Joint Programme for Local Governance and Service Delivery



[Cities Inspire Awards 2021: Berbera, Somalia/Somaliland: Decentralized Basic Service Delivery - YouTube]

Key achievements during the reporting period

- Somaliland introduced structured intergovernmental financial transfers (IGFT) to all local governments in support of public services. These account for 12.5% of the government budget (US$18 million per year) and has been developed with the support of JPLG.
- Berbera district in Somaliland wins the Global Child Friendly City Aspire Award and gains global recognition.
- Continued development of local governance laws / policies:
    - Policy Framework on participatory decentralization and validation completed resulting in a draft National Decentralization Policy that provides an overarching guide for the Federal Member States (FMS) decentralization policies / option papers.
    - Puntland developed a Water Policy in line with its Decentralization Strategy.
    - The local government law No.7 submitted to cabinet /parliament in Southwest State. Review and translation of Local Government Law no.7 in Puntland ongoing.
    - Solid Waste Management by-laws developed in FMS, existing waste management bylaws in Somaliland, Puntland and BRA updated to incorporate COVID19 protocols.
    - BRA's first strategic plan is disseminated and serves as the supreme planning document for development and humanitarian interventions in Mogadishu city-region.
- Decentralization dialogue forums have impact in Puntland, agreement reached between the sector Ministries and the districts (Bossaso, Gardo and Garowe) to transfer primary schools and primary health services from the former to the latter.

- Structured, substance-based discussions between, international actors, Federal States and Federal government in relation to local governance conducted.
- Multiple Inter-ministerial missions to local governments in support of improved service delivery conducted by the governments of Somaliland and Puntland. Successes in Puntland have been utilized for numerous study tours for local governments and ministries in the new FMS.
- City-extension plans introduced in Garowe, Gebilay and Borama. In response to the fast spatial growth to reverse haphazard and uncontrolled physical growth of the towns.
- Land adjustment initiatives introduced in Garowe as enshrined by the approved Urban Land Management law, generating hectares of land for public use.
- FMIS is rolled out to new Districts in Puntland and Somaliland and likewise, mobile taxpayment expanded to new four districts in Puntland.
- COVID19 risk mapping is undertaken in Garowe that guide local government COVID19 response operations.
- Tax base of Baidao municipality is expanded through registration of 2,147 properties. The registered properties integrated into the State FMIS.
- SDM receives political and financial commitment from Presidents in Federal Member States in four districts financial commitment ranging between 3-10% .
- Increase in financial commitment in Puntland SDM budget by 7%. In 2021 ($925,889) for the eight SDM districts government contribution was 27 % (15 from Ministry of Finance and 12 from Local governments compared to 21%in 2020.
- Somaliland's total Service Delivery Model (SDM) budget of US$ 5,117,026.00 in districts was highest in 2021 increasing government's commitment to 82 per cent (70 % districts, 12%-line ministries and 18% JPLG).

Project data

MPTF Gateway ID	00111670
Geographical coverage	Federal Government of Somalia - Mogadishu; Federal Member States (FMS) of Southwest, Jubaland, Galmudug, Hirshabbele and Puntland; Somaliland and Benadir Regional Administration / Municipality of Mogadishu.
Project duration	July 1, 2018 – June 30, 2023; 60 months
Total approved budget	US$153,006,632
Programme funding level	US$61,489,857
Estimated delivery rate	69% (against a delivery of US$42,351,762) Final delivery figures still being compiled.
Participating UN entities	ILO, UNCDF, UNDP, UNHABITAT, UNICEF
Implementing partners	State / Federal and Somaliland Ministries of Interior, Finance, public works, Education, Health, Water, NGOs, offices of the Vice Presidents, local administrations.
Project beneficiaries	
NDP pillar	NDP2, 9. Pillar 4
UNCF Strategic Priority	Priority 1: Increase the provision of equitable, accessible, and affordable social services by creating a regulatory environment that promotes decentralized delivery and prioritizes key investments that extend and increase access to services Priority 2: Support to establishment of local governance structures in newly recovered areas, linked to reconciliation Priority 3: Coordination of governance and delivery activities at the local level.

SDG	**SDG 1,5,6,7,8,12,16,17**
Gender Marker	2
Related UN projects within/outside the SJF portfolio	RCRF (phase 3)[1], SURP II[2] funded by WB; Berbera Urban Development Project[3] funded by EC; PREMIS[4] funded by DFID; SIEPMID[5], EFGISP (Phase 2)[6] funded by AfDB. UNDP S2S, Durable Solutions, HABITAT land management, UNDP innovations
Focal person	PAUL SIMKIN Paul.simkin.jplg@one.un.org Tel: +254721205306

Report submitted by:

	PUNO	Report approved by:	Position/Title	Signature
1	JPLG	Paul SIMKIN	SENIOR PROGRAMME MANAGER	Paul SIMKIN

Section 1: Executive summary

Brief introduction to the project

Somalia and Somaliland present a difficult landscape in which to carry out state building and institutional development activities on account of their complex economic, social, and political landscape. Parts of the country have recently emerged from protracted civil war and are slowly rebuilding. This fluid environment varies significantly across the territory with the fewer stable parts being affected by fluid environment with continued violence and many challenges such as the continued failure to agree on Constitution, around the division of functions between federal and state governments. Many Federal member states remain progress with slow progress. They operate with limited staff and resources, relying on volunteers and externally funded consultants to carry out many functions that would be expected from a civil servant. Local governments, especially beyond Somaliland and Puntland are similarly institutional entities in formation: A few have formed their district councils, but many are still attempting to resolve tensions and issues which led them into conflict. All districts (to lesser extents in the north) are chronically affected by a lack of resources, low skill bases, skeptical citizens while trying to operate in divided societies living on or close to the poverty line.

Local governments are drivers for sustaining peace, building state legitimacy and essential for stabilization. More effective local governance systems that are responsive to people's need and aspiration, inclusive and resilient to crisis have an essential role to play in delivering improved quality of life and forming resilient state-society relationships based on shared understanding of respective roles and responsibilities.

The JPLG program works with many local governments in Somalia and Somaliland with the end objective of establishing functional local governments and systems which contributes to consolidating and advancing development. The depth of penetration has been more possible in Somaliland and Puntland, whereas in the new Federal Member States JPLG has worked alongside stabilization programmes to support the creation of longer-term solutions. JPLG provides support to state formation and decentralization: It assists

[1] https://mof.gov.so/the-ministry/programs/recurrent-cost-and-reform-financing-project#:~:text=The%20Recurrent%20Cost%20and%20Reform,not%20include%20Somaliland%20for%20now.&text=RCRF%20continues%20to%20provide%20a,FGS%20civil%20service%20wage%20bill.
[2] https://www.worldbank.org/en/news/press-release/2019/12/09/world-bank-approves-112-million-to-strengthen-local-government-capacity-and-provide-urban-infrastructure-for-somalis
[3] https://unhabitat.org/node/160910
[4] https://devtracker.fcdo.gov.uk/projects/GB-1-205065/summary
[5] https://www.afdb.org/en/documents/somalia-strengthening-institutions-economic-policy-management-and-infrastructure-development-project-siepmid
[6] https://www.afdb.org/en/documents/document/somalia-economic-and-financial-governance-institutional-support-project-efgisp-phase-ii-appraisal-report-99651

the Federal Government conceptualize the appropriate path for devolution of responsibilities to lower levels of government. It engages with Federal Member States about how to carry oversight and support to / of local districts and stimulate change through greater service delivery. The programme works with the districts to improve their capacity across the board. Given the chronic lack of capacity the program must proactively engage with FMS and districts and provide technical assistance as needed. Through longer term multi sectoral support the legitimacy of Local Governments is being enhanced and their sustainability built.

Situation update / Context of the reporting period

The political tensions due to the planned Somalia elections may further affect implementation.

In the second half of the year the pandemic restricts became more relaxed, allowing some some level of normalcy within established measures for health and safety. This provided an opportunity for resuming face to face capacity building and travel missions for implementing/monitoring interventions. The project formulated the final two-year workplan with changes in the operating environment. At a political level, being an election year (Federal, Somaliland and Puntland) delays in feedback and engagement with government counterparts were experienced.

Delivery in both health and education underline the impact of JPLG. The leading example of Somaliland, the Education SDM initiative has benefitted 95,447 students (38% girls) in 415 primary schools in eight SDM districts. In 2021 the SDM education budget increased from USD $2,157,761.10 in 2020 to $2,688,607.00 – 68% contribution from districts, 15% from MOE and 8% from JPLG program. The Health SDM program supported 83 heath centers across the target districts benefiting an estimated population of 190,000 mostly women and children. Through the Health SDM catchment population of 105 health facilities, 81 HCs and 24 HPs across the 8 target districts benefited from support of the JPLG interventions at facility level in this reporting period.

In response to the updating of the Annual Work Plan (AWP), reformulating the project and change of indicators; The Monitoring and Evaluation Review (M&E Review) recommended that the program encourage FMS and local governments to take the leadership in this area. As data is increasingly becoming a fundamental element of good governance, allowing for the development of new applications which have made significant difference irrespective of the environment. It was further recommended that a foundational program like JPLG should increase its focus on conveying to the local government counterparts the benefits associated with systematically gathering and harvesting data and how this can be used to inform local decision-making.

While this requires a significant upfront investment in terms of working with counterparts who lack experience carrying out this type of activity, it has significant benefits from a societal standpoint by laying the foundation for improved transparency and accountability on the part of local government institutions, but also in terms of improving the ability of partners to better target the assistance it provides[7]. JPLG's activity in this area will be beneficial to the next generation governance and institutional development programs, irrespective of where the financing is coming from. JPLG wide focus and numerous activities generates information, and this information needs to be preserved and used. Much of the data required to evaluate the program and its activities.

Moreover, the extreme fragility in which local governments operate may lead to drastically different performance results, despite the best efforts of the authorities and program staff. The circumstances of each district vary, and accordingly it is not enough to collect specific information regarding the program and its activities. Circumstantial evidence to place the program results in context will be useful. The

[7] Indeed, Somalia suffers from a severe shortage in terms of reliable statistics and relies for over 80% of its data on development partners.

broader the information base collected by the local governments the broader the policy discussion regarding the meaning of these indicators can be heard.

With respect to the specific logical framework and program KPI, several changes to the theory of change and the logical framework were recommended, and, inter alia, proposed and implemented.

1. Adding indicators to measure the impact of the program's activities.
2. Including a fourth outcome indicator to reflect the work the JPLG family carries out to create entry points for improved strategy dialogue to improve local governance.
3. Streamlining several output and outcome indicators and rephrasing others.
4. Include output indicators that can substantiate the policy dialogue and aid coordination outcome indicator.

The program's new theory of change defines impact as "To strengthen the decentralization of processes and systems, the development of human and technical capacity within the Federation of Somalia and Somaliland of local government and to improve equitable delivery of key government services.
The monitoring and evaluating of JPLG III has moved beyond a focus on project monitoring, towards monitoring of outcomes, linking field monitoring to strategic objectives, and specifying indicators to measure outcomes and impacts. These are taking time to refine and for the government counterparts to accept their use.

Highlights of the project during the reporting period

"Gebilay district have exceeded the expectations of the JPLG program, a few years back we did not have any role in service delivery, now we build health centers, Primary Schools with taxes collected locally, we provide all necessary equipment's needed in health centers and schools, in addition to paying the salaries of health workers, teachers and subordinate staff through the local government payroll, with little support from JPLG and from the central government" He added *"I am very confident that Gabiley district can sustain delivering these services in the long run, similarly, the other districts will be able to do that soon"* Mohamed Amin, the Mayor of Gabiley, Somaliland.

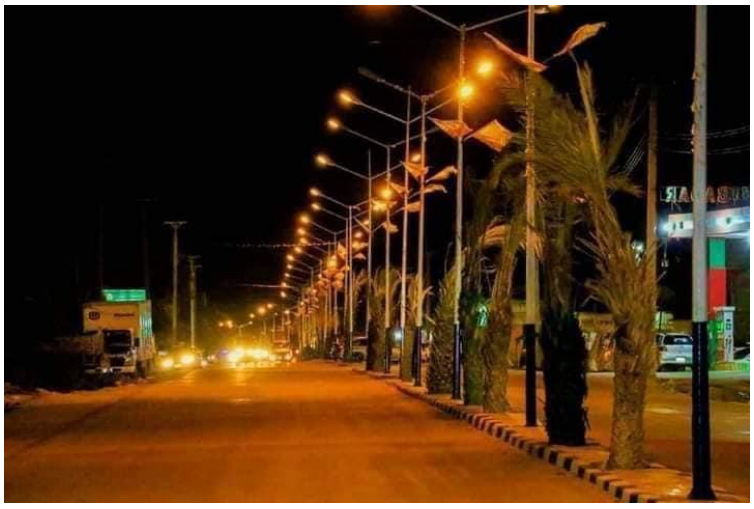


Figure 1 Gabiley town's cleaning and beautification

Gabiley is not the only example, Somaliland has many. Berbera's victory in child friendly cities is no accident. This reflects 12 years of gradual but real change towards service delivery and improving the lives of citizens. Somaliland's adoption of systematic intergovernmental transfers, regular inter-ministerial monitoring missions and democratic elections demonstrate a whole of government commitment to service orientated local governance.

Puntland has also matured significantly. Pilot elections of 2021 highlight the commitment to genuine democracy, producing truly democratic results with women, IDPs and youth being elected. This is a first in Somalia's history (including Somaliland elections). Puntland local governments continue to achieve revenue

growth, while implementing forward looking policy actions from land management through to accelerating and expanding service delivery models.

The new Federal Member States in 2021 started to extend their authority beyond state capitals, through coherent policy guided and consultative processes to create the basis for accountable local governments. Despite serious political divisions between the different states and federal governments the ministries of Interior worked closely with one another, creating an enabling environment for and expanding footprint of JPLG IN 2022.

