

**United Nations Development Programme
Somalia**

Local Governance, Peace Building and Service Delivery (LGPSD)

**UNDP component of the UN Joint Programme on Local Governance and Decentralised
Service Delivery**

Outcome 2 under the UN Transition Plan for Somalia

Summary

The Local Government, Peace Building and Service Delivery (LGPSD) project is UNDP's component of the UN Joint Programme on Local Governance and Decentralised Service Delivery. It builds on the first phase of the District Based Peace Building Project (DBPB) and the Community Based Peace Support Project (CBPS) in South Central Somalia. The BCPR support to the LGPSD will aim to implement local peace building initiatives and strengthen the ability of local governments and communities to respond to crisis and overcome the recovery challenges. The support will enhance local governance capacities through a three-pronged approach:

- i) Ensuring that capacities and processes for reconciliation and dispute-settlement are in place,
- ii) Providing support to enabling the re-emergence of formal local government structures (formation of district councils through participatory process – ensuring broad based representation inclusive of IDPs and women groups where relevant), and
- iii) Supporting district council capacities for social services delivery. These outputs will be achieved by supporting the local governments to perform their core functions in peace building and address intra- and inter-communal disputes.

Within this context the focus will be to:

- a) Achieve early results through building capacity of local governments within the context of the District Planning and Investment Process;
- b) Provide support to ongoing initiatives by UNDP for provision of rule of law and security at district level to build capacity of local governments in conflict resolution;
- c) Enhance the role of marginalised groups including women, former militias and Internally Displaced People in local governance.

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COVER PAGE

Country: Somalia

Expected UNTP Outcomes:

- i. State capacities built, for federal, local and state level, for proper policy, planning and oversight and strengthened through the adoption of early recovery strategies
- ii. Sustainable recovery and integration of conflict-affected populations, increased human, economic and social security

Expected Outputs for Outcome 2 of the UN Transition Plan and Joint Programme :

- Local governments have basic structures, systems and resources to fulfill prioritized roles and responsibilities;
- Communities, private sector and local governments have better means and capacity to deliver equitable basic services;
- All key stakeholders participate in equitable and inclusive community and village-level planning, policies and development, and
- Land is more equitably managed and accessed resulting in reduction of disputes.

Expected Outputs for BCPR support to the LGPSD:

- Capacities of existing regional and local administrations strengthened, new local authorities established and supportive decentralization policy in place.
- Early recovery strategies implemented to strengthen local authorities.
- National capacities for reconciliation strengthened.

Implementing Partner: UNDP

Responsible Parties: UNPOS, Interpeace, Transitional Federal Government, District- and Municipal Authorities, National NGOs, UN agencies.

Programme Period: 2008 – 2009
Programme Component: Governance
Project Title: Local Governance, Peace Building and Service Delivery (LGPSD)
Award ID: As per ATLAS
Project ID: As per ATLAS
Project Duration: Two years
9 May 2008- 8 May 2010

Total budget USD 12,000,000
Available Contributions: US\$7,287,283
BCPR USD 1,771,500
TRAC USD 400,000
USAID USD 1, 519,620
Sida: USD 998,998
Norway: USD 1,200,000
Italy: USD 440,000
Denmark: USD 957,165

Unfunded budget: US\$ 4,712,717

Agreed by UNDP:

Bruno Lemarquis
Country Director

Date:

16/05/2008

a) General Context

The Transitional Federal Institutions were formed in the latest Peace Conference under the auspices of IGAD, launched in October 2002 in Kenya, leading to the signing of the Transitional Federal Charter which lays out a roadmap for a period of 5 years to develop state building, rule of law and security and democracy. Security remains the single greatest hurdle to the establishment of a peaceful and prosperous Somali Republic which impacts on the implementation of development programmes in Somalia. As mandated by UNSC 1744(2007) and reiterated by the UNSC Presidential Statement PRST/2007/13, the UN agencies, programmes and funds in Somalia, but first and foremost UNDP, support the Transitional Federal Institutions and the process of reconciliation and transition toward democratic governance through a constitutional process and elections laid out in the Transitional Federal Charter.

The recurrence of armed conflict in 2006 and 2007 in Somalia caused devastating human and material losses, created new grievances and exacerbated old disputes, and set back the process of reconciliation and establishment of credible transitional government institutions. Deadlines set out in the Federal Charter are tight and support for the Transitional Federal Institutions is required to enable leadership and citizen participation toward the aims of the Transitional Federal Charter. Inclusive reconciliation and the rebuilding of representative and accountable institutions are central to a lasting peace.

The Reconstruction and Development Framework 2007-11 (RDF) is the overarching programming framework for development in Somalia, defined through a participatory Joint Needs Assessment exercise undertaken in 2005-6 that focused primarily on identifying stabilization and recovery needs across their social, economic, governance, and security dimensions. The three programming pillars of the RDF are: a) Deepening peace and security and establishing good governance through DDR and the establishment of core public and private sector institutions and conflict resolution mechanisms; b) Investing in people through improved social services (especially education and health) to raise human skills, and actions to address the needs of specific vulnerable groups such as IDPs; and c) Establishing an enabling environment for rapid poverty-reducing development, to expand employment and reduce poverty e.g. infrastructure, policies and actions to overcome constraints facing the livestock and agriculture sectors and ensure protection of the environment and sustainable use of natural resources.

In line with the outcome of the high level panel on UN reform, the UN agencies have formulated the UN Transition Plan (UNTP) for 2008-9, in support of the RDF. The UNTP is structured around 5 strategic outcomes: (i) Key federal, Somaliland and Puntland institutions administer and manage core government functions more effectively; (ii) Local governance contributes to peace and equitable priority service delivery in selected locations; (iii) Improved security and protection under the law for all Somalis; (iv) Children, youth and vulnerable groups have increased, more equitable access to quality education and health services; and (v) Vulnerable and marginalised groups have improved sustainable food security and economic opportunities.

Local governance and peacebuilding falls under Outcome 2 of the UNTP. The outputs of Outcome 2 have been elaborated in a 5-year Joint UN Programme on Local Governance and Decentralised Service Delivery for Somalia. The expected outcomes are that (i) local governments have basic structures, systems and resources to fulfil prioritised roles and responsibilities; (ii) communities, private sector and local governments have better means and capacity to deliver equitable basic services; (iii) all key stakeholders participate in equitable and inclusive community and village-level planning, policies and development; and (iv) land is more equitably managed and accessed resulting in reduction of disputes.

UNDP has mobilised funds from several development partners including Norway, Denmark, Sweden, Italy, and USAID in support of the DBPB, CBPS and the Joint Programme, in which the two projects will be included to form the core of UNDP interventions within the Joint Programme under the heading "Local Governance, Peace Building and Service Delivery" (LGPSD). The LGPSD will form part of the support to

the Joint Program with overall support to development of systems and structures, provision of resources, means and capacity, ensuring inclusive and participatory approaches in local governance, and provision of support to dispute resolution. In particular, it is envisaged that the role of the district councils in crises prevention, reconciliation and peace building will provide the context for the ability of the councils to deliver services to the community.

