaso 60%. Galka`yo: 70%	Garowe: 88% of reported disputes are resolved, Gardo: 94% Bossaso 75%. Galka`yo: 66%
Target district councils have increased awareness about options of revenue generation	Sources and means of revenue generation identified in all LCs	Approved revenue plan and implementation modality	SL 2, PL 2, SC 0	Revenue Reports	Revenue collection process undergoing based on the existing revenue collection bylaws	Revenue collection process undergoing based on the existing revenue collection bylaws	Revenue collection process undergoing based on the existing revenue collection bylaws	Revenue collection process undergoing based on the existing revenue collection bylaws
	90% of quarterly and annual revenue targets met for 80% of LCs in SL and PL, and 70% of LCs in SC	% of revenue targets met	70% of target met by 2 SL councils	Revenue Reports/Annual Budget/Annual reports	No data	No data	No data	Garowe: 90% , Gardo: 83% Bossaso 87%. Galka`yo: 78%

All eligible district councils have at least 1 priority service delivery project funded annually	At least 80% of councils have one project funded in SL and PL and 70% in SC	% of councils with projects funded	100% of target districts implement at least one project	MIS Reports	will report in the next quarter	Garowe: 7 projects. Bossaso: 4 projects	Garowe : 6 Projects, Bossaso: 2 Projects	Garowe: 5, Gardo: 7, Bossaso 2, Galka`yo: 2
	150 projects implemented across the region	No. of projects	20 projects in progress	MIS Reports	will report in the next quarter	Garowe: 7 projects. Bossaso: 4 projects	Garowe : 6 Projects, Bossaso: 2 Projects	Garowe: 5, Gardo: 7, Bossaso 2, Galka`yo: 2
	LCs have and implement an asset management system - 90% in SL and PL and 80% in SC				Asset Register is not there in all the districts, but they have an inventory of the items in a list.	Asset Register is not there in all the districts, but they have an inventory of the items in a list.	Asset Register is not there in all the districts, but they have an inventory of the items in a list.	Asset Register is not there in all the districts, but they have an inventory of the items in a list.
300 communities and 100 private sector service providers awarded contracts to delivery priority services and works	Private sector contractors delivering services on behalf/in partnership with district councils - 90% of LCs award 2 contracts to the private sector in SL and PL	No. of contracts with private sector firms	All target districts have 1 contracts awarded to private sector	MIS Reports	will report in the next quarter	Garowe: 7 projects. Bossaso: 4 projects	Garowe : 6 Projects, Bossaso: 2 Projects	Garowe: 5, Gardo: 7, Bossaso 2, Galka`yo: 2
	Community groups engaged to deliver services on behalf/in partnership with district councils - 95% of LCs award at least 3 contracts to community groups in SL and PL	No of projects awarded to community groups	n/a	CDRD PMS	No data	No data	No data	No data

Expected results under specific Objective 2 by 2012								
Target communities in up to 98 districts have basic understanding of their rights and responsibilities vis-a-vis district councils	Coverage by district/ number of people - 98 districts covered	No. of districts	SL 4, PL 2, SC 2	?	There is no administrative data available in the Districts	There is no administrative data available in the Districts	There is no administrative data available in the Districts	There is no administrative data available in the Districts
Annual district plans and budgets in 98 councils reflect community priorities	Planning meetings between LCs/ Village Committees and other existing community groups held - 100%				These meetings take place twice a year	These meetings take place twice a year	These meetings take place twice a year	Garowe: 1, Gardo: 1, Bossaso 1, Galka'yo: 1
Basic mechanism for community monitoring of all projects funded by the development fund strengthened and operational	Communities approve and sign off follow-up approvals leading to follow-up installments - 100%	No. of sign offs	50% of projects in target LCs in SL and PL have community monitoring component	User-group Monitoring Forms	will report in the next quarter	Garowe: 21 Community Monitoring Groups (7 projects x 3 Member) Bossaso: 9 Community Monitoring Groups (3 projects x 3 Member)	Garowe: 18 Community Monitoring Groups (6 projects x 3 Member) Bossaso: 6 Community Monitoring Groups (2 projects x 3 Member) are now functional and report to the DC	100% of community have community monitoring groups
Public reporting meetings in 98 districts held annually	LC quarterly activity/project, plans, financial and procurement reports displayed on noticeboard - 100%	No. of reports displayed	SL 4, PL 2, SC 2	DC reports	None	None	the 4 target DCs developed this quarter their procurement plans for 2010 projects	N/A
	LC meetings with communities held every six months - 100%	No. of meetings held	SL 4, PL 2, SC 2	Site Visits	These meetings take place twice a year	These meetings take place twice a year	These meetings take place twice a year	These meetings take place twice a year
	Annual LC reports published - 100%	No. of LCs publishing annual	50% of target LCs	DC annual Report	None	None	None	None