Summary of key achievements during the reporting period

The SDM expanded from 11 to 21 districts in 2021. The historical strong commitment of Somaliland authorities was replicated in Puntland and interest is growing in the new FMS and BRA where the Presidents launched the SDM and made financial commitments ranging from 3% per cent to 10%. In Somaliland SDM budget broke records increasing government's commitment to 82% (70% LG and 12%-line ministries). In Puntland the government increased contribution for the eight SDM districts to 27% (12% LG and 15% MoF) compared to 21% in 2020. This increase in cost-sharing contribution by districts demonstrates the commitment of subnational entities to, in a fiscally constrained and fragile context, provide basic services to their citizens. Political, institutional, and financial commitments to provide services is leading local authorities to increase their support to cover utility bills and salaries, rehabilitate schools and health facilities. In November, Berbera City in Somaliland was recognized as a global example or service orientated government when they were awarded the *"Global Child Friendly City Aspire Award*". This follows many years of hard work, the consistent support provided by JPLG. The cost-sharing contribution by the Somaliland government and local governments demonstrates the commitment of subnational entities even in fiscally constrained and fragile context to provide basic services to their citizens.

The geographical expansion of the program to New FMS has allowed activities like the training of trainers (ToT) on *"Inclusive local governance – Mainstreaming Child rights and Children participation in Local Governance"* and subsequent training on CRC and SDM at state level has led to influence a large number of officials (182, 20% female) and 229 newly elected district councilors to better understand the importance of investing in children and the role local governments can play to promote and mainstream child rights in local governance and promoting long term development.

Community engagement and participation, particularly of women, youth, and minority groups, is central to local governance. Child consultation is now central to JPLG's work with many examples. Children were central to the Mogadishu Visioning exercise The recommendations from the Annual Planning consultation in Somaliland local governments (503 participants 207F and 296M) changed the district project selection, with a reduction of roads and bridges towards more on water, health, and education projects.

Civic Education and feedback mechanism enables the deepening of participatory local governance. A National workshop on Civic Education (CE) early in the year lead to the decision to revise the CE "Wadahadal" resource package and introduced a module on the Role of Local governments in promoting child rights. Under the Community Score Card (CSC) initiative in Somaliland, 420 committee members and district staff participated in the interface meetings to provide feedback on the quality of services.

The program supported "Women Outreach Campaign" in the four FMS where 420 people (100 per district) participated. Despite the efforts made only 2 of the 15 candidates won the local elections in Somaliland while, in the three districts of Puntland, out of 87 local councilors elected 23 were women. The vast majority of women elected had been directly trained by JPLG. *"I am very happy and grateful to JPLG programme, I was given great support and my skills to compete with male counterparts were enhanced. As the result of the training and coaching I was able to run a successful campaign and won a local councilor seat in my district" - Maryan one of the New female councilors in Eyl*

Enabling Environment for Service Delivery and increased revenue from businesses, the local governments of Washeikh, Berdale, Baidoa, and Afmadow districts are now able to engage and provide services to their respective constituents following the rehabilitation of the district's council offices. These have provided an enabling environment for access and provision of services as local communities are able to reach the different local government offices for service delivery.

Local governments have not only a responsibility to regulate business operating environment but also provide an enabling environment which supports growth, thus translating to increase revenues through local taxes/licensing for service delivery. Following the streamlining of business registrations which has created transparency and efficiency of the process a significant number of women businesses owned registered in Mogadishu; 71% of the 3407 newly registered in the municipality are women owned. In Eyl District 71 new businesses were registered of which 30% are women owned.

"The business community should perform their social responsibilities by paying taxes, creating employments, providing quality and affordable products, taking part of security and district development plan"

In Garowe, the fee for business registration was reduced to from $ 15 to $10 with 301 new businesses registered in 2021; Bossaso registered 535 new businesses resulting to a 20% increase in revenues.

Increased transparency and accountability in Use of Publics Resources, Local government procurement systems adopted (New Federal States, Somaliland, Puntland, Mogadishu Municipality) in the procurement of works for rehabilitation of public infrastructure. This has ensured fairness, transparency, and accountability of local procurement by engaging all stakeholder in district procurement processes, public confidence in local procurement and use of public resources. Establishment of procurement audit enhanced compliance to procurement guidelines.

Access to Social and Economic Amenities in Warsheikh district in Hirshabelle state with an estimated population of 3200 households (HHs) or approximately, 19,200 people, of which it's economy is predominately based on the fishery and agricultural sector. The construction of a fish market in Warsheikh under the local development fund has benefited approximately 150 traders providing them with space and good sanitation to conduct business. In addition, approximately 5,000 customers from a radius of approximately 3km visit the market.

Section 2: Progress Report Results Matrix

Please see table attached in Annex 1

Section 3: Narrative reporting on results

Progress towards outcomes

Outcome 1. Policy, legal and regulatory frameworks on local governance finalized

Output 1.1 Policies, laws and strategies for decentralization are drafted to clarify the division of functional responsibilities among central/federal, state and local governments

Somaliland introduced fund transfers to 101 districts and sub districts to support service delivery, 12.5% of the state budget (US$ 18 million per year) under the established system of intergovernmental fiscal transfers (IGFT) with the support of the programme. The Ministry of Interior, with the support of the Ministry of Finance, the General Accounting Office, and the Bank of Somaliland, distributed funds to 101

districts (78 D districts designated by presidential decree, and 23 (7 are Grade A, 4 are Grade B and 12 are Grade C districts) through the Intergovernmental Fiscal Transfer System. This was made possible by the Regulation on subsidies to the districts No: 01/2020, which was developed by the Ministry of Interior in cooperation with the Ministry of Finance, Office of the Chief Accountant, Auditor General and line ministries supported by JPLG. **Now for the first time in 30 years local governments can predict that fund transfers will happen and how much will be received**.

Consultations and validation of the draft Policy Decentralization with Federal Member States were conducted to develop an effective decentralization policy for the Somalia federal context and citizen engagement on governance, with participation from 20 Federal Ministries, Civil Society, Academia, Media, Development Partners, local NGOs, Youth and Banadir Regional Administration (BRA). The outcome included Validation of the Framework for devolution of power and clarity of service delivery - the policy will guide the design, legalization, coordination, implementation, management, devolution of power to the local levels and provision of equitable and quality services in accordance with international standards and national laws; b) Translation of the draft decentralization policy making it more accessible to stakeholders. Following the consultations and validation the following were deliberated upon: Suggestion to establish a National Decentralization Act (NDA); Widen the consultations to reach all citizens (outreach activities and awareness through various media); Separation into 2 documents of the implementation section and the Policy Framework; Proposal of a functional assignment or allocation of powers for sector ministries.

In Puntland the Program supported Puntland to develop a Water Policy in line with its Decentralization Strategy. The new Water policy is expected to facilitate decentralized water Service delivery at the local level and the Ministry to develop a Public Private Partnerships (PPP) and Water sector decentralization strategy which will describe the role of the local governments in the water sector.

1.1.2. Review of the fiscal decentralization legal and regulatory frameworks

The programme initiated a process of finalising the Fiscal Decentralization option paper with specific results to achieve the endorsement of the emerging options for intergovernmental fiscal transfers in the multilevel governance system; and finalizing a framework for intergovernmental fiscal relations in Somalia. Finalization of the paper and putting it in line with fiscal federalism will play a significant role to sub-national governments in allocating resources and setting a solid foundation into strengthening local governance. Unfortunately, there are still disagreements about the distribution of power between the bodies of the FGS (for example, the People's Chamber and the Upper House, the Parliament and the Executive, the President, and the Prime Minister), on the one hand, between the FGS and the FMS, a recurring and a depressing feature in the political body. It's connected with:

- ambiguities inherent in the interim constitution.
- the absence of a constitutional court empowered to consider such issues.
- the absence of intergovernmental institutions that could promote smooth and healthy relations between the two levels of Somali federal government structures and
- the fact that most of the new Federal States are unable to meet their basic recurrent costs of their state government and have close to no ability to cater for lower levels of government.

The program will hold consultation meeting on establishing Local Government Finance Commission. To draft regulation in early 2022. A consultant will be deployed to develop a manual on Operationalizing Local Government Subsidy Intergovernmental fiscal transfer (IFGT) MOI regulator Policy. Where government structures have stronger foundations and more reliable means of revenue, we are seeing progress with inter government transfers, namely Somaliland followed by Puntland – as illustrated above.

It is important to note that genuine and country wide transfer systems are unlikely to emerge. States have minimal funds. Those that do are reliant on seaport customs revenue, and reserve those funds for internal use, customs revenues are traditionally controlled or shared by Federal governments. Control of money and its disbarment (hence power) are central to constitutional stalemate.

1.1.3. Review and Implement the Fiscal Decentralization Action Plans

The government of Somaliland conducted a review of the implementation of the Fiscal Decentralization Action Plan and local governments budget consultations with participation of line ministries and government institutions from eleven districts. The discussions recommended that; Synchronization of Somaliland National Development Plan (NDPIII), District Development Framework (DDF), and Sector Decentralization Strategies; National Budget and formulation process 2022 and macroeconomic outlook should reflect and be based in NDPIII indicators, timelines; IPSAS cash basis Financial Reporting to roll out to all 23 electoral districts; To apply LDF procurement process to the projects funded via Intergovernmental Fiscal Transfer; The Ministry of Finance Development to open inland Revenue offices at district(s) and staff will be deployed to meet one Stop-taxation for all citizens including contractors; LDF,SDM's to be included in the National Budget and payment processes reported, through FMIS; Oversight (Audit, Monitoring, and Performance Assessment) to be conducted; Enhancement of dialogue between the local governments and the central government. The dialogue to include Intergovernmental Fiscal Transfer, Taxes, Bank and other Commissions, etc. hold Technical Working Group meetings with participation from Somaliland Central Bank and other PFM reforms Sub-committees regularly including all 23 electoral Districts. Success in Somaliland is a strong demonstration that JPLG has been instrumental in the creation of a truly national budgeting process and systems developed by the programme (SDM and LDF) will be sustained.

Puntland Ministry of Finance (MoF) led by the Vice President (VP) held 2 review meetings on the implementation of the Fiscal Decentralization Actions Plans, with participation from the local governments, sectoral ministries. To operationalize the implementation the following was recommended; Finalization of the IGFT subsidy formula, local government tariff law to be passed by the legislature allowing local governments to negotiate with the central government; borrowing policies to be developed and guidelines set to enable local governments to obtain loans from Puntland banks; A law, or guidance on revenue sharing to be developed, negotiated and approved to eradicate potential income distribution problems. Puntland is well placed to replicate, to a degree, the solid success in Somaliland. This will not resolve the federal challenge.

A subsequent consultative review meeting was conducted by the Ministry of Finance and the VP office to address the coordination of fiscal decentralization plan priorities with clear division of institutional responsibilities, brief and update sectoral ministries on the existing implementation of the FDS, review the commitments made by the policymakers to enforce and support their technical delivery FDS action plan commitments. It was agreed and recommended that the local government tariff bill should be endorsed by the executive and enacted by the legislature to avoid disputes on revenue collection with the MoF.

1.1.4. IMC/Champion Office Assess and Review the implementation of the Decentralization Policy

The VP offices in Puntland (PL) and Somaliland (SL) monitoring missions and consultations continue to be an important part of the decentralization process to provide a coordinated and sustained effort to raise awareness at all levels of government, assess the level of progress and performance, identify challenges and opportunities in implementation of decentralization policies and roadmaps at district levels, with the aim to improve and strengthen the policy implementation.

The objectives of the VP missions are among but not limited to increasing public awareness and understanding of the decentralization process, improving the accountability of the districts during the decentralization process, enhance policy implementation, strengthening relationships, trust and finding solutions to decentralization challenges and bottlenecks. It is also important to note that through such interactions the cohesiveness of governments is enhanced building institutional legitimacy and enhancing SDM delivery.

These missions have promoted open forums for discussion that allow citizens to take part in decision making, including regularized community meetings; Increased community engagement by involvement in

decision-making processes for services and projects by local government; creation of an environment where the local governments' service delivery performance is rated and awarding of those who perform better; Improved monitoring and oversight of the quality of the local government invested infrastructures such as roads, schools, clinical centers (MCH &HP) and city markets. A total of *12* local governments in SL *(Gabiley, Berbera, Sheikh, Burao, Odweyne, Hargeisa, Borama, Saylac, Baki, Salahley, Lughaya and Baligubadle*) and 11 local governments in PL *(Garowe, Gardo, Bossaso, Galkayo, Eyl, Banderbeyla, Jariban, Burtinle, Galdogob, Ishkushuban and Alula*) have benefited. Today these missions are attended by multiple ministries as DG level and attract significant media attention.

The impact is clear. Multiple ministries focus on support of cross sectoral support to local governments, citizen ownership is enhanced and governments (local and central) are being held to account.

Study Tour to Puntland by the Federal Government of Somalia, FMS and BRA and study tour within Somaliland of new to old districts

Several study tours were organized for experience and knowledge sharing in the areas of decentralization, service delivery, elections and governance to learn how Somaliland and Puntland States developed and successfully implemented the decentralization policies and road maps for efficient service delivery, fiscal decentralization, establishment of Champion Office, local governments operations e.t.c. The 48 (7F;38M) participants gained knowledge on how decentralization is practically implemented and challenges of devolution from federal to state and from state to district; Established linkages for future experience sharing among the visiting and hosting districts Councils and administrations*. All mayors referred to these study tours in the February 2022 mayors forum. They clearly made an impression.*



1.1.5. Develop Principles on Decentralization - Harmonized Policy Frameworks for Local Governments.
A Review / Amendment to update the Local Government Laws was organized with participation of all PL and SWS (*:* 16F; 39M SWS) district councils and administrations, a Draft LG law was submitted to the Southwest State cabinet; and Puntland LG Law No. 7 was translated.