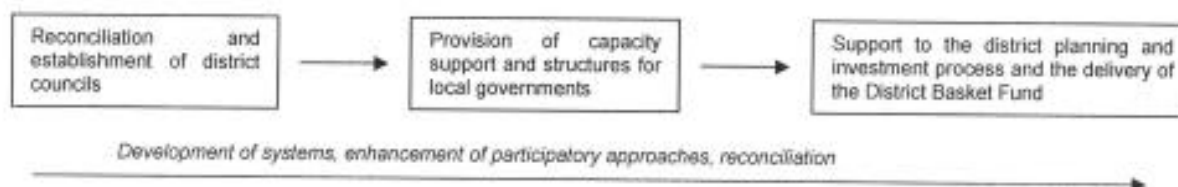
All project design and activities addressing local governance in Somalia during the next five years will be formulated within the context of the UN Transition Plan in general (for example on issues addressing rule of law and security) and the Joint Programme in particular, in order to secure a harmonised and coordinated approach of all activities.

The overall focus of UNDP within the Joint Programme in 2008 and 2009 is on:

- Development of systems and structures for local government, and provision of resources to deliver services: This entails the actual establishment of the district councils which are currently ongoing, and the support to the design of policies and guidelines including decentralisation policy, planning and investment guidelines, legal framework for own source revenue collection.
- Provision of means and capacity for delivering services: This entails support to construction of council offices, and provision of capacity support for training on roles and responsibilities of the local government, training in planning and investment, training in conflict resolution, etc.
- Ensuring inclusive and participatory approached in the development process: This entails the design and support to the district planning and investment process, as well as the implementation of this, and all other measures that will take place to ensure participatory and inclusive approaches, including recruitment procedures, etc.
- Addressing disputes over land and resources: This entails support to local government institutions to build their capacity to engage in local disputes mediation and resolution, overall support to the policy framework as well as support to national institutions for reconciliation.

Within this context, the focus varies between Somaliland, Puntland and South Central Somalia. While the overall approach in Somaliland is the development of systems for local governance, provision of resources and capacity support will be rolled out later in the Joint programme period. In Puntland and South Central Somalia, a comprehensive approach has been taken to address the establishment of systems, structures, and provide resources, means and capacity support in this early phase in order to see quick results that can help secure the legitimacy of the district councils. Support to inclusive and participatory processes will mainly take place through the district development planning and investment process which will allow for civil society input and prioritization. Finally, the role of the council in dispute resolution will roll out in parallel with the process whereby the council enhances its legitimacy through delivery of visible services.

In general, the stages of the roll out of the support can be visualised as follows:



a) Current UNDP activities on local governance : the merging of ongoing projects into the LGPSD

UNDP is engaged in the ongoing projects to support establishment of district and regional councils in South-Central Somalia through the DBPB. This project is implemented in partnership with the TFG and with UNOPS as implementing agency. 14 district councils were established by the DBPB in 2006/07 in three

regions in south-Central Somalia (Bay, Bakol and Gedo) through grassroots reconciliation processes. This process will expand to at least three more regions in 2008 (Middle Shabele, Hiran, Galgadud).

Following the establishment of the councils, the newly formed councils together with traditional and community leaders receive training under the Community-Based Peace Support (CBPS) project which also provides rehabilitation/construction of office buildings. The Local Governance Department of the Ministry of Interior, TFG, is being supported with technical staff and trainers. A similar department with training capacity is under development in Puntland. The CBPB strengthened the established councils by providing basic governance skills training and renovating and equipping the district premises. In Puntland, UNDP Supported Ministry of Local Government to establish 4 additional district councils and include women in the existing 11 district councils (30%). UNDP also lobbied for TFG and Puntland to issue presidential decree stipulating 30% women representation in all levels of government institutions at both local and national levels.

As the first major activity under the LGPSD in 2008 is the design of the District Planning and Investment guidelines to be completed and approved by the end of the 3rd quarter of 2008. These guidelines will form the basis for all district level planning and participatory approaches, and will be a prerequisite for the release of the District Basket Fund. The District Basket Fund will be turned into a Local Development Fund, managed by UNCDF, as soon as UNCDF has established proper management and transfer arrangements. The District Planning and Investment Process will be approved by the government and is intended to form the basis for all project support, also funding outside the District Basket Fund, in order to secure a harmonised approach to planning and investment. (see attachment III for a draft version).

b) Rationale for a focus on peace building and service delivery

While the establishment of local authorities in South/Central Somalia represents a major milestone in restoring peace and stability, much needs to be done to address long-term peace building issues such as communal disputes, equal distribution of resources, reintegration of militias and IDPs, land and property restitution. Moreover, the local governments face capacity and resource constraints which needs addressing to allow them to meet the community's expectations and to be seen as a credible institution that can deliver visible social services. Failure to support the nascent district councils may render them irrelevant and regress peacebuilding. Within the context of the Joint Program, the project will consolidate the achievements of the DBPB and CBPS projects and support local authorities to address the early recovery challenges and show early results in service delivery, institutionalise peace building issues and manage public participation in local governance activities. Delivery of services by the district councils through inclusive and participatory approaches in planning and prioritisation is likely to enhance the credibility of the councils, and is likely to allow them to start addressing their role in peace building and reconciliation.

At the national level, the project will, in collaboration with UNPOS and Interpeace, support the consolidation of the outcome of the reconciliation congress and strengthen the TFG's initiatives aiming at reaching out opposition groups to reach political settlement which is crucial for smooth transition. Providing financial resources to the NRC-led sub-national reconciliation congresses and technical assistance to Ministry of Regional Development, Federal Affairs and Reconciliation will be part of the support package

II. Aim and Strategy

The project will support local governance capacities through a three-pronged approach: i) enabling the actual presence of authorities (formation of district councils through participatory process – ensuring broad based representation inclusive of IDPs where relevant)¹, ii) ensuring capacities and processes for reconciliation and dispute-settlement are in place; iii) supporting district council capacities for social services delivery.

¹ It should be noted that this project does not fund, include or overlap with the District Based Peace Building Project, which supports the formation of district councils in South-Central Somalia, under the implementation of UNOPS.

The overall strategies for achieving these aims are:

a) Early results in service delivery through investments in the District Basket Fund (DBF)

Based on the lessons learned from the District Peace Building project which aims at establishing new district authorities in Central South regions, provision of concrete peace dividends are required in communities where peace has been restored and authorities established. This peace dividend is important to make the new authorities credible to the population. Establishing and building the credibility of local authorities is an important strategy for building peace in Somalia. The strategy of the Joint Programme for achieving and demonstrating early results is to establish a District Basket Fund (DBF) with the objective of providing local governments first allocations of external funding to carry out their responsibilities and functions; deliver services and community-driven development projects and piloting harmonized systems for district-level planning, financial management and project implementation. The key steps required for providing the local districts with the capacity to deliver services through the District Basket Fund and further are as follows:

- Simple, basic systems for general administration, planning and financial management and systematic roll-out and provision of training to this end.
- A basic package of support for new District Councils to rehabilitate adequate council premises, provide minimal operating equipment and furniture, basic transportation and operating costs
- Train and support district councilors to conduct participatory district planning leading to the identification of key service priorities with full community backing
- Pilot the DBF in 10 districts before replication and expansion, using a more elaborate District Planning and Investment cycle.