1.1.6. District Councils Develop District Council by-laws for Local Government related Policies

Solid Waste Management by-laws

Under the auspices of State Ministries, the program supported the amendment and development of solid waste management by-laws by undertaking desk reviews, wide stakeholder consultations to deepen the understanding on issues and processes of waste management. By-laws were put in place validated and implemented. With the by- laws in place the wellbeing of the city residents significantly improved with the collection and proper disposal of solid waste and contained the spread of diseases. COVID 19 by-laws were also put in place. Backed with strong political commitment and favorable environment, in terms of security and stability. The updated and new by-laws also contributed to increased domestic revenues as the by-law introduced penalties and fine charges to foster public compliance.

1.1.7. Develop the local government employment regulation in line with laws/policies for civil service. Civil Service Commission By-law development

With support from the program BRA recently established the BRA civil service commission responsible for recruitment, staff capacity development, performance management, promotion, staff rights advocacy and staff discipline. BRA CSC has signed a MoU with the Somali national CSC to establish formal structures, cooperation and coordination (for harmonization and uniformity) among BRA SCS and the Federal SCS. The program 50 (*15F;35M)* participants engaged and sensitized BRA employees in the development of the by-law- that guides the CSC that is responsible for local government employees HR matters. The exercise further enhances the effectiveness of staff and will enhance performance management.

Output 1.2 National and Sub-national Mechanisms are Established and Strengthened that lead dialogue on policies and legal framework related to local governance and decentralization.

National Local Governance Coordination Meeting with the Federal Government of Somalia, FMS, BRA, donors, INGOs, and the UN; State Level Coordination meetings in Puntland (Garowe), Hirshabelle (Jowhar), Galmudug (Dhusamareb), Jubaland (Kismayo) and Southwest (Baidoa) were conducted to Strengthen coordination, sharing impacts of local governance, good practices and cooperation of local governance stakeholders. Secondly, to coordinate local government interventions at the state level to avoid double dipping and ensure consistency and alignment with government systems.

The 237 participants (50F; 187M) presented the local governance and decentralization progress achieved in their respective states, ongoing efforts, plans, challenges, gaps, priorities, lessons learnt and way forward; secondly, the current situation/updates on Local Governance, service delivery and local community perceptions on legitimacy and participation in local governance processes; thirdly, emerging developmental interventions and cross-cutting issues with the stakeholders including local community priorities, council formation and capacity strengthening initiatives. The FGS and stakeholders got a clearer picture of the Local Government initiatives in the country. These dialogues have created a strong sense of ownership and team spirit among the different Ministries of interior at state and federal levels – an unusual phenomenon.

Strengthened National Capacity towards Coherent, Systematic and Uniform Urban and Land Policies

Since the fall of the central government in 1991, Somalia lacked active and coherent national land policy to guide effective land use planning, administration, and management. Land disputes are a major driver of conflict. The JPLG program earlier worked with both Somaliland and Puntland administrations to better manage land. The program then supported development of urban land management laws that were enacted in both administrations. Urban land management laws were required as they formed the legal framework for accountable local governance and delivery of basic social services.

In 2021, the JPLG program continued to work with the FGS and member states with the Federal Ministry of Public Works, Housing and Reconstruction (FMPW) to create an enabling environment for land governance. With support of two consultants deployed at the ministry the ministry has undertaken a thorough assessment and examination of Somalia's policies on land and urbanization by bringing all relevant stakeholders to define the available land policy options, assess their merits and demerits and design the architect of evidence-based land policy roadmap, that is consistent with the relevant Federal laws and regulations. The assessment will lead to a policy roadmap, that will be used by the Ministry of Public Works, Housing and Reconstruction to develop Somalia's integrated National Land Policy, a legal instrument that will enable the government, at all levels, to better handle land resources, establish mechanisms to address land disputes and counter land grabbing, speculations and curb urbanization by ensuring possible match between exponential urbanization and service delivery.

The FMPW getting technical and financial support from the program-initiated efforts to coordinating urban planning functions and responsibilities among the government bodies at all levels; Established district urban planning offices, clarifying ToRs and lines of communication and training new staff on district profile development and collecting spatial data, to mention a few.

Dissemination of BRA Strategic Plan

Mogadishu is one of the fast-growing cities in the Somali peninsula. Although its status is not yet determined, Mogadishu is viewed from three different perspectives. Firstly, Mogadishu serving as a region with its administrative boundaries reaching to the neighbouring Hirshabelle and Southwest federal member states; Secondly, Mogadishu, functioning as municipal authority offering municipal services to 17 Districts inside Mogadishu and finally provision of the de facto capital of Somalia.

To accommodate these multiple roles of a typical metropolitan city, Mogadishu set its first strategic plan since the civil war. With the support of the programme, series of consultative sessions were organized with various relevant stakeholders and final strategic plan was adopted in late 2019. In 2021, the programme supported dissemination of the strategic plan and creating a unified understanding of the plan.

Notably, apart from strategic plan dissemination, the Benadir Regional Administration (BRA) organized a lobbying workshop in attendance with different stakeholders including District Commissionaires, representatives from civil society organizations, local communities, businesspeople, traditional elders, youth and disabled communities, federal ministries and agencies to get buy in from sub-district administrations and federal government authorities so that the plan becomes the supreme planning guide for development interventions in Mogadishu and its region.

Creation of Interdepartmental Coordination Mechanisms

Mogadishu Municipality/BRA has recognized the need to empower all departments and institute clear and systemic coordination mechanisms in the different departments across all the 17 Districts in Mogadishu.

The programme rendered technical support for the establishment of BRA-JPLG interdepartmental coordination mechanism – a platform where relevant departments of BRA met to familiarize, discuss, prioritize and implement different work in the different departments. Terms of reference for the coordination mechanism were developed and endorsed by the BRA leadership. Its implementation is ongoing and led by BRA-JPLG coordination office. The program provided logistical and technical support to this body with a view of involving all departments within BRA and districts in Mogadishu. This inclusive approach has deepened involvement and contribution of all departments, make the planning process and implementation participatory whilst enhancing ownership.

1.2.2. Decentralization Dialogue Forums on Local Governance and Decentralized Service Selivery

Decentralization dialogue forums held in BRA, Jubaland *(Kismayo, Afmadow),* Hirshabelle *(Beledweyne, Dhusamareb and Jowhar*), for ministries, civil society, women, traditional elders, and youth totaling 480 Participants (143F; 337M). To expand knowledge and understanding of decentralization, its forms, procedures and shared roles; identify benefits of decentralization and its promotion of decision making, political participation, resource sharing, participatory planning processes and the roles of the government (national, state and local levels) with reference to the provisional constitution and Local Government laws. These forums have contributed to better understanding of decentralization and its importance to peace and development and the staring process to the drafting of the decentralization policies / option papers for the FMS, stimulating demand and support for functional local governance.

1.2.3. Technical support for legislations contributing to better urban planning practices

Dissemination of Puntland Urban Land Management Law



With the support of the programme, Puntland Urban Land Management law was developed in 2020 and the President endorsed August 2020. In 2021, the programme worked closely with MoPWH to organize land conference in Puntland in a bid to launch State-wide dissemination and adoption of the law. This was followed by district-level (Gardo, Bosaso and Galka'ayo) dissemination of the law under the leadership of the MoPWH.

The implementation of the law is having significant impact in making land available for communal services and use.

Outcome 2: Local governments have the capacity to deliver equitable and sustainable services, promote economic development and peace.

Output 2.1 Structures and systems for good local governance, planning and programming are functional.
2.1.1. Local Government procurement functions

Establishment of E-Procurement and E-Business Registration Systems
After successful development and implementation of the manual on business registration and procurement processes, the programme is embarking on supporting the FMS to design, pilot test and implement electronic business registration and procurement systems, which are expected to benefit both the government and the private sector by streamlining the processes, improving efficiency of operations, providing up to date and accurate data. An ICT specialist consultant has been recruited to design and implement the e-business registration and e-procurement systems, to be followed by pilot implementation in Garowe and Hargeisa (for e-procurement) and, after successful pilot implementation, rolling out the systems to other districts.

Procurement Compliance Audit
The Ministry of Interior and Account General Office in Somaliland in February conducted a procurement audit assessment in 8 districts (Burao, Berbera, Sheikh, Odweine, Hargeisa, Gebiley, Zaylac and Borama). The assessment evaluated the level of compliance on local government procurement procedures/guidelines by the district procurement officers of the selected districts. The assessment facilitated the identification of gaps regarding procurement compliance and assisted the district procurement units in improving capacities to ensure the same. The audit assessments have improved monitoring and oversight capacity on local government procurement systems; facilitated the understanding between government structures to encourage accountability, transparency, fairness, and legitimacy of local procurement and assessed the local government procurement systems progress and challenges, while also enhancing public confidence.

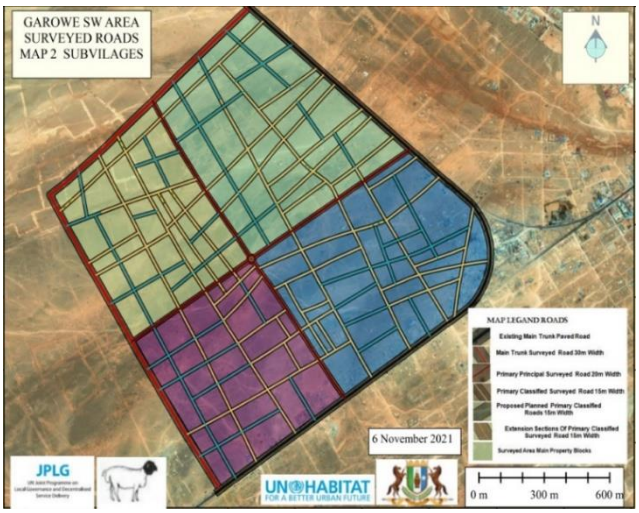
2.1.2. Support for Public works and Roads Functions
Review of Feasibility Study Guidelines, Mogadishu Municipality

A review of the feasibility study guidelines for Mogadishu municipality was conducted with the objective of ensuring adherence to best practices. An important aspect of the reviewed guidelines was the capability of the local authorities to fulfil commitments to operations & maintenance and ensure public works projects are planned cost effectively. The operation and maintenance plans illustrated the institutional arrangements in place for maintenance and cost-recovery post the initial capital investment. To complement this, the manual provided some basic guidance on how to structure cost –recovery, design and enact a maintenance plan. In addition, the tender documents were translated to Somali, this addressed the challenges contractors faced in understanding the English version.

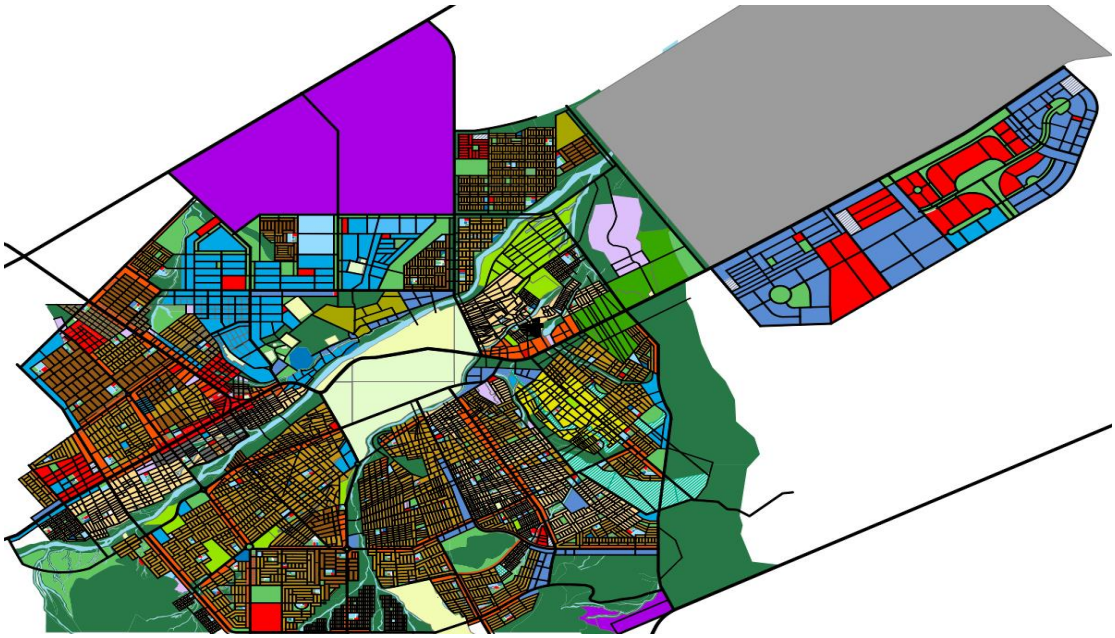
2.1.3. Government-led Expansion Strategy for new districts.

City Extension Plans Developed and Implemented

The JPLG programme supported city-extension plans of Garowe and Gebilay. This was accomplished in close collaboration with Ministries of Public Works. The plans were the culmination of a series of participatory planning processes with different stakeholders, the different communities discussed the different urban issues, suggested solutions for challenges and prioritized city extension areas and later endorsed the development plans. City-wide consultation, all urban stakeholders were involved including local and regional administrations, line ministries, youth and women groups, business community, traditional leaders, service providers and internally displaced people (IDP's). The plans were further elaborated into a City Master Plan, guided by Urban Regulatory Frameworks developed under JPLG II. The developed master plans set the direction for development and growth for districts. To this end, in the case of Garowe, for instance, more than 95 km of new roads were surveyed, and demarcated, new residential areas were identified and allocated for the city's future development.



In Gebilay, though the masterplan development was completed earlier, the program continues to support its implementation. As part of the city extension plans, 18 projects were identified, of which 17 of them, mainly infrastructure projects, were implemented through district budgets and support from the programme. The covered land was 314 km with the extension of one km in each side of the city. This facilitated city development and growth in the already demarcated areas. It also enhanced delivery of urban social services to communities while it operationalized structures for planning and good governance.



The Urban Regulatory Framework (URF) that the program put in place in JPLG II, guided and supported throughout the process of developing Urban Land Management Law for Puntland. The law, which was adopted by the council of ministers were further enacted by Puntland Parliament in 2020. To support the implementation of the Urban Land Management Law, the program supported Garowe district council to

develop a by-law and set up procedures for land adjustment to make space for public purpose as stipulated by the Urban Land Management Law.

Through a land adjustment initiative for the newly planned city extensions and urban regeneration, land was allocated for public spaces intended for, schools, medical services, parks, recreational areas and open space networks including sidewalks, squares and roads. Public space development has acted as a catalyst for the enhancement of key areas, offering greater opportunities for citizens to exercise their social and economic rights, as well as adding economic value to the city, thus promoting private investment.

In addition, working committees were setup to support the participatory land readjustment of these newly urbanized areas, allowing the deduction of 30% of the land for public use as per Puntland's Urban Land Management Law. Presently, 11 hectares of land has been acquired, and will be used for public facilities. A blended method where public space through participatory land adjustment was conducted through a learning by doing approach and 5 district engineers trained. It is anticipated that in the long run this will be fully incorporated into the municipal day-to- day operations and hence fully institutionalized.

During the city extension plan implementation, lots of attention was given to protecting the environment and the natural drainage. Approximately, 12 km of water channels and water streams were cleared and opened to avoid flooding's in the city and drain the water out. Some areas have also been surveyed and identified to be non-suitable for urban expansion.

DDF and Annual Planning



In collaboration with the Ministry of Interior and the Local Government Institute in Somaliland conducted a Training on Trainers (ToT) workshop on the development of the District Development Framework (DDF) (a five-year strategic document) for the districts who would act as trainers at the districts level. A total of 53 (9F, 44M) local government officials, the Directors of Planning, and Social Affairs Departments, and other key staff from 15 districts in Somaliland *(Hargeisa, Borama, Gebilay, Zeila, Salahley, Baligubadle, Baki, Lughaya, Berbera, Burao, Lasanod, Erigavo, Odweyne, Ainabo, Sheekh districts)* were trained of on the DDF process and community consultations process. The training was conducted in two cohorts in Borama and in Burco. A new session on how to engage and involve children's participation in the DDF process was introduced as part of the Community Consultation training. Two SDM consultants (National SDM Consultant and the SDM consultant from Southwest) also participated in these TOTs. Their participation will help guide the DDF TOT that is planned in 2022 for the FMS.

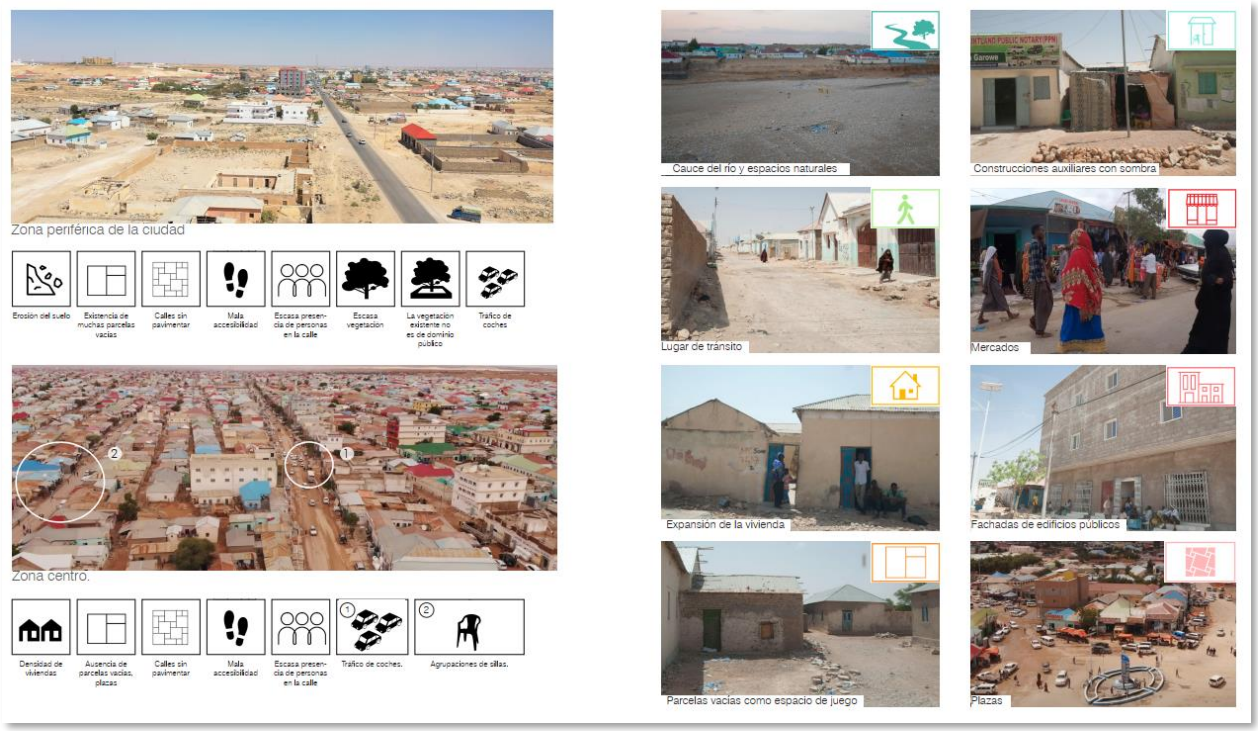
The government officials have been able to use the tools and data in planning. The Annual Planning consultation was completed in 8 districts of Somaliland where a total of 503 community members participated (207F, 296M**).** One of the key issues raised by the participants was that most projects were implemented in the main urban towns, district capitals and little attention was paid to the rural challenges. Youth groups expressed that there is very little focus on projects targeting youths e.g., sport, employment, and skill development while women groups demanded more water projects and livelihoods. As a result of the recommendations many of the districts' planned and approved projects were changed from Infrastructure e.g roads and bridges into water, health, and education projects. In 2021, the 8 JPLG districts have planned to implement 240 projects of which 80% will be funded by the districts and the rest will be financed by the JPLG and the central government. All projects will be subjected to procurement cycles established by JPLG.

2.1.4. Local Governments Capacity Supported to roll out the Planning Process and Administration in line with Local Government policies.

Capacity development in City Extension Planning.

The capacity of local government is still insufficient to control and guide the highly urbanizing city technically and financially. Responding to this gap, the program has reviewed the structure of the local government, the district engineers were given on job training on land surveying, GIS applications, urban planning, road network planning and building permits as per the existing state legislation in Somaliland, Puntland, Jubaland, Hirshabelle, Southwest State and Galmudug. A qualified urban planner and a GIS expert has also been attached to the different Ministry of Public Works as technical advisors to support local government employees steer local development.

In Garowe, an established methodology was developed by UN-Habitat's Global Public Space Programme (GPSP) in collaboration with the Institute for Cooperation and Basic Habitability of the Technical University of Madrid, an assessment – in questionnaire format combined remote and field-based spatial analysis was conducted to provide an in-depth understanding of the current modes of public space utilisation, highlight gaps and needs of public space provision for the city. The public space network in Garowe was analysed in terms of accessibility, use of users, amenities and furniture, comfort, safety, and environmental components. The assessment findings highlight absence of public space facilities in Garowe and where they exist such as Barxadda, the city square it needs redesigning and to be accessed by all segments of the society including women and children equally. The partnership also included an element of training where the knowledge of public space design was imparted to municipal technical team.



A city-wide strategy was developed after the assessment, together with a detailed intervention plan for Islam Mohamed Road, a central artery in the city connecting the main square and the wadis at the North and South of the urban core.



In Bossaso Informal public spaces were utilized by residents, through the active use of streets or vacant lots. The Bossaso City Extension Plan made provision for quality public space, with the focus of providing public access to the coastal area. Within the first phase of the City Extension Plan, the northern and eastern by-pass provided paved sidewalks and tree planting. With the changes made the streets ensured that non-motorized transportation through walking and sometimes cycling, as well as economic activities such as street vending are promoted. On the eastern side within the first phase, the northern and easter by-pass have provided paved sidewalks and tree planting exercises adapted. The City Extension Plan identified the Bossaso Beach as priority area for the urban regeneration of Bossaso and placed it within the first phase of development. The beach is not equipped with services or utilities, it is frequently visited by both inhabitants of the city and local tourists.

The potential of the waterfront is an asset for tourism and local economy could be unlocked by the public space development, the municipality has significantly improved infrastructure and services of the Northern Bypass, the main street connecting the beachfront with the city centre, developing a people-oriented network of public spaces, for the future development of the city and its long-term perspective.

Currently, Puntland Ministry of Public Works in Phase 2 of the extension plan is planning to deploy additional funds to implement the public waterfront spaces and the western by-pass of the city.

Urban Planning Capacity Strengthened through Provision of Trainings:

Urban planning and Urban land management training

3 Capacity building trainings in urban planning and urban land management were conducted in the FMS, Somaliland and Puntland by the MoPWHR with participation from the MoPWHR, university students (Puntland) and District administrations with a total of 121 participants trainned (10F, 111M) in Galmudug and Hirshabelle, representatives were from Dhusamareb*, South Galka'ayo, Adado, Warsheikh, Jawhar, Beledweine and Bal'ad distrcts.* In Somaliland, Under the auspices of the Ministry of Public Works, housing and land 8 Districts participated. These included *Hargeisa, Borama, Gabiley, Zeila, Berbera, Sheikh, Odwiene, and Las-Anod*. In Puntland Garowe, under the leadership of Puntland MoPWH, representatives from *Garowe, Bosaso, Galkaio, Eyl, Banderbayla, Jiriiban, Qardo, Burtinle and Galdogob* districts benefited. Districts are expected to contribute towards upholding urban land management laws, mainstreaming urban regulatory framework, enhancing adherence to the land acquisition procedures lessening land disputes.



Training on Building Permit

In Somaliland, training on construction permit was conducted by the Ministry of Public Works, housing, and land where 25 (including 1 female) engineers from eight (8) districts participated. This training leads to MoPWHL and district public works departments to safeguard adherence to the URF, thereby increase building safety and requirements hence improving public safety

Training on urban risk and urban resilience and GIS

Jubaland and Southwest have progressed in setting up functional urban planning works with the districts experiencing an increasing role in various spectrum. Jubaland and Southwest Ministries of Public Works, Housing and Reconstruction organized an urban resilience training in Kismayo and Baidoa attended by 90 (28F, 62, M) participants drawn from Kismayo, afmadaw, baidao, dinsor, bardale and hudur districts.

With these trainings, targeted districts have been trained to capture and analyse both attribute and spatial data in areas where safe access is a challenge, this data has also been used to inform district leadership on urban disaster planning. Districts' capacity to identify hazards, mainly caused by climate-related risks needs to be strengthened. For example, the idea is to use GIS functions to help foreseeing impacts of urban disaster risks, make informed decisions and reduce negative impacts. With these trainings, the State ministries of public works have mainstreamed disaster risks and resilience building to their urban planning functions.

Provision of technical support[8] (consultants and young graduates) to ministries and districts

The consultants and young graduates provide a wide range of support (such as participatory planning and prioritizing of district needs, HR management, LG finance management, value for money, etc.) to ministries and district's capacity development efforts to enable local government officials deliver services to the communities in line with district priorities and approaches. They supported participatory planning and budgeting processes for the year resulting in approval of the 2021 AWPBs, year-round technical support in

areas of expertise on service delivery and improved capacities at the ministries and districts. In Somaliland more than 50% of the young graduates are now women.



District Capacity Assessment

District Capacity Assessment in Somaliland Districts (Salahley, Baligubadle, Baki and Lughaya) were conducted to assess the existing capacities of the new four districts including available resources (human to financial) and identify areas of improvement as part of the government-led expansion strategy and eventually lay down baseline data that will assist when assessing the performance and progress of the district capacity to serve local communities. A final report highlighting the four districts current situation, gaps, and areas which need improvement has been produced and validation carried out.

2.1.5. Technical support for MoPW's and some selected districts to facilitate and steer local urban development planning

The Ministry of Works, in FMS, Puntland and Somaliland were supported with Technical capacities GIS experts in SWS and Jubaland, planning coordinators in Hirshabelle and Galmudug, in the urban planning department to strengthen institutional capacity, support to districts in planning and developing urban district profiles to steer local development processes, production of spatial plans, technical backstopping to the technical teams, leading master plan development as part of government led expansion strategy, In

[8] Refer to annexed consultants' table

addition, they provided on-the-job training on how to undertake socioeconomic analysis, satellite imaging, advanced spatial data capturing and land use modelling using urban regulatory framework.

The updating of district profiles has constituted an important chapter in the District Development Framework (DDF) in the FMS marking a turning point for participatory planning and improvement in service delivery.

In Puntland to enable the ministry of MoPWR function fully, the programme supported the Ministry with new and modern tools, including surveying equipment, levelling equipment and advanced kits such as Real-time Kinetik (RTK) and Global Navigation Satellite System (GNSS), used to cope with the tremendous urban development challenges and deliver infrastructure projects efficiently. The tools have enabled the ministry to establish a robust, multi-frequency RTK mapping setup, with a local base station and a rover unit. These surveying tools have improved mapping results on more complex scenarios, for example capturing of trees or tall structures closely.



Output 2.2 Local government institutes (LGIs) are delivering standardized curriculum on local governance.