The DBF will fund projects that entail the delivery of local public services defined as infrastructure, facilities and services that are used by and provide benefits to the whole of or a majority of a community. It is expected that the re-starting of formal service delivery systems at local level will provide solid peace dividends to district communities. The DBF will be piloted in 10 districts with local governance structure in Bay and Bakol regions and 4 districts in Puntland. Funding will be approximately \$US 60,000 per District in 2008 of which 90% is for development and 10% for administrative costs. These are start-up funds for 2008 only, and it is envisaged that the size of the fund will increase as well as roll out to further districts in 2009. The aim of the Joint Programme is to cover 50% of the district in Somalia by the end of 2009. To this end, the support of the LGPSD is essential. The DBF will enable local governments to "learn-by-doing" through participatory planning, accountable and transparent procurement and financial management. Lesson from District Basket Fund will be codified to inform the cycle 2 of the district investment planning process

As mentioned above, the District Basket Fund will be released on the basis of the development of a District Development and Investment Plan by all districts consisting of:

- Strategic goals;
- Analysis of constraints per goal;
- Rights-based objectives that are time-bound and achievable, related to goals
- Action plan per objective

An overview of the planning and investment process as well as the overall focus of this process is included in Annex III.

b) Linking Local Governance to Peace building

Building on the momentum in decentralisation and ongoing establishment of District Councils in Puntland and South-Central Somali, the project will strengthen the local governments to address long-

term peace building issues and be the main vehicle for resolving inter and intra-communal conflicts. The project will provide ongoing training in conflict analysis and resolution, good governance and human rights principles for councillors and community leaders/clan elders in order for them to understand and address causes of local conflicts – and in particular issues of access to natural resources, and the interface between conflict and natural disasters. The project will also support local governments to:

- Prevent resource-based conflicts and disputes at the local level and reduce the potential inter-clan tensions through developing systems and mechanisms for equitable distribution of resources/social services and for redress of grievances
- Bring together different groups within each community and to facilitate the dialogue and promote participatory planning to ensure that plans and development initiatives cover all clan groups and result in decisions that address people's priorities.
- Ensure that governance functions are clan neutral and inclusive and encourage inter-community initiatives as far as possible.
- Promote and engage champions of peace in councils' work and support social activities that mobilise youth, women and different clans generally to spread campaigns on social issues

c) Gender equity and representation of marginalized groups

To address gender issues within local governance, in particular women's representation and role in public life, and access to basic services, the project will pursue the following:

- Ensure gender issues are incorporated into all local government policies and laws, and that local government systems and processes are equal and fair.
- Advocate that council staffing and council committees and steering groups encourage participation of women and strive to meet at least the 30% minimum as specified in the applicable legal/policy frameworks.
- Ensure local government practices are consultative, participatory and actively encourage the involvement of women and marginalised or vulnerable groups, and that plans and services are sensitive to their specific needs.
- Conduct sensitisation on gender and women's rights and public role, especially aimed at local government officials, clan elders and women leaders, and mobilise women's groups/networks in the process to also advocate greater women's representation.
- In developing curricula and training materials, ensure that gender and its different constituents are addressed.

d) Consolidating the national peace processes

The outcome of the National Reconciliation Congress and the appointment of the new government offer new opportunities for deepening reconciliation. Sub-national dialogue is required in specific "hot" spots such as Kismayo and Galgaduud/Mudug where deep hostilities and political grievances have the potential of renegeing and regressing the positive outcome of the Congress. In order to consolidate the results of the Congress and support the promising initiatives of the new government to engage opposition groups, the project will support the National Reconciliation Commission to undertake sub-national reconciliation initiatives, where it is required, to overcome the remaining political bottlenecks. At the national level, the project will support the TFG's efforts to initiate dialogue with the opposition groups including facilitation of technical meetings to discuss post-transition issues. The support provided under this heading is dependent on the political willingness of the TFG to engage in these reconciliation activities and on its desire to seek UNDP support for it. UNDP stands ready to make use of the expertise it has developed together with UNOPS on the DBPB project in supporting local reconciliation initiatives.

II. ANNUAL WORK PLAN BUDGET SHEET

ANNUAL WORK PLAN BUDGET

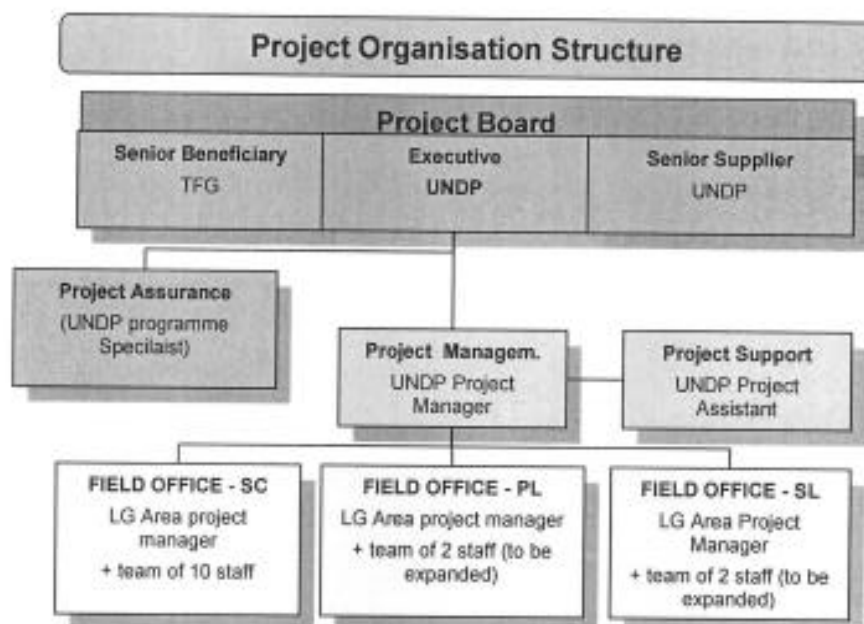
Year: 2008

EXPECTED OUTPUTS, baseline and indicators including annual targets	Planned Activities	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding source	budget description	Amount	BCPR Contribution
<p>Output 1: Regional and district council structures and systems are established and strengthened using participatory processes starting from community reconciliation</p> <p>Baseline: 13 DCs and RCs</p> <p>Indicators: no of districts established, trained and with renovated premises and equipments</p> <p>Target: 18 DCs and 3 RCs established in Gedo, Middle Shabelle and Hirain, 28 District and 5 Regional councils trained in basic democratic governance principles, Capacity building unit within MOI established, DCs and RCs in 3 regions renovated and equipped</p> <p>Related CP outcome: 3</p>	Establishment of district and regional councils in South Central Somalia through dialogue and reconciliation processes	x	x	x	x	UNDP, UNOPS	Sweden, Italy, Norway, USAID, Denmark	Grants, contracts, workshops, conferences	2,895,000	
	Design of district planning and investment guidelines that ensure participation by local people and marginalised groups	x				UNDP	Norway	Consultants, travel	48,000	
	Design legal framework for local government own source revenue to enhance local taxation		x	x	x	UNDP and UNCDF	USAID BCPR	Consultants, travel, meetings	70,000	35,000
	Review of Decentralisation Policy framework to establish clarity on roles and responsibility of different levels of government		x	x	x	UNDP and UNCDF	Norway	Consultants, travel, workshops	33,333	
	Drafting of the Mogadishu Charter as required by the Transitional Federal Charter		x	x	x	UNDP	USAID	Consultants, LOAs	118,000	
	Workshops to inform district councilors about the 2008 and 2008 DBF allocations and about overall legal framework, aim of the decentralisation process, and training		x			UNDP	Sweden	Workshops, travel, DSA	53,388	
	Design a M&E and Reporting framework		x	x	x	UNDP	BCPR	consultants	33,333	33,333
	Strengthening of regional administration by providing capacity support and start up package		x	x	x	UNDP	Denmark Sweden	Contracts, grants	204,000	

<p>Output 2: Regional and District Councils and communities receive a comprehensive training package</p> <p>Indicators:</p> <p>1. No. of DCs and RCs that have completed basic training</p> <p>Baseline: 10 Target: 28 DCs and 5 DCs</p> <p><i>Related CP outcome: 3</i></p>	<p>Renovation and construction of council buildings and provision of equipment</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP</p>	<p>Denmark Sweden USAID BCPR</p>	<p>Contracts, TA</p>	<p>1,045,000</p>	<p>422,834</p>
<p>Output 3: District Basket Fund established and operational</p> <p>Indicators: No of DCs accessing DBF</p> <p>Baseline: 0</p> <p>Target: 14 districts have access to District Basket Fund</p> <p><i>Related CP outcome: 7</i></p>	<p>Training of local councillors in roles and responsibilities of local government, and district planning and investment processes, procurement and project design.</p> <p>Training and workshops for district and regional councils in conflict management and reconciliation</p> <p>Building of social capital and awareness among women and marginalised groups on participation in the development planning process, and identification of priorities addressing marginalised groups</p> <p>Promote inter-regional linkages through support to district/regional Forums and Associations to discuss issues and priorities</p> <p>Allocation of District Basket Fund service delivery prioritized through the participatory planning process</p> <p>Provision of funds for local planning process, meetings and workshops to agree on a prioritized list of service delivery projects</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP</p>	<p>USAID, Sweden, BCPR</p>	<p>Workshops, consultants, travel</p>	<p>408,000</p>	<p>72,483</p>
							<p>BCPR USAID</p>	<p>Workshops, consultants, travel</p>	<p>262,800</p>	<p>150,000</p>
							<p>BCPR</p>	<p>Contracts, consultants, training</p>	<p>154,000</p>	<p>154,000</p>
							<p>BCPR</p>	<p>Meetings, consultants, TA</p>	<p>100,000</p>	<p>100,000</p>
							<p>BCPR USAID</p>	<p>Contracts, MOUs, LOAs</p>	<p>900,000</p>	<p>822,183</p>
							<p>BCPR USAID</p>	<p>Workshops, meetings, travel</p>	<p>100,000</p>	<p>50,000</p>
	<p>Total</p>								<p>5,382,000</p>	<p>1,771,500</p>

III. MANAGEMENT ARRANGEMENTS

The project will be managed by UNDP project manager for local governance and decentralised service delivery. The area project managers for local governance together with their field staff will be responsible for the coordination and supervision of field activities and will serve as project teams. The project board consisting of UNDP as senior executive, TFG representing the beneficiaries and UNDP Governance as senior supplier will be set up. Bi-annual steering committee will be held to review the project progress and provide policy guidance to the project. Area project boards will be set up. Project assurance role will be played by UNDP programme specialist.



The current teams in the Field Offices provide support to all project activities and are covered by UNDP TRAC funds. Specific additional staff for the implementation of the BCPR funds will be Reconciliation and Gender Officer to support the team on all issues related to reconciliation and gender aspects, and to play a particular role in supporting the district councils in the process to address needs of IDPs, women and other marginalised groups. Also, an NGO will be hired to provide support to the building of social capital at the local level to enhance the participation of marginalised groups in the development planning process.

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IV. MONITORING FRAMEWORK AND EVALUATION

This project is aligned with United Nations Transitional Plan for Somalia which is the guiding framework for UN operations in Somalia , hence will use the UNTP framework to the extent possible (draft UNTP M&E framework is attached in Annex II). In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will also be monitored through the following:

Within the annual cycle

- *On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.*
- *An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.*
- *Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.*
- *Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.*
- *a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project*
- *a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events*

Annually

- **Annual Review Report.** *An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level. BCPR will receive a joint report to all donors to the LGPSD.*
- **Joint Project Review.** *Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. This review will be carried out jointly by all donors funding the LGPSD.*

V. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Somalia) and UNDP signed on 16 May 1977. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;*
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.*

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

VI. ANNEXES

- I. Risk Analysis.**
- II. UNTP M&E Framework**
- III. Joint Program on Local Governance and Decentralised Service Delivery (Draft)**

Annex I Risk Analysis

Risk Assessment						
Risk	Type of Risk	Impact on Programme Objectives	Probability of risk occurrence	Mitigation Measures ²	Project Response ³	
Security problems delay the establishment of DCs and RCs in South-Central	Operational	High	High	1. Monitor the situation and put in place contingency plans.	1. Shift the project to less troubled areas in S/C.	
Local councils lose credibility by failing to deliver services and prove their relevance	Institutional	Med	Med	2. District Basket Fund is available for district to access for service delivery after completing their planning process through which they identify their priorities	1. LDF/DBF operationalisation in S/C to be speeded up 2. Coordination with ROLS on rehabilitation of police stations and district courts	
National & Regional tiers interfere with district tiers in taxation, registration, customs duties and delivery of services	Institutional	Med/High	Med	1. Review of roles and responsibilities between tiers of govt with MOI and MoP	1. sensitization workshops and public outreach	
Joint Programme not taking off (Agencies not willing to integrate their ongoing projects in to the joint Programme, donors skepticism)	Institutional	Med/high		1. RC office to actively engage and ensure the phase-out happens smoothly 2. consensus to be built with other agencies	1. Joint fundraising	
Weak institutions and lack of	Institutional	Med/High		1. Incremental role-out of LDF/DBF	1. Allocation workshop to explain the LDF/DBF to DCs and RCs	

² Mitigation measures refers to preventative measures taken by the project in order to reduce the likelihood of the risk materializing.