2.2.1. Enhance capacities on Local procurement

Municipality of Mogadishu conducted a training on contract management for 17 technical staff in the public works unit in Mogadishu. Contract management is an integral component in the procurement cycle which ensures compliance and manages risks likely to be experienced during the implementation of the projects. The training imparted competencies on timely delivery of work within required quality, management of contractual terms and responsibilities of contract parties.

Induction Training for Executive Secretaries, Electoral Districts

This induction training conducted covered several areas related to the responsibilities and roles of the executive secretaries. The content of the training included acts, regulations relating to decentralisation, good governance, local government law, public procurement, public financial management act, revenue and customs acts, national tax and budget policies, human resource manual, preparation of annual work plans, district development framework and the processes involved in its development. The training imparted the selected Executive Secretaries from the 23 electoral districts of Somaliland with a holistic understanding and key skills required to manage the tasks assigned to the different departments under their control as well as ensure efficiency in service delivery.

2.2.2. Enhance Technical Capacities of State/district Public Works

Technical capacities for staff in public works and contractor(s) from Galmudug (18), Hirshabelle (15), Jubaland (15) and Southwest States(15)on the project cycle of infrastructure investments improved. The content included contract management for buildings and roads, project feasibility studies, road network, planning, prioritizing, and budgeting, procurement for works (tender documentation/specification

roads/buildings) and technical supervision/quality assurance of infrastructure works services. Additionally, technical capacities for Mogadishu municipality on building codes and roads specifications enhanced.

The above firstly, clarified the roles and responsibility for state and district on the management of the road projects to ensure the smooth implementation; secondly, improved capacities of district engineers and contractors on contract management for buildings and roads; project feasibility study; tender documents & specification and lastly, improved capacities on road network, planning, prioritizing and budgeting.

Enhancing Transparency and Accountability in Use of Public Resources

To ensure compliance in procurement processes MOIFAD (Puntland) conducted bid opening supervision aimed at ensuring adherence as well as identifying challenges and capacity gaps in the process. This team comprised of officials from the ministry of interior, Puntland tender board and the auditor general's office. The bidding process attracted 69 contractors for the 30 local development fund projects advertised. Bid opening was attended by representatives from bidding companies, district executive secretary, all members of district procurement committee, officers, and technical advisors.

The supervision improved local procurement by identifying the gaps and supporting local government capacity to overcome all existing challenges. Secondly, ensured fairness, transparent and accountability of local procurement by engaging all stakeholder in district procurement processes; thirdly, Enhanced the public confidence in local procurement and use of public resources.

In Somaliland the local government procurement purpose was to identify eligible and competent vendors to undertake community infrastructure services funded under the local government development fund; and to ensure fair public tendering, transparency, and value for money. The tendering committee adhered to Local Government procurement guidelines with regards to technical aspects of eligibility, technically and financially successful bidder. Project eligible for bidding were 14, a total of 96 bids were received (19 Burao, 27 Borama, 3 Berbera, 23 Odweine, 4 Zeila, 8 Hargeisa, Gabiley 3 and 9 in Sheik. This was in close collaboration with the core government institutions namely ministries of public works, interior, and roads development agency.

2.2.3. Capacity of the LGI/ Capacity Development Department to provide timely and high-quality Capacity Building for Local Governments.

Consultation and validation meeting was held to produce strategic plan to guide activities of Mogadishu Local Government Institute for a period of three years (2022 to 2024). The strategic plan was validated.
Trainings in Human Resource Management, Office Management and Administration, PPPEM / DPPBG, DDF and induction training in the FMS (including PL) and Somaliland was conducted to improve the capacities of local government staff a total of 1,213(251F[9]; 962M) government officials were trained.
The participants capacities were strengthened to understand roles and responsibilities of the various stakeholders leading to provision of quality services to communities and improve staffs' well-being / working environment; secondly, improved the capacities of the districts to develop District Plans, District Development Frameworks and Annual work Plans and Budgets.

2.2.4. Develop and maintain effective governance and management structure and operating facilities for the LGI.

National Local Government Institute (NLGI) Governing Board Meeting was held to identify the gaps and priorities of the Government (FGoS, FMS and BRA), share progress made by the FGS, FMS and BRA since the last meeting of the Governing Board of Directors including collecting LGI modules, approve common certificate and Logo of the Institute. The meeting also discussed the options of training delivery (different

9 *Female participation is low as majority of elected councilors are males.*

approaches). It was in agreement that commencement of the new approach of accelerated learning initiative where officials from state MoIs and the districts take TOTs for the training modules so that they can deliver the training in their respective areas.

2.2.7. Trainings on Local Leadership Management (LLM)



Training needs assessment were conducted in 2021. The Training impact assessment was done in Somaliland and Puntland, 50 local councils and staff were interviewed. Key recommendations included reducing the content of the training material, including additional best practice examples, conducting training after each election cycle and ensuring that all training materials are fully incorporated into LGI curriculum. Implementation of the recommendations ongoing and as part of the recommendations, the programme reviewed the training materials particularly local leadership management, conflict management, and gender mainstreaming to ensure the documents were up to date, contextualized and meet the current needs of the trainees. The updated training material is currently under review and will be finalized in February 2022. The Training impact assessment was done in Somaliland and Puntland, 50 local councils and staff were interviewed. Key recommendations included reducing the content of the training material, including additional best practice examples, conducting training after each election cycle and ensuring that all training materials are fully incorporated into LGI curriculum. Implementation of the recommendations ongoing

Local leadership Management, Conflict Management and Gender Mainstreaming Training Conduced in the FMS, BRA and Puntland

Local administration plays a major role in ensuring sustainable service delivery to its residents. To support their effort, the programme conducted a capacity building training on local leadership management, conflict management and gender mainstreaming training in FMS, BRA, Somaliland and Puntland. for the local administration representatives, civil servants and other municipal staff in Mogadishu, Garowe, South Galkayo and Wajid respectively, a total of 251 participants were trained (64 F, 187M). The training aimed at equipping trainees with the necessary skills to manage and administer local governance functions, mainstreaming gender, identifying potential conflicts (containing and managing before escalation). Additionally, Intensive conflict management training was conducted by the BRA Local Government Institute in partnership and collaboration with the respective ministries and municipalities to BRA staffs as well as members of peace committee drawn from 17 districts. The primary target of conflict management training was BRA staff and administration. However, as peace committees are currently formed by BRA and active at grassroots to help diffuse conflicts within neighbourhoods and closely collaborate with district authorities and security apparatus, it was thought to equip them with the requisite conflict resolution techniques. The work of peace committee is appreciated by the administration and is attributed to relatively improving security. The peace committees at the grassroot level trained on conflict management techniques to promote peace and enhance local governance.



The training was tailored to deepen understanding of conflict resolution mechanisms, both traditional and conventional approaches and enable community structures such as the peace committee to incorporate this in their routine work.

2.2.5. Trainings on Decentralized Service Delivery (by LGI teams)

Awareness raising workshop was conducted Sensitizing the federal ministries on the opportunities offered by the National Local Government Institute for federal ministries, departments and agencies with decentralized mandates/services. The following were deliberated, firstly, inter-linking / cooperation of National Institutes working on decentralization and Service Delivery Capacity Building such as health institute, security institute, diplomatic institute of the Ministry of Foreign Affairs, National Local Government Institute and the Federal Ministry of Education; secondly, recommendation to work closely with the Ministry of Education with regards to accreditation and curriculum development and to add to the curriculum of the institute Decentralization and Federalism courses and Constitution courses; thirdly, to improve coordination and communication among the Federal Institutions and ensure information sharing which is key to achieving this shared vision.

MOIFAR with the technical support from JPLG led a TOT on "Inclusive local governance – Mainstreaming Child rights and Children participation in Local Governance "for the first time. The 30 participants included representatives from MOIFAR, FMS and BRA. Two key results from this TOT was i) the roll out of the training to the MOI officials in the FMS and BRA and ii) the implementation of the consultation with children for the first time in BRA , Hudur (South West), Galykayo (Galmudug) and Warsheik (Hirsabelle) applying the tools and skills from the TOT . The issues and recommendations made by the children has informed the Mogadishu Strategic Framework in BRA and will inform the new DDFS in Hudur, Galkayo and Warsheikh . Orientation on SDM was organized MOIFAR and MOI, MOH, MOE officials of the FMS officials.

Subsequent training on inclusive local governance – Mainstreaming child rights and child participation in local governance and SDM was organized at State level which included 182 participants (30-40 staff per state with 20% female). Training was organized for 229 newly elected district councilors in 23 districts of Somaliland and 33 (21M and 12F) in Puntland. Technical support has helped build the capacity of state and local governments to implement basic services and promote child rights and allowed local governments to listen to the voices of children for the first time.

As part of the districts' staff long term capacity building plan the programme trained 33 District Social Affairs department (SAD) staff (12FM, 21M) from 11 districts on Service Delivery, Child Rights, and Child participation in Puntland. This enriched the capacity of the district Social Affairs Staff on equitable, inclusive, and child-centered service delivery. This was designed to prepare the districts to take over education and health devolve functions from the sector ministries.



In the FMS, Ministries of Interiors (MOIs) conducted a comprehensive capacity assessment in the SDM selected districts of each state to identify the existing structures of the local governments, the status of the social services, the SAD capacity, the existing gaps and way forward for implementing the intended service delivery decentralization in the districts. The capacity assessment, report analyzed the training needs, services, existing capacities and potential opportunities for the implementation of the needs assessed to enable local governments to deliver equitable social services.

To build the capacities of the districts, MOIs conducted capacity development training on child rights, Local Governance role in promoting and mainstreaming child rights and the Service Delivery Model. A total of over 182 staff (30-40 staff per state with 20% female) staff from different SDM districts participated. The

training was also extended to staff in the MOI in each FMS. The TOT training has allowed the MOI and district officials to understand the importance of investing in children and the added value of consulting with them . As a result for the first time BRA and the three districts (Hudur , Warsheikh and Galkayo) in the FMS organized consultation with children applying the participatory child friendly tools that they learnt in the TOT . The issues and recommendations raised by the children in BRA has informed the Mogadishu Visioning Strategic Framework while the recommendations from the children in Hudur, Warsheikh will inform the new DDFs being developed in 2022 .A peer learning trip for SDM consultants to Puntland and Somaliland was conducted to empower the MOI Staff, share experiences and build their capacity towards the SDM implementation through gaining experiences from the first SDM implemented districts, Sector line ministries and IMC/TWG committees in Puntland (PL) and Somaliland (SL). **It is important to note that this was the first time a peer learning for local government officials was organized and done in a low-profile manner**. This learning visit coupled with regular interaction with the DGS MOI and the constant backstopping coaching to the SDM consultants has allowed the SDM to gain momentum and receive political and financial commitment from the highest level (the presidents of the FMS and the Mayor of BRA).

In Somaliland, induction training was conducted for the newly elected district councilors across the 23 electoral districts. Held in four locations Hargeisa, Borama, Burao and Erigavo, a total of 229 local councilors (3F, 226M) participated. The female participation was less than 2 per cent as most of the running candidates were males. The induction training provided orientation to all elected councilors across the 23 electoral districts in Somaliland in various areas including their roles, existing laws that govern local governments, concepts of decentralization, overview of local government-led primary education, government-led decentralized primary health services, role of SAD in service delivery, child protection, birth registration and community score card.



The local councilors understood the newly amended Regions and Districts Law no. 23/2019, bylaws and legislative power of local government councils, basic concepts of decentralization and good governance, relationships with other levels of government, roles of Local Councilors, Executive Committee, staff and departments, district sub-committees and sector-specific functions. similar induction meeting for Executive Secretaries of the 23 Electoral Districts, which was also conducted by Local Governance Institute (LGI) requested by various district officials.

The training represented an excellent example of one government. Line ministries, all JPLG agencies and leaders of Somaliland proactively worked as a single unit. Space was given to other programmes such as durable solutions to orientate the new local leaders. **This is an strong example** that demonstrates the maturity of JPLG Somaliland, with government leading, Local Governance Institute staff managing the courses and UN providing technical, financial and advisory support.

Output 2.3 Fiscal Arrangements are Strengthened and Expanded for Service Delivery and Local Investment.

2.3.1. The design and implementation of infrastructure investments

Feasibility/assessment conducted in four districts (Warsheikh, Berdale, Baidoa, Afmadow, Hudur, Dinsor) for rehabilitation of infrastructure for creating an enabling environment for the district councils and service delivery. The procurement process carried out demonstrated the improved capacities on procurement, transparency, and accountability.

The construction and rehabilitation projects in 10 districts, 8 of which are in FMS and 2 in Mogadishu successfully technically supervised/monitored by the district's public works units with technical check-up by the Ministry of Public Works. These accomplishments elaborated and demonstrated the positive validity impact of the capacity building provided to technical staff and contractors, that has improved the skills in handling and delivery of infrastructure services works.
Further, the trained technical staff provided support during the feasibility studies, tendering and procurement process and backstopping supervision of the ongoing constructions and rehabilitation of infrastructure services works in FMS and Mogadishu respectively. This demonstrated the application of competencies and tools developed for the programme further advancing the institutional capacities.

In the new Federal Member States, the creation of an enabling environment for the districts has been crucial to facilitate the delivery of services. In Baidoa, construction of Berdale district, and in Hishabeele district the rehabilitation of Warsheikh district main office, hall, disability ramp, emergency exit door and renovation of existing district fencing, creating operational bases for the new local governments.