³ Project response refers to measures which may be considered to respond to a risk which has materialized. Any combination of the options, or a different response, may be employed by the project in a particular situation, as agreed by UNDP and its international partners on a case by case basis.

capacity complicating the disbursement of LDF/ DBF						
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Annex II Draft UNTP M&E Framework

EXPECTED OUTPUTS	Indicative Activities JP LG&DSD (5 years)	OUTPUT TARGETS 2008	YEAR 2	RESPONSIBLE PARTY	INDICATORS
2.1.1 Regional and district councils are strengthened using participatory processes	2.1.1.2. Provide orientation and continued support to Councilors in conflict resolution and participatory processes (link to activity 1.2.1)	Comprehensive orientation support provided to Councilors in participatory processes in 7 urban districts	Relevant practical skills are institutionalized to 6 urban municipalities	UN-HABITAT	# Councilors trained on conflict resolution and participatory process in # districts; # and type of groups consulted in process
	2.1.1.4. Provide start-up grants and office infrastructure support package to selected DCs and RCs, including key services departments	12 DCs have basic operational office capacity (premises and equipment)		UN-HABITAT	# premises rehabilitated; # offices with basic office set-up
	2.1.1.6. Promote inter-regional linkages through support to District/Regional Forums and Municipal Associations to discuss issues/priorities	Somaliland Municipal Association (SMA) operational and implementing its mandate ensure linkages and collaboration of all districts	Until 1st quarter of yr 2	UN-HABITAT, Somaliland Municipal Association	# inter-regional issues raised by SMA & resolution gained
2.1.2. District Councils and communities receive a comprehensive training package, differentiating between urban	Joint Programme on HIV/AIDS	HIV/AIDS regional working groups established to coordinate and manage the regional HIV/AIDS response	RWGs active in coordinating HIV/AIDS response	UNDP	Regional WG established; Response plan prepared
	2.1.2.1. Provide ongoing training as required to Councilors and traditional/community leaders in democratic governance principles, local governance roles and responsibilities, strategic thinking to develop service delivery, co-ordination of humanitarian/development assistance	Councilors and community leaders, including women leaders, in 7 urban municipalities, trained at basic or advanced level (as applicable) in good local governance (leadership, transparency, community participation, gender, human rights, conflict mgmt)	Essential components of the training are institutionalized in municipal/community structures	UN-HABITAT urban	# people trained in # urban district; Evidence of improved approaches applied in practice

<p>and rural areas</p>	<p>2.1.2.2. Provide induction training for staff of RCs & DCs, including administrative and finance and key services departments (land, education, public works, etc.) in local governance principles, basic management, participatory planning, finance and general administration</p>	<p>Induction training provided for staff of RCs & DCs (6 urban municipalities) incl admin & operations mgmt, results-based planning, procurement, participatory budgeting (linked to 1.1.2.)</p>	<p>continues</p>	<p>UN-HABITAT/ SMA urban, ILO</p>	<p># people trained; New approaches & skills applied in practice</p>
<p>2.1.2.3. Support infrastructure, curricular and trainer development and institutional capacity to provide continued research, learning and development in local governance: (i) specialised local governance institute with residential facilities in Puntland, (ii) local governance departments in institutions of higher learning in all regions (link to UNDP/SICAD project)</p>	<p>Standard curriculum on local governance developed and approved and training institutes to deliver the training identified</p>	<p>Local governance curricular integrated in institutions of higher learning</p>	<p>UN-HABITAT, UNDP (with Civil Service Commission)</p>	<p>Standard curriculum approved; List of training institutes agreed</p>	
<p>2.1.3. The revenue base is enlarged and transparent financial management systems are set up</p>	<p>2.1.3.1. Support development/improvement of LG revenue mobilisation policies, systems for revenue collection and accountability, public financial management (PFM), procurement, public-private partnerships (PPPs), monitoring and transparency and accountability (coordinated with overall PFM policies under UNTF Outcome 1 and World Bank leadership in PFM policy support)</p>	<p>Procurement procedures and public-private partnership processes and procedures that embrace gender responsive planning principles introduced in 5 urban districts</p> <p>Ministerial decree that regulates municipal taxation system drafted and taxation demarcation law drafted</p>	<p>ILO</p>	<p>Procurement and PPP procedures designed and approved in # DCs; # DCs that apply new procedures</p>	
		<p>Laws passed in the Parliament</p>	<p>UNDP/ World Bank, UN-HABITAT, MoI, MoF</p>	<p>Draft municipal taxation decree completed; Draft taxation demarcation law completed</p>	
		<p>Advanced transparent district finance system in place in all Districts in Somaliland</p>	<p>UNCDF, UNDP</p>	<p>District finance system developed in # districts; Finance system applied in # of cases</p>	
		<p>Tariff structure, effective operational budget and functional automated accrual accounting and billing systems established in 7 urban districts (grade A)</p>	<p>Replicated in grade B&C municipalities where applicable</p>	<p>Systems in place in # districts; Systems operational in # districts</p>	

		Municipal financial policy and regulations reviewed/adopted to reflect the proposed and other reforms; Revenue register updated/developed and linked to billing/accounts systems in 7 urban districts, and advanced municipal financial classification in 5 districts	Replicated in grade B&C municipalities where applicable	UN-HABITAT urban	Municipal finance policy approved; Revenue register in place in # urban districts
		More effective property tax collection enabled through system development (GIS, computerised asset mgmt system) and user trainings	GIS systems in use	UN-HABITAT	GIS systems in place in # districts; Asset mgmt system in place in # districts # of users trained in # districts
	2.1.3.2. Provide specialised training for relevant senior and junior local government officials	xx no. of local governance officers trained in the systems developed in earlier targets	(Conditional upon the PFM work plan.) Financial oversight unit at Regions & District Department of MOI trained on the principles and application of accrual accounting and budget preparation process	UN-HABITAT, UNDP/World Bank, ILO	# and level of specialised staff trained; # finance unit staff trained
	2.1.3.3. Support communications strategy of RCs and DCs to strengthen mutual accountability on generation and use of public funds	Communications strategy on financial accountability prepared and endorsed through the Regional and District Forums and Municipal Associations		ILO, UN-HABITAT, UNDP	Communication strategy approved at region & district levels
2.1.4. Merit-based recruitment systems are developed, with better women's	2.1.4.1. Review existing human resources and staff development systems for LG personnel and evaluate existing staffing of Councils to determine efficiency and gender analysis and participation	n/a in 2008	Inventory of staff, post classification of selected RCs, DCs and 6 municipal authorities	UNDP	Staff inventory completed in # municipalities; Response plan drafted based on results

<p>representation</p>	<p>2.1.4.2. Support development of improved systems, ensuring common standards and qualification, equity and merit-based recruitment, promotion and training, and policy on affirmative action (in line with policies and systems of UNTP Outcome 1)</p>	<p>30% quota for women in staff members endorsed and an affirmative action plan validated in order to meet the quota in 2009</p>	<p>Existing human resources mgmt and development systems analysed in selected RCs and DCs; A merit-based recruitment policy drafted</p>	<p>UNDP</p>	<p>Policy on quota for women approved; Action plan completed & adopted</p>
<p>2.1.5. Regional and district councils have policies and administration to manage priority/ development programmes</p>	<p>2.1.5.1. Support review, reform and development of decentralisation policies and local government legislation and develop policies for local governance and decentralised service delivery, inc. affirmative action</p>	<p>Decentralisation policies and local government legislation reviewed and reformed through policy dialogue</p>	<p>Continue to the 2nd year</p>	<p>UNDP, UN-HABITAT</p>	<p>Policy review completed; Legislation review completed; # groups consulted during process</p>
		<p>Existing policy on intergovernmental fiscal transfers is reviewed/amended to integrate LDF and similar funds</p>	<p>Reviewed/amended policy approved</p>	<p>UNDP, UN-HABITAT</p>	<p>Policy reviewed and revised as required; Revised policy passed</p>
	<p>NOTE: Support to ministerial departments and their policy development, such as decentralisation and urban planning, is part of Outcome 1</p>	<p>Policies governing service delivery at local level have been reviewed, and harmonisation initiatives and improvements proposed</p>		<p>UNCDF, UNDP</p>	<p>Service delivery policy reviewed; Policy revised at regional level</p>
		<p>Districts have organisational set-up, regulations and procedures for managing and better coordination of priority humanitarian and development programmes in target districts</p>	<p>Structures operational</p>	<p>UN-HABITAT, ILO, UNDP</p>	<p>Prog. mgmt units est./re-organised in # DCs; # staff ToRs for prog. mgmt completed; # staff trained</p>
	<p>2.1.5.2. Support institutionalisation of participatory planning system and guidelines, linking top-down and bottom-up process and incorporating emergency planning and management information systems at the regional level (in line with policies and systems of outcome 1 of the UNTP and JP output 1.3)</p>	<p>City Charter completed Participatory planning structures, systems and procedures are in place in 7 urban municipalities</p>	<p>City Charters passed Structures operational</p>	<p>UN-HABITAT UN-HABITAT, ILO</p>	<p>City Charter passed Planning structures and procedures documented and approved by # DCs; # RCs structures aligned to DC planning system</p>
		<p>Institutions for urban planning support established (National Urban Planning Institute, Regional GIS Center and Urban Observatory) in selected urban districts</p>	<p>Continuing: A policy debate/dialogue initiated on the establishment of National Urban Observatory</p>	<p>UN-HABITAT</p>	<p># institutions set up; Key staff recruited; Plan for action completed</p>

	2.1.5.3. Provide ongoing technical assistance to RCs and DCs, with a focus on administration, finance, participatory planning and key services departments	Provide continuing support to authorities in 7 urban municipalities to manage ongoing development programmes (incl. on-the-job support in PFM, planning, land administration)		UN-HABITAT, ILO, SMA	# staff members who received support and/or # projects supported ??
		All DCs respond to service requirements in at least 70% of their mandated functions and roles (REVISE - language not in line with other targets)		UNCDF, UNDP	% of mandatory service functions [where & when defined?] adequately addressed
	2.1.5.4. Evaluate performance and address gaps, as needed by DCs for improved performance	n/a in 2008	Performance evaluation system to gauge improved policies and administration capacity established, and methodology and tools developed in 7 urban districts	UNDP	Evaluation system in place Evaluation methods & tools devl. & applied
		n/a in 2008	M&E unit of Regions & District Department-Mol to oversee management and use of the intergovernmental and other development projects/grants established and staff trained	UNDP	M&E unit in place; Staff recruited and trained
		Baseline on financial management and revenue mobilisation capacities of the district administrations established.		UNCDF, UNDP	Capacity baseline data collected
2.2.1. Communities have improved water, health, sanitation and	2.2.1.1. Support policy and legislation development in social infrastructure in education and health (link with UN7P outcome 4), water, sanitation and infrastructure (in line with activity 1.5.1)	Targeted districts have draft equitable sectoral strategies and by-laws, including regulations for PPPs, for water, sanitation, health, and education prepared through an inclusive process	Strategies and by-laws approved and adopted	UNICEF, UN-HABITAT, ILO	Sector strategies & by-laws drafted; # groups/individuals consulted

education services that are managed in partnerships between the stakeholders and facilitated by appropriate mechanisms	2.2.1.2. Strengthen the framework for institutional relationships between communities, local governments and central governments on the delivery of basic services (in conjunction with activities of outputs 1.3, 1.5 and 3.2)	n/a in 2008	Innovative service delivery mechanisms are developed at municipal/community levels for the target districts	UNICEF, UN-HABITAT, ILO	# service delivery mechanism options ready for pilot project implementation; (# people with access to new services)
	2.2.1.2. Strengthen the framework for institutional relationships between communities, local governments and central governments on the delivery of basic services (in conjunction with activities of outputs 1.3, 1.5 and 3.2)	Framework for institutional relationship between communities, the private sector, local governments & the central government on equitable delivery of basic services established in 5 urban districts (linked to output 2.1.5.)	2nd batch of districts	UNICEF, ILO, UN-HABITAT, UNDP	# target institutions/groups that are aware of their role & functions in service delivery in # urban DCs
		40 Community Development Committees in 5 districts have an increased role in resource mobilisation from communities and working as an interface between communities and authorities	Replicated in 20 communities	UNICEF, UN-HABITAT, ILO	# CDCs active in resource mob. # CDCs active in 2-way communication
		Community Health Committees set up, trained and functional in 6 regional hospitals 2 district hospitals, 80 MCHs and 160 health posts (see also 2.3.2)		UNICEF	# CHCs set up; # trained; # CHCs operating; # MHCs; # health posts created
	2.2.1.3. Strengthen public works departments in selected DCs through specialised technical training (in addition to activities in outputs 1.2, 1.3 and 1.5)	Manuals on upgrading SWM, water supply, sanitation & drainage infrastructure prepared using participatory training process and available for planning service delivery	Manuals disseminated, in use and providing M&E for service delivery initiatives	UN-HABITAT, UNICEF, ILO	# and type of manuals available; # participatory workshops organised;
		Public Works and service delivery Depts. set up and trained in 2 urban districts	to be continued targeting rural ones	ILO	# Depts setup in # DCs; # Depts trained in # DCs
		Specialized training sub-projects related to labour intensive works is adapted and implemented in 7 urban districts	Continue in 7 urban and 4 rural districts	ILO	# training projects implemented in # DCs
		15 trained MoH H&S staff are promoting hygiene awareness; 6 functional MWMR Regional Offices are operating with skilled and competent management; 18 municipality health officers/inspectors are working with improved H&S knowledge		UNICEF	# H&S staff trained; # MWMR regional offices operational; # MWMR regional office staff trained; # municip. health officers applying improved H&S knowledge