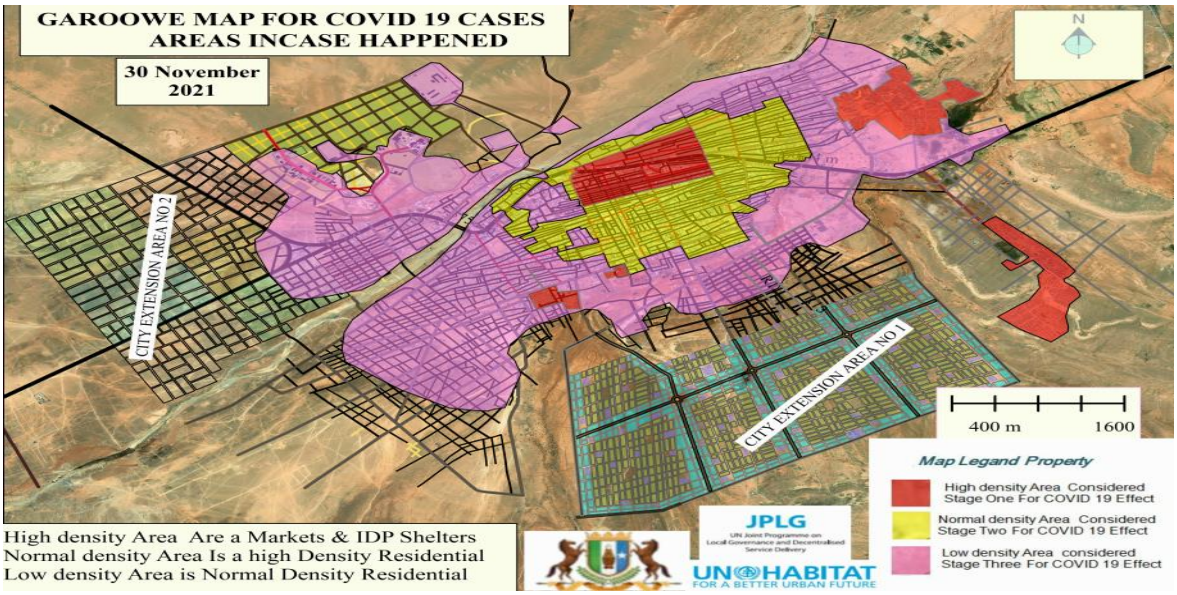
Newly rehabilitated district offices in Mogadishu

These exercises demonstrated that JPLG is able to expand operations in the new Federal Member States. Illustrating that state government ministries can work alongside local governments and manage internationally compliant procurement process to delivery on projects within the budgets and time frames agreed. The expansion of JPLG's footprint is boosting the confidence and legitimacy of government institutions and laying the foundations for a transition from stabilization to development.

2.3.2. Set-up Covid-19 Resilience Infrastructure Stream for LG

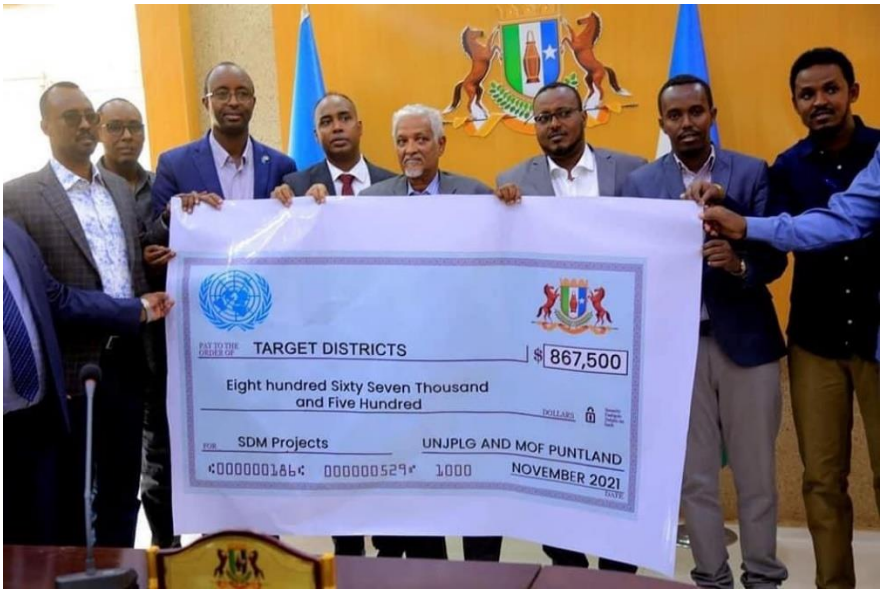
COVID-19 Risk Mapping in Puntland

In response to COVID19 pandemic, the programme developed a COVID19 local government guide to assist districts acknowledge and mainstream COVID19 responses into the urban planning functions. In collaboration with Puntland MoPWHR in Garowe, the programme supported the local governments in mapping COVID 19 and to inform and show the most vulnerable to least neighborhoods prone to infections. The Garowe municipality and other actors including Ministry of Health to focused and targeted responses to the public in time and set up mechanisms to promote awareness.



2.3.3. LDF implementation

The programme successfully completed LDF projects from the 2019-20 fiscal year. MoF and MOIFAD conducted a field mission to monitor and assess these projects. 23 projects were completed before June 2021 and the contractors handed over them to the districts' authorities.



Puntland public launch - pride and ownership

For the cycle 2021, the programme has supported building and rehabilitation of 59 LDF projects (17 in Somaliland 33 in Puntland, 9 in FMS). It is expected that these projects will contribute to the local economies and cohesion between local citizens government. The projects improve public services at the local level and facilitate collaboration among citizens and different levels of government.

The overall contribution of the programme was 72%[10], with the central government 15% and local governments 12%. In Berbera and Hargeisa, the programme's contribution dropped to 54%, while districts have stepped up and contributed 31% of the LDF basket. In Bosaso and Garowe the programme provided 15%, while the central government increased 20% to the LDF baskets of these two districts. The four districts will be graduated in 2022.

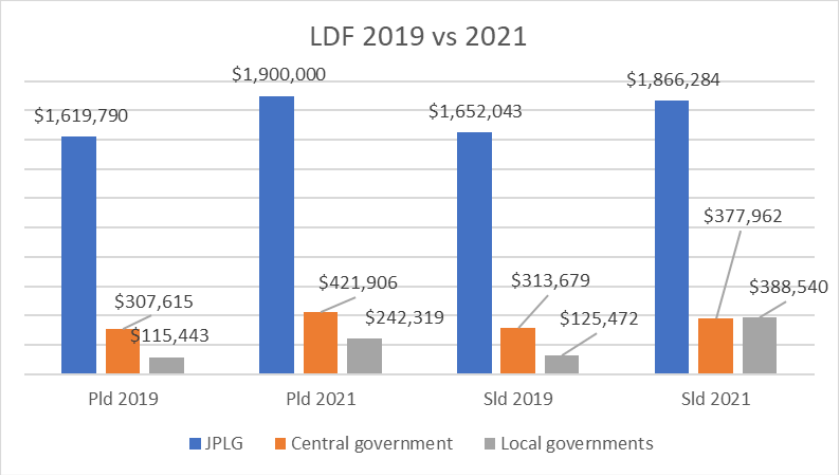
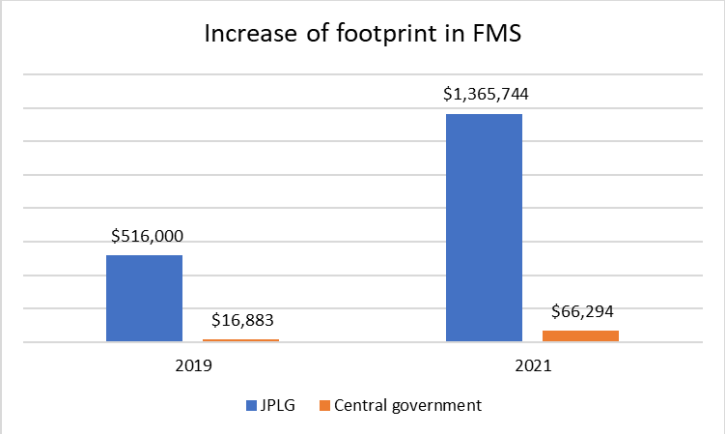


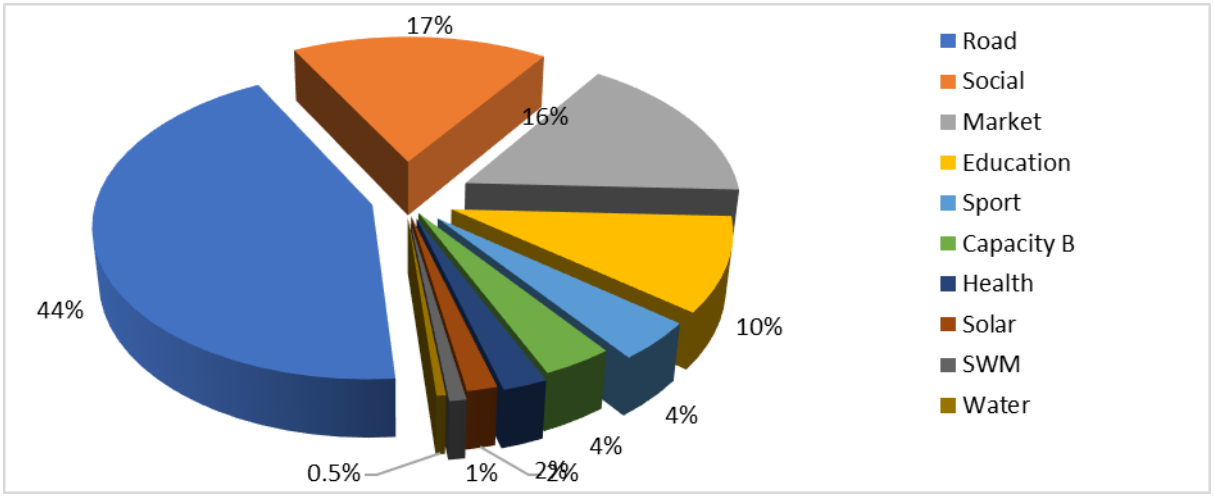
Figure 3 Somaliland stats

In 2019, the states and municipalities contribution were 26% of the programme contribution, and in 2021, this contribution increased to 38% (Puntland 35%, Somaliland 41%).[11] **A clear indication that the LDF, as has the SDM shown that local government work is proving sustainable and that local governments are prioritizing development interventions.**

In the new FMS, the programme was able to cascade the LDF using a light touch. Although the newly formed LSGs did not contribute due to limited financial capacity, the overall contribution to the LDF basket increased from 3% to 5%. A very gradual growth, but more importantly these interventions are making the state and local institutions of relevance to citizens.



The graph below shows the distribution of 59 LDF projects across different sectors.



[10] Of LDF basket
[11] Puntland: 2019 - 26%, 2021 – 35%; Somaliland: 2019- 27%, 2021 – 41%

Roads continue to dominate expenditure. However, their proportion is declining . For instance, the share of roads expenditure reached 88% in 2013, it gradually declined to 55% in 2021. The expansion of other expenditure areas has multiple causes. Firstly, the broadening of demographic community consultations has brought new voices to the table – markets, social spaces, health, education are priorities for women and combined are larger than roads. In Puntland and Somaliland roads have proven of great value for local governments, firstly stimulating trade, business growth and secondly are of a highly visible nature and hence popular. These more mature districts have started to prioritize other areas of investment to match their obligations to enhance services and a greater reflection of the internal capacities of the social affairs departments. Local revenue mobilization action plan is implemented and resulted to improve local revenue, district capacity, and service delivery



Mayor of Galkayo launching an LDF

Consultative workshop on LDF graduation for Bosaso and Garowe districts,

A central component of JPLG in line with the theory of change is that as local governments capacities grow the JPLG funding reduces. The first targeted districts are the largest, with fully operational departments, strong community relations and growing budgets. These districts continue with LDF following the planning, consultation and procurement systems that have been established, but the programme's financial injection shrinks from year to year. Already Berbera and Hargeisa's graduation processes are well underway. These actions are now being launched in Puntland.

A consultative workshop on LDF graduation for Bosasso and Garowe districts was conducted to graduate the 2 districts giving other newly target districts the opportunity to take advantage of the funds, Mayors and deputy mayors, directors of departments, councilors and village development groups were in attendance. During the sessions, the districts were mentored and informed on the Puntland government-led expansion strategies guidelines and timeline, as well as the JPLG graduation guidelines, conditions for the graduation, criteria for the graduation, as well as the graduation process. The workshop familiarized district staff and leadership with the upcoming graduation process. It was deliberated that the 2 districts graduate which opens them to new investments and giving opportunity to new districts to receive support, secondly, a graduation roadmap was established that highlighted clearly what needs to be accomplished each year, including percentages of local and state government contribution increases, as well as a decrease in PLG contributions. 2 districts were selected for next graduation namely Galkayo and Gardo. The above trends- (increasing local and state contributions and decrease in JPLG contributions) signify two important

things. First, the graduating districts will be able to sustain themselves beyond the LDF financial support. Second, these trends underscore the critical role that the LDF financial support has played in the development of local government fiscal frameworks. The LDF has set a sound basis for the graduating districts to mature and mobilize their own resources to meet the basic needs of households within their jurisdictions.

2.3.4. Local Resource Mobilization Initiative

Tax compliance exists in Somalia, but unevenly to narrow this gap, the programme developed a guide to local taxation to streamline in a strategic manner municipal finance and revenue management in Somalia. The guide was developed in 2020 as a step towards improving revenue management and tapping into untapped potential sources of revenue. It was primarily designed for new districts in FMS where the program then established its footprints. In 2021, 70 (16 F, 54 M) from local tax administrators and other local government officials from Afmadow (Jubaland), South Galkacyo and Adado (Galmudug), Berdale, Hudur, Dinsor and Wajid (Southwest) States of Somalia were trained on the use of the manual, '*Guide to Local Taxation Manual'*. The training provided an insight into different types of local taxes, its accounting, recording and management.

A roadmap to further translate the guide to an implementable reality was drafted and approved, highlighting key strategic interventions on operationalizing the guide to local taxation. This will help new districts in FMS to better collect revenue, better account for it and generally improve tax administration.