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	2.2.1.4. Support establishment of public-private partnerships to implement solid waste management (SWM) activities through technical and entrepreneurial training, business planning and mentoring	SWM systems (both soft and hardware) developed and in place/improved in 7 municipalities	continues	ILO, UN-HABITAT	# SWM system designs completed in # DCs; # improved systems operating in # DCs
		6 ongoing PPPs for municipal SWM strengthened and new PPPs for SWM established in 7 municipalities		ILO, UN-HABITAT	# PPP with improved capacities in # DCs; # new PPPs est. in # DCs
	2.2.1.6. Identify priority services in the respective district plans and budgets, and deliver services through the use of the LDF in accordance with funding availability (earmarked and non-earmarked)	13 communities have improved water and sanitation services managed by gender-balanced stakeholder groups, incl. urban and peri-urban villages	Replicated in another 20 communities	UNICEF, UN-HABITAT	
		Sanitation facilities and hygiene awareness improved in 64 locations (4 towns, 60 rural communities) including the 20 target communities of WatSan activities	Replicated in another 20 communities	UNICEF, UN-HABITAT	# beneficiaries with access to improved sanitation in # locations
	2.2.1.7. Carry out periodic reporting and auditing related to the LDF	n/a in 2008		UNCDF, UNDP	# reports and audits on LDF projects
	2.2.1.8 Provide technical assistance to support service delivery funded through the LDF	n/a in 2008		UNCDF	# LDF projects provided with TA
	2.2.1.9. Set up solid waste facilities (landfill sites and collection points) in targeted rural and urban areas in co-ordination with LDF mechanism in output 2.2 once established	See 2.2.1.4.		ILO, UN-HABITAT	# SWM facilities constructed in # DCs
	2.2.1.10. Construct/rehabilitate adequate water supply systems in selected settlements in co-ordination with LDF mechanism in output 2.2 once established	Urban water supply system in 1 target town is rehabilitated and operating under management practices designed to enhance sustainability		UNICEF, UN-HABITAT	Urban water system rehab.; Mgmt operating and has a long term improvement plan
		Works required to rehabilitate/improve 5 (4 carry over) urban water systems have been assessed, defined and documented		UNICEF	Assessment report completed

			13 (including 5 UNDP boreholes) rural water systems and 1 small town water system are operating in a manner that enhances their sustainability	UNICEF, UN-HABITAT	# improved rural water system mngt operating and has long term improvement plan
			3 rainwater harvesting structures are operating and being managed under practices designed to enhance sustainability and extend their lifespan	UNICEF	# structures operational; # mngt committees with improved practices
	2.2.1.11. Establish sustainable water supply management structures in selected settlements and ensure integration into the relevant political and legal framework		Merge in process to manage several neighbouring rural water systems under 1 urban water company (PPP) in order to enhance sustainability of all systems	UNICEF	# merge action plans designed, PPP functional and plan being implemented
			The use of sustainable (appropriate technology, renewable energy etc) technologies to provide safe water to 10 rural communities is increased	UNICEF	# new sustainable water technologies in use in # villages
			The productive lifespan of 20 shallow wells is extended and sustainability enhanced through increased community ownership	UNICEF	# works to extend life span completed; # communities claiming increased ownership
2.2.2. Local government and communities implement priority social investment projects focusing on improved service delivery facilitated by LDF	2.2.2.1. Finalize the proposed LDF design for agreement with partners		Agreed document on the LDF design and key outputs	UNCDF, UNDP	LDF document completed and approved by all partners
	2.2.2.2 Establish office for Project Staff UNCDF for the JP and responsible for the regular management of the LDF		Resident technically competent staff of the UNCDF available for the technical guidance on the LDF's operation	UNCDF, UNDP	# TA staff for LDF projects in place in # regions
	2.2.2.3 Reach agreement on role and place of LDF in public finance management systems with the Govt. of Somaliland		Local acceptance and position of LDF in respect of PFM established and made part of Local Financial regulations	UNCDF with other partner agencies	PFM regulations amended in line with LDF role

	<p>2.2.2.4 Determine with Partners and the Govt of Somaliland the criteria for selecting districts for the district roll-out phases; Agree with partners and respective Governments, the criteria for Districts accessing the LDF</p>	<p>A clear and transparent criteria for selecting Districts; A transparent set of criteria reached for District to be eligible for accessing the LDF developed and approved</p>	<p>UNCDF with other partner agencies</p>	<p>District selection criteria developed in consultation with Councils; Criteria approved</p>
	<p>2.2.2.5. Establish Local Development Fund (LDF) - One fund with 3 branches for S/L, P/L, S/C - with operational procedure and guidelines for funds transfer; Provide capacity building and technical assistance as necessary for identified staff at the Regional and District levels to support service delivery through the LDF.</p>	<p>Operational procedure and guidelines for transfer of LDF established and approved by Project Mgmt Committee; Training programme for necessary staff and project personnel developed and carried through</p>	<p>Strategy and operational procedures of the LDF defined for Somaliland</p>	<p>Operational Guidelines for LDF completed and approved; # key LDF operation staff trained in # DCs/projects</p>
	<p>2.2.2.6 Identify priority investments in the respective district plans and budgets and deliver through the use of the LDF in accordance with availability of funds(earmarked and un-earmarked); Mobilise more funds for the LDF and make funding available to the district through the LDF</p>	<p>Investment plans for request from the fund received from 6-8 selected districts for Phase 1</p>	<p>LDF funds cover the prioritised areas (water, education, sanitation) for 6-8 districts by end 2009</p>	<p># Plans received</p>
<p>2.2.3 Relevant authorities have developed context-specific communication strategies on social issues,</p>	<p>2.2.2.7 Carry out periodic reporting and auditing related to the LDF 2.2.3.1. Build the capacity of RC and DC personnel in identifying key social messages and successful communication channels to regularly disseminate information and raise awareness, including gender and use of women's networks</p>	<p>Quarterly reports produced for the Project Coordination Committee on the LDF n/a in 2008</p>	<p>Councillor and council staff in selected districts trained in HIV&AIDS and public information</p>	<p>Quarterly reports on LDF disseminated # of DC staff trained on HIV&AIDS and information mgmt</p>

<p>Including HIV/AIDS</p>		<p>Somaliland Municipal Association endorses communication strategy on women and child rights</p>	<p>Focus on increasing bottom-up approach to communication to address local issues. Communication strategy on HIV/AIDS endorsed by municipal association and being implemented</p>	<p>UNICEF, UN-HABITAT, SMA</p>	<p>Communication strategy approved by SMA;</p>
		<p>Municipal authorities in all districts explore partnerships with women networks or local CSOs in communicating public social messages</p>		<p>UNICEF</p>	<p># women networks or CSOs contacted by municipalities on social messages in # DCs</p>
	<p>Joint Programme on HIV/AIDS</p>	<p>Strategies and action plans on HIV/AIDS for religious leaders developed for each region and networks established</p>	<p>religious leaders implementing action plans</p>	<p>UNDP</p>	<p># Action Plans for religious leaders completed; # networks established</p>
<p>2.3.1 District Development Plans integrate Community Action Plans and specifically refer to IDPs and other marginalised groups, and emergency preparedness</p>	<p>2.3.1.2. Support the elaboration of Community Action Plans in selected urban neighbourhoods and rural villages, linking it with district planning (activities 3.1.3 and 1.5.2)</p>	<p>Community Action Plans in 10 urban neighbourhoods developed which identify priority needs of all stakeholders, incl IDPs and other marginalized groups, women, youth, children and the disabled</p>	<p>District Development Plans and budgets developed and integrate the produced Community Action Plans as feasible, incl. IDPs and other marginalised groups, women, youth, children and the disabled</p>	<p>UNICEF, UN-HABITAT urban</p>	<p># Community Action Plans completed and budgeted;</p>
	<p>2.3.1.3. Support implementation of regional and district planning process, linked, where appropriate, with urban development plans, local economic development processes and community development/action plans (in line with 1.1.3, 1.5.2 and 3.1.2 and the annual planning and budgeting cycle)</p>	<p>Integrated District Development Profiles produced/ renewed in 7 urban municipalities and in 6-8 rural districts with gender disaggregated data and including marginalised groups and related investment plan</p>		<p>UN-HABITAT urban and ILO (TDIM) with UNCDF</p>	<p># Integrated District Devt. Plans in place</p>