This work alongside the expansion of property tax and introduction of systematic business registration will help bolster the extremely weak revenue bases of the local government counterparts in the Federal Member States. It is important to note that these processes take a significant amount of time. Even today Garowe struggles to convince citizens to pay tax and in 2022 have requested JPLG to assist them with public messaging around good citizens, good services need good taxpayers.



Issuance of certificates to the trainees, Guide to Local Taxation training in Afmadow

2.3.5. Streamline Local Government Revenue through Mobile Money Platforms
Rolling out FMIS and Mobile Taxpayment

Success achieved in upscaling AIMS and BIMS to FMIS yielded positive results towards a coherent, uniformed, and standardized financial system in Puntland. Through Ministry of Interior, and Ministry of Finance, the programme supported deployment of FMIS in five districts namely Bosaso, Gardo, Bosaso, Galka'ayo and most recently, Burtinle. FMIS was installed, followed by on-the-job training and relational database of AIMS, BIMS and FMIS. In Garowe, Bosaso, Gardo and Galka'ayo, the geo-data and attributed details of close to 40,000 properties were updated and installed into the FMIS and this being continuous process mainstreamed into the districts' operations, it is hoped all properties shall eventually be in the FMIS. This makes FMIS up to date, enables districts fasten tax bill production using FMIS and sending out receipts

to the taxpayers. In turn, districts' tax potential is strengthened to help district operations and service delivery.

To facilitate smooth transition of the system, the two systems are used concurrently and will remain in use for the next couple of months. Furthermore, mobile taxpayment was introduced by the programme also rolled out to new districts. By now, five districts in Puntland namely Bosasso, Garowe, Gardo, Galkayo and Burtinle, are using mobile taxpayment system to collect property taxes, business license taxes and public transport taxes. Amidst COVID19 pandemic, mobile taxpayment was relevant and more importantly came out as safe, alternate, and reliable tax administration tool. It facilitated the reducing of physical interaction between taxpayers and municipal officers, while it also simplified and improved revenue collection processes. Mobile money doesn't go missing on the way to the municipal bank account. In troubled financial times from the COVID pandemic local governments were able to maintain revenue bases.

In the face of spatially growing districts in Puntland, mobile taxpayment continues to remain an efficient and faster option for taxpayers to settle their tax obligations. In Somaliland, the programme is working with Somaliland Ministry of Finance Development to accelerate upscaling AIMS and BIMS to FMIS. Standardized chart of accounts has been accepted, issued and adopted in four districts namely Burao, Berbera, Borama and Gebilay, FMIS is deployed and installed in all of these four Districts, followed by extensive on-the-job trainings organized by the Ministry of Finance Development with the support of the programme. Almost 40 participants (19F, 21M) participated these on-the-job trainings, and the districts are now in better position to use FMIS. It is interesting to note that close to 50% of finance staff in local governments are women, who are seen as both reliable and honest.

In 2022 these impactful interventions will be taken forward in the new Federal Member States. JPLG will also look into duplicating the great successes that some local governments have achieved using digital systems. One notable example is Garowe who have now digitized almost all services with the public, reducing conflict, loss, corruption and improving the actual service delivered. The concept of the Somali digital city will be explored in the months ahead.

2.3.6. Establishment of District Offices for Revenue Generation.

The programme has been working to improve financial management systems and at its inception, BIMS and AIMS were introduced in Somaliland and Puntland. These automated systems drastically changed the status quo and assisted districts to handle all financial transactions efficiently and effectively. At the same time, they improved accountability and transparency, as both systems offer timely information for the decision-makers. As part of the Public Financial Management Act, an integrated financial information management system (FMIS) was introduced in Somalia/land. Hence, the programme is supporting operationalization of FMIS at district level by upscaling AIMS to FMIS. FMIS is basically an automated computerized system designed to help public institutions in managing financial transactions, from budgeting to financial reporting.

The use of FMIS largely is at state level and has not rolled out to districts level in FMS. Thus, the programme responded to requests and recommendations from the FMS authorities and World Bank towards taking steps in decentralizing the system to districts guided by the local government finance policy for FMS. This facilitated consistent and uniformed financial reporting that was aligned with financial regulations of all tiers of government.

A roadmap for FMIS operationalizing was developed, in conjunction with Jubaland and Southwest state authorities. It clarifies the roles and responsibilities of the different stakeholders, timeframes and accountability. In Southwest, the implementation of the roadmap is progressing well. Technical working group from Ministry of Finance, Ministry of Interior and Baidoa Municipality were set to steer the decentralization process. The action plan for the decentralization process is under review. In Jubaland, a meeting between Ministry of Finance, Ministry of Interior and Kismayo municipality is due to happen soon to kick-off implementation of the roadmap. The roadmap provided a greater deal of clarity of the roles and responsibilities of involved actors and facilitated attainment of strong leadership and political commitment.

AIMS and BIMS Training

AIMS and BIMS are an automated financial systems management introduced by the programme. the programme has supported the transition and scale up process to FMIS as some districts are stilling using AIMS/BIMS

The program is providing continuous trainings to the technical staff working on these automated systems. In Somaliland and Puntland, the Ministry of Interior, conducted training on AIMS and BIMS organized for 9 and 4 Districts respectively and attended by staff from the revenue and taxation departments of the target districts, The training covered key technical aspects of the AIMS and BIMS including but not limited to installation of AIMS and BIMS, data entry, customers registration, setting up zones and subzones, generating bills of property taxation and business licenses.



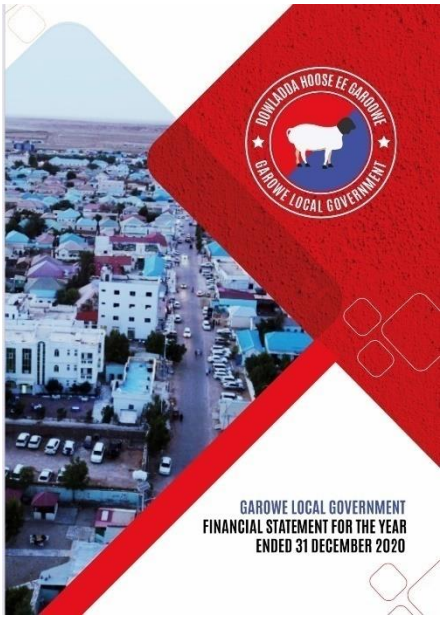
After the training the district staff managed to mainstream property registration to the routine work of the local governments. Besides tapping property taxes from the already registered properties, staff are able to register new properties, land and businesses by the moment new title deeds or new businesses are registered. This is exercise is cost effective and easy strategy to maximize domestic revenues.

2.3.7. Support MoI and District Authorities in Property Survey to Maximize own Source Revenue Generation

In Baidoa, the programme assisted state authorities especially the Ministry of Finance to undertake property registration to boost domestic revenues. The Ministry of Finance uploaded the information of registered properties, both spatial and attribute data, into the Integrated Financial Management Information System (FMIS) of the State. Over 21,000 properties were registered, and tax collection begun. The State Ministry of Finance has launched property tax collection by generating automatic tax bills addressed to the taxpayers. It is, thus, anticipated that Ministry's effort to raise domestic revenues is going to increase sharply in the years to come and cost of revenue collection will be lessened, as opposed to the traditional revenue collection. It is expected, an estimated half a million USD is generated from this source annually, a locally raised revenue that is crucial for maintaining law and order and help deliver basic social services in Baidoa. This will be further enhanced with the introduction of mobile money payments.

Garowe property registration

The programme has been supporting local governments in undertaking property registration in Puntland. To keep property registry of the district up to date, the programme worked with Garowe municipality to carryout property registration in the most expanding sections of the city. Close to 17,000 properties were captured in the database and both their spatial and attribute data were uploaded into the FMIS. In the course of this exercise, the programme supported Garowe municipality to procure 10,000 property plates to install and fix into the newly registered properties. This endeavor has maximized domestic revenue of Garowe district and helped finance demanding social service delivery services prompted by the unprecedented spatial and population growth. Property plates being installed also facilitated property identification, hence simplified tax collection campaigns.

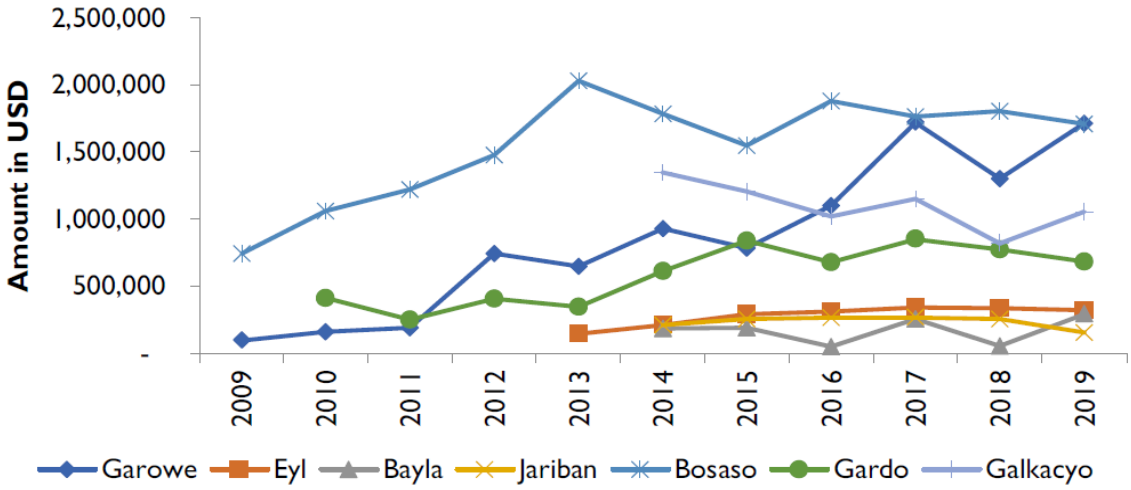


This work has complimented the Municipality now title deed management system for new properties and the recording of the sale of properties to new owners. The Mayor of Garowe states that these systems have significantly reduced conflicts.

Puntland Local Government Budget Paper

Puntland is one of the states that greatly benefited from municipal finance systems supported by the programme. In regard to preliminary findings of an ongoing local government budget paper, the Ministry of Interior, federal affairs and democratization reported that substantial revenue increase has been registered in Puntland. For instance, Garowe district budget was USD 95,871 in 2009, while in 2019, the budget of the same district increased to USD 1,711, 390, **registering an increase of 168.5% per annum**, on average. Likewise, the property tax collection of Garowe Local Government in 2009 was USD 10,123 whereas in 2019 Garowe local government managed to collect from the same niche funds amounting to USD 215,091. This means, the municipality experienced roughly 202% increase each year. The below table from Ministry of Interior, Federal Affairs and Democratization provides a good overview of revenue increase for a period of ten years. This steady and healthy revenue growth gave Garowe Local Government a better space to meaningfully increase its delivery of basic urban services.

Figure 1: Actual District Revenues



Growth in revenue is a firm indicator of growth of capacity of leadership, staff, systems and citizen engagement. A firm indicator that JPLG is delivering substantial changes.

2.3.8. Strengthening Internal Audit and Standardizing Reporting Formats.

Over the years, districts gained a wide range of experience pertaining to the areas supported by the programme. It was noted worthwhile to organize such a platform where these experiences are shared for the interest of the wider districts in collaboration with the local government association. In Somaliland and Puntland, peer learning workshops were organized and held in Berbera and Garowe respectively. These were attended by 54 municipal staff (43 M and 11F) mainly from the taxation, administration and finance and internal audit departments of the districts were brought together to share their city's experience, mainly in the areas of municipal finance, analyze challenges faced in terms of tax administration and together identify possible ways of addressing the challenges.



Participants visiting AIMS and BIMS office (From right, Berbera to left, Garowe)

The local government representatives further shared knowledge and experience on various ways of making local governments sustainable, capable and accountable local governance entities and the citizens.

These included ways of enhancing local revenues through effective tax administration and expenditure management, the role of digital payment and how it is vital for improved accountability and transparency, operationalizing internal audit units, participatory budgeting and importance of inclusivity, pro-poor planning, public participation and the process of developing district development framework. The workshop representatives shared their experiences on the importance of automated system – AIMS, BIMS and FMIS and how it helped them not only raise revenues but also account for funds and provided reports in real time. For example, how lately the mobile money payment system has enhanced tax administration, transparency, and accountability. The importance of service delivery and livelihood improvement came out strongly from the experience sharing sessions. Yet, it was very clear from the workshop proceedings that local leadership is a key factor in achieving effective service delivery and gaining community trust- a vital element for resource mobilization and partnership. Through these peer learning workshops; it is expected that through different experiences replication to the other districts is instigated as this will assist districts to identify foreseeable challenges in adopting changes and introducing appropriate proactive measures to ensure that positive results are attained.

Internal Audit Training

Significant progress was made on the revenue collection, the programme also paid due to attention to the internal controls in revenue and expenditure management by strengthening internal audit functions of the districts. In Somaliland, 25 participants (6F, 19M) from 11 districts *(Hargeisa, Gabiley, Borama, Zeila, Berbera, Sheikh, Odweine, Buroa, Las-Anod, Erigavo, Ainabo)* and 27 (9F, 18M) officers and staff members from the internal audit unit, district accounting office and administration and finance department of Garowe, Bosaso, Gardo, Burtinle and Bosaso districts attended an intensive on-the-job training on internal audit using local government financial policies, local government financial management and internal audit manuals. The hybrid revenue collection is taking shape in Puntland where both cash and electronic taxpayment is operational, compounded by the transition from AIMS/BIMS to FMIS. The scaling up of

internal audit function has witnessed, timely quarterly and annual reporting which enhanced financial transparency, accountable and response management of district revenues and expenditure in the light of changing systems and this has improved service delivery.