	Local Economic Development (LED) fora are established with equitable representation of women and men in selected 5 regions to strengthen community participation in decision making process	ILO	# LED fora established
2.3.1.4. Support development of emergency preparedness as part of the planning process	District level emergency preparedness and response plans with specific sectoral strategies in place in xx districts	UNDP, UNICEF, UN-HABITAT	# District emergency plans completed incl. sector strategies
2.3.1.5. Support design, development and implementation of district and community-level projects (with support of the LDF once established) (linked to outputs 2.1 and 2.2)	Priority investments identified in the District Development Plans & budgets in 7 districts to provide basis for disbursing funds for priority socio-economic projects, 1-2 viable and sustainable projects meeting relevant community needs funded by LDF implemented	UN-HABITAT urban and ILO with UNCDF	# DCs where priorities included in Devt. Plans; # community led projects under implementation
2.3.1.6. Build the urban planning capacity of the relevant departments in urban districts and regional multi-purpose GIS support units	On-the-job training for District Councils technical depts. on urban planning as a part of project implementation, incl. local plan preparation, land development, planning for basic service delivery, vulnerable groups, self-help in project delivery	UN-HABITAT	# DCs technical staff received on-the-job urban planning training
2.3.2 Communities receive training for leadership, governance, participation, as well as community mobilization on HIV/AIDS and life-skills	2.3.2.1. Support development of systems for regular and periodic public information/ outreach by Councilors and other government officials to constituents 2.3.2.2. Support civic education on local government policies/laws, roles and responsibilities/ expectation of citizens, ensuring outreach to all citizens, and conduct training for community groups in participation	UNICEF, UNDP, UN-HABITAT	# DCs with information strategy completed and adopted
	40 Community Development Committees and internal resource persons under the 5 districts trained on planning, implementation & monitoring priority needs with special focus on human rights, gender, and HIV/AIDS	UNICEF	# CDC and resource staff trained on priority needs
	District fora on rights advocacy and dialogue on rights established/ strengthened and supported for community priority needs and interface with women representatives	UNICEF	# District fora established and received operation support

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		n/a in 2008	500 (30% women) young people trained in local governance and service delivery policies, understand their role in local development and contribute to community mobilisation by participating in Community Development Committees	UNICEF, UN-HABITAT urban	# young people trained in good govern. # trainees applying new approaches through CDCs
		8 potential NGO partners and CBOs, incl women and youth, have upgraded skills of participatory planning and programming (City Consultation and other tools)		UNICEF, UN-HABITAT urban	# NGO and CBOs trained in participatory methods in planning; # trainees applying new skills
	2.3.2.3. Promote confidence building activities incl. village meetings, posting of monthly council reports, public discussions on council reports at sub-district level (in addition to activity 1.3.4)	200 (30 % women) field facilitators & community resources persons have improved skills on participatory human rights & documentation of most significant changes occurring in their communities		UNICEF rural, UN-HABITAT urban	# persons trained in HR and process documentation; # community progress reports prepared
	2.3.2.4. Annual public perception surveys to determine baseline and measure changes in general public confidence in local governance and other organs of governance in Somaliland	n/a in 2008	Baseline survey conducted: Annual public perception survey tools developed and tested in 2 rural and 1 urban districts	UNICEF, UN-HABITAT	Baseline data available: Survey tools completed and tested in # DCs
	Joint Programme on HIV/AIDS	Communities in all regions receive peer education on HIV/AIDS through Peer Education Networks	Identified vulnerable groups receive peer education on HIV/AIDS through Peer Education Networks	UNDP	# communities benefiting from Peer Education Networks

<p>2.4.1 Local government policies and by-laws are drafted, addressing priority issues related to land administration and dispute resolution</p>	<p>2.4.1.1. Support formulation of a Land Policy through multi-stakeholder process</p> <p>2.4.1.2. Support drafting of land law and regulations, and formulation of municipal by-laws on land use, land taxation, land tenure, development control and land information management, and land issues concerning IDP, returnees and refugees</p> <p>2.4.1.3. Strengthen public land agencies and undertake technical training for public land officials</p>	<p>First phase of national land policy formulation process completed through multi-stakeholder process</p> <p>By-laws drafted addressing priority land issues (land use, taxation, tenure, development control, land information system, and women, IDP, returnees & refugee land issues) and Land Mgmt Law revised to support allocation of tenure rights and land sharing</p> <p>Modern GIS-based Land Information Systems installed in XX TBC target local councils and public land officials trained to manage the systems ensuring transparency</p>	<p>Awareness and national debate/ consultative process</p> <p>By-laws passed</p> <p>Systems operational</p>	<p>UN-HABITAT, UNDP, Mol</p> <p>UN-HABITAT, UNDP</p> <p>UN-HABITAT urban, UNDP rural</p>	<p>National Land Policy drafted; # stakeholders consulted during process</p> <p># by-laws drafted; Revised Land Mgmt Law approved</p> <p>GIS system in place in # urban DCs</p>
<p>2.4.2. State mechanisms in place for land and property disputes and restitutions</p>	<p>2.4.2.1. Support establishment of National HLP Restitution Commission, district HLP Disputes Resolution Committees</p> <p>2.4.2.2. Support formulation of procedures and mechanisms for HLP dispute resolution and restitution and launching of the due processes</p> <p>2.4.2.3. Conduct advocacy and raise awareness on land and property rights, especially for women, dispute resolution and restitution processes and role of civil society</p>	<p>Smallland HLP Restitution Commission formed and Disputes & Restitution Committees/Tribunals constituted in target districts</p> <p>Assist in establishment of accessible dispute mechanisms for individuals and for the most vulnerable communities in particular</p> <p>Information and communications strategy, mechanisms developed and campaign launched</p>	<p>All objections to the composition of the National HLP Restitution Commission have been heard and resolved</p> <p>Inputs needed from protection & livelihoods clusters</p>	<p>UN-HABITAT, UNDP</p> <p>UN-HABITAT, UNDP</p> <p>UN-HABITAT, UNDP (UNICEF)</p>	<p>HLP Restitution Commission in place with operation guidelines; Restitution Committees established and approved in # DCs</p> <p>Accessible dispute resolution mechanism options drafted and under review</p> <p>Information and communications mechanisms in use</p>