Output 2.4 Target Districts have well Defined Development Strategies, Plans and Systems to accommodate Rapid Urban Growth

2.4.1. Technical support to Develop and Implement a Strategy to Improve Land Management and Administrative Systems to Guide and Regulate Urban Development (including visioning).

Following the successful conclusion of Hargeisa Visioning Exercise, one of the follow up action points was implementation of a public park in Hargeisa. However, due to the local council elections in May 2021 and the anticipated leadership change in Hargeisa municipality, this was delayed. The Hargeisa Visioning Exercise was presented to the new mayor in Hargeisa, who once again approved it and agreed to make land available. This is set to take place in 2022. The technical document is being used for community consultation and advocacy for fund raising.



Mogadishu Urban Visioning

The first ever visioning exercise was held in Mogadishu in December 2021. This was an extension of the two pre-visioning consultations organized in September 2021, one for community representatives from the 17 Districts of Mogadishu, followed by a dedicated consultation with children drawn from evenly distributed primary schools of the 17 Districts. The main visioning workshop attracted people from all segments of society including, but not limited to community representatives, children, disabled, CSOs, academia, businesspeople, traditional elders, women associations and government institutions. Over 120 participants (37F,83M) attended the consultative sessions. Using various methodologies, each presented what they expect from Mogadishu as a city and how their voice can be represented in the planning process of BRA to establish a shared vision declaration capitalizing on the leading motto '*Making together Mogadishu safer, cleaner and resilient*'**.**

Through a series of workshop activities including story-telling and thematic SWOT-analysis and Vision Statements, participants from all segments of the community presented their ideas on *Mogadishu Yesterday,* under *Mogadishu planning guidelines*, reflecting Mogadishu of Today and envision Mogadishu of Tomorrow. Eventually, a vision statement was produced and handed over to the Governor and the Mayor of Mogadishu. In response to the vision statement, the Governor and Mogadishu residents represented by the workshop participants agreed to focus on five key thematic areas in order to realize the Mogadishu 2040 vision. This vision statement shall inform BRA's strategic decisions and shall be incorporated into its annual planning and budgeting process. Working around this vision, BRA will address pressing urban issues in the vast growing Mogadishu and its region by prioritizing issues like climate-change adaptation and nature-based solutions, urban safety and security, housing and urban services, urban mobility, transport and infrastructure, urban economy and social equality.



Governor of Benadir and Mayor of Mogadishu signing Mogadishu Vision

2.4.2. Citizen engagement in urban planning/visioning

As part of the Mogadishu Visioning exercise, the Program supported both community and children's consultations. For the first time in 30 years, local governments in BRA (Mogadishu), FMS (Southwest /Hudur) and Galmudug/Kismayo organized consultations with 310 children. The Experts trained for the child consultations facilitated the consultations with the children in the visioning exercise. The experts through ToT were, offered skills, materials, and tools to help with the consultations. Female and male facilitators were selected to address the gender sensitivity and ensure equal participation. To ensure inclusive participation special efforts were made to include girls, IDPs, underprivileged, and differently abled children. With the aim to strengthen the Municipality's capacity to address child rights and children visioning related themes. Mogadishu municipality considered and engaged children to support the city in the development of its ten- year development plan. The government officials saw Children's participation as a crucial part for sustainable development and good governance as SDG 16 focuses on governance, inclusivity, participation, rights, and security SDG 16.7 assures responsive, comprehensive, participatory, and representative decision-making at all levels. Out of child visioning exercise the Mayor of Mogadishu launched Mogadishu children's rights week the second week of November 2021 to



Figure 4Children explain the city they would like to live in

commemorate the 30th anniversary of the Convention on the Rights of the Child (CRC).

The recommendation from the consultation with children in BRA informed the *"Mogadishu Visioning Strategic Framework"* and the recommendations from the three districts in the FMS informed the development of the *"Districts Development Framework"*.

Output 2.5 Local Governments Deliver Improved Services in Collaboration with Central/Federal, State Governments and non-state actors.

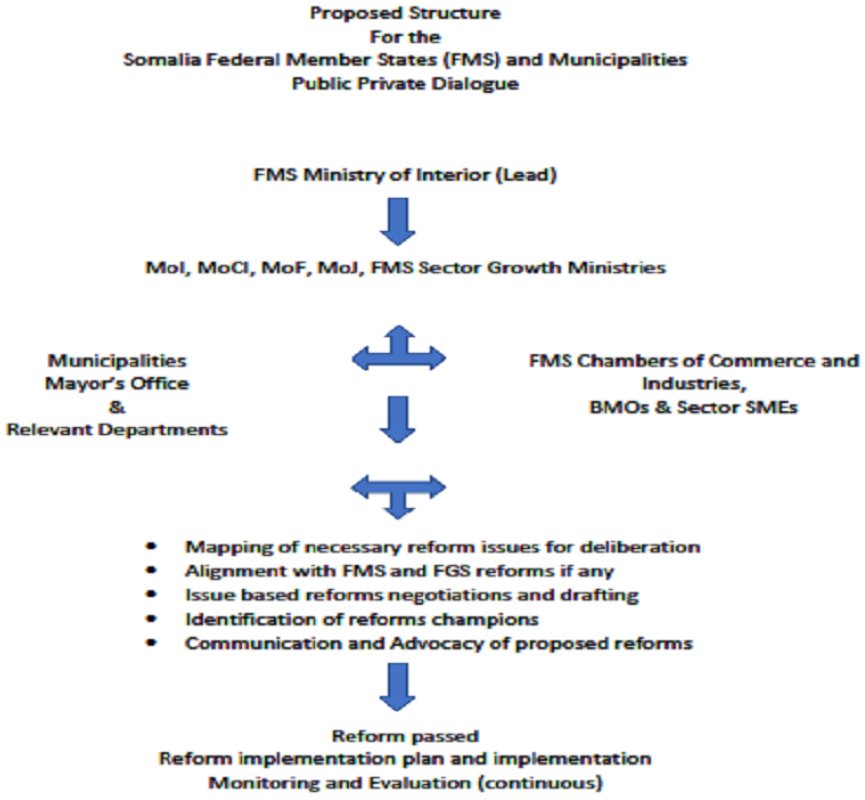
2.5.I. Support implementation of regulatory reforms to improve the business environment.

Introduction of the first round of Public Public-Private Dialogues in 8 Districts in federal member states and Mogadishu Municipality was done. Thematic working groups comprised of public and private sector representatives to advocate for local reforms. These included improving the system of local taxation, local procurement, security, roadblocks, access to basic services, etc. were formed.

Public Private Dialogues forums conducted in Puntland, created a platform of information sharing for reforms, enhancing the accountability and transparency of local government administration to taxpayers. The forums also engaged the business community on improvements in the business registration processes at the district level. An inter-ministerial committee to integrate the public private dialogue at the local governance level was established. This committee comprise of Director Generals from ministries of Interior, Finance, Labour, Youth and Sport; Justice and Religious Affairs & Rehabilitation; Ministry of Commerce; Puntland Water Development agency; Ministry of Planning, Economic Development and International Cooperation; Ministry of livestock and Animal Husbandry; and *Ministry* of Information, Telecommunication, Culture and Heritage.

These dialogue forums have improved interlinkages with local governments and business communities and reduced tensions – especially where businesses have felt they are being unreasonably targeted by local governments.

Development of Public Private Dialogue structure and framework



The above Sub-national PPD Structure was presented and approved by the inter-ministerial committee of Federal Member States and present a simple structure supported by the following framework.

1. The Municipal PPD fora will take place in cities and towns, with the objectives of strengthening municipalities economic growth and municipalities governance budget revenue generation.
2. Municipal PPD fora will be managed jointly between the Federal Member States Inter-ministerial PPD Steering Committee and Municipalities in close cooperation with Federal Chamber of Commerce and Industries, business association and SME.
3. Federal Member States inter-ministerial PPD Steering Committee will ensure reforms will fit under national reforms and laws ensuring adequate linkages and coordination with National Legal Regulations.
4. Reports of Municipal PPD will be submitted to FMS inter-ministerial PPD steering committee to ensure follow-up as necessary.
5. Municipal PPD may assist is supporting Federal PPD if reforms requirements necessitate a wider sectoral engagement such as in the energy, fisheries, agriculture, livestock, and financial services sectors.
6. Each forum, will be co-chaired with a representative of the FMS inter-ministerial PPD steering committee and the municipality will be in-charge of the secretariat function for each municipal PPD.
7. The role of the municipal PPD secretariat is to organize and report on the results of the forum, while the inter-ministerial PPD steering committee is responsible to ensure the implementation of the decisions.
8. The program will continue to provide advisory services and may be asked to facilitate or help identify facilitation capacity in municipal PPD.
9. JPLG projects and partners are encouraged invited to use the municipal PPD to integrate their activities in the municipal PPD agenda.

Promoting engagement of Small Business in Procurement

In Puntland, awareness on the local government prcourement processes as well as opportunities were developed and commnicated via electronic media. This with the objective of informing, educating the local small, medium enterprises (SMEs) to participate in bidding for local government tenders thus enhancing inclusivity. In addition, this fostered a good relationship between private sector and local government for local economic development.

Business Registration

Local governments developed communication action plan on Business licensing and registration guidelines that supports business and LGs to improve the business environment. Mogadishu Municipality developed communication action plans for business licensing and registration. The methods and activities proposed in the communication action plan assisted the municipality in defining communication mechanisms, engagement tools, feedback channels tailored for various stakeholders and target audience groups. Municipality of Mogadishu scaled up the implementation of its new guidelines for issuing license and registration of businesses. The municipality recognized engaging the business community in knowing benefits, penalties, requirements and steps for business licensing was essential to ensure that guidelines are accessible, understood and adhered to. Accordingly, this plan provided a structure to guide and plan for consistent and clear communications with key stakeholders, engaging key audiences and enabling mechanisms to capture their concerns, issues, ideas, and needs throughout the implementation course of this Plan. Thus, the overall the communication plan offered a systematic and strategic approach for actively engage and reach out to diverse actors, including local business, property owners, landlords, local citizens, local governments, trade unions, contractors, vendors, academia, civic groups, and other relevant entities (collectively referred as "stakeholders") within Mogadishu.

Hargeisa municipality provides business registration and licenses businesses in the district, the registration takes maximum 6 working days. During the reporting period 155 new business registered from large enterprises to small business of these 16 are women owned. Business registration costs from $ 350 to $ 41 from grade one (import/export) to small business. The Somaliland Chamber of Commerce confirmed

10% of the businesses are women owned. Monthly awareness campaigns on importance of business registration for districts business operators.

2.5.2. Strengthen the Local Government Institutional Capacities and Plans to Effectively respond to the climate Change Risks and Challenges (integrated with districts development planning)

District Climate Adaptation Plans

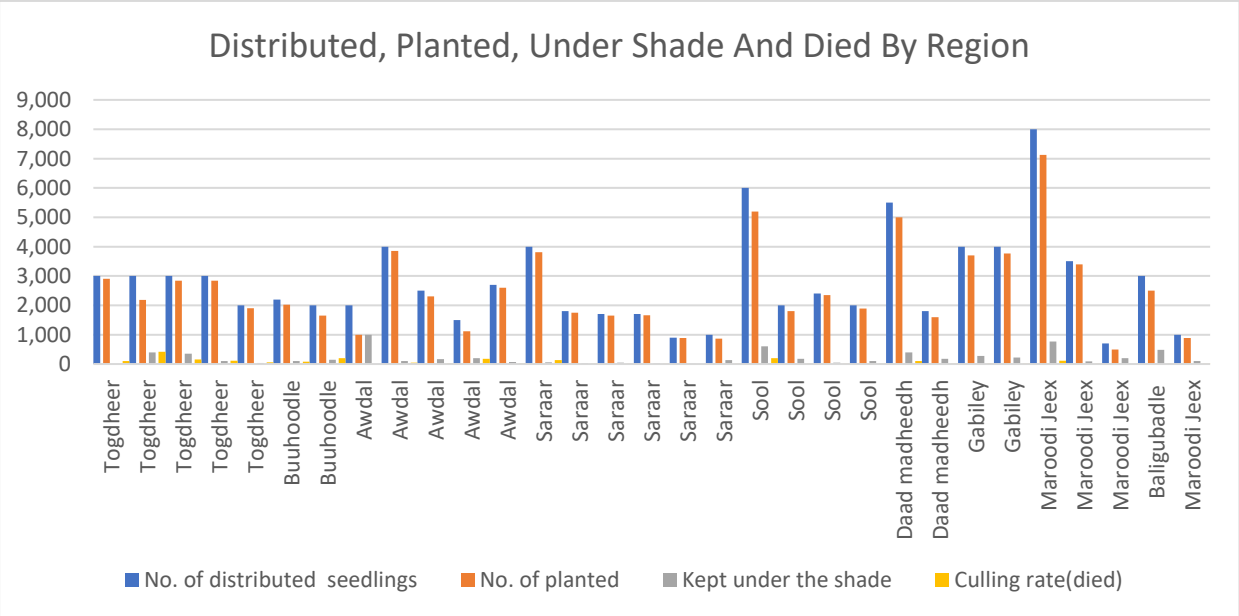
Five districts in Puntland (districts of Gardo, Eyl, Beyla, Garowe and Burtinle) presented their climate change adaptation plans.

Distributing and Planting of Seedlings across all Districts in Puntland and Somaliland.

Seedling – donated by the Ethiopian government - were distributed and planted across all districts in Puntland and Somaliland to promote climate change resilience and enhance the capacity of local governments in afforestation through joint massive tree planting and awareness campaigns as a Climate change mitigation measure.

The Ministry of Environment is at the forefront of championing environmental protection, conservation, rehabilitation and sustainable natural resource management. The Ministry of Environment recently distributed 53,000 multipurpose and diverse tree seedlings throughout the regions of Somaliland in collaboration with the municipalities, regional governors and local communities. The government officials took the Centre stage in community mobilization and awareness creation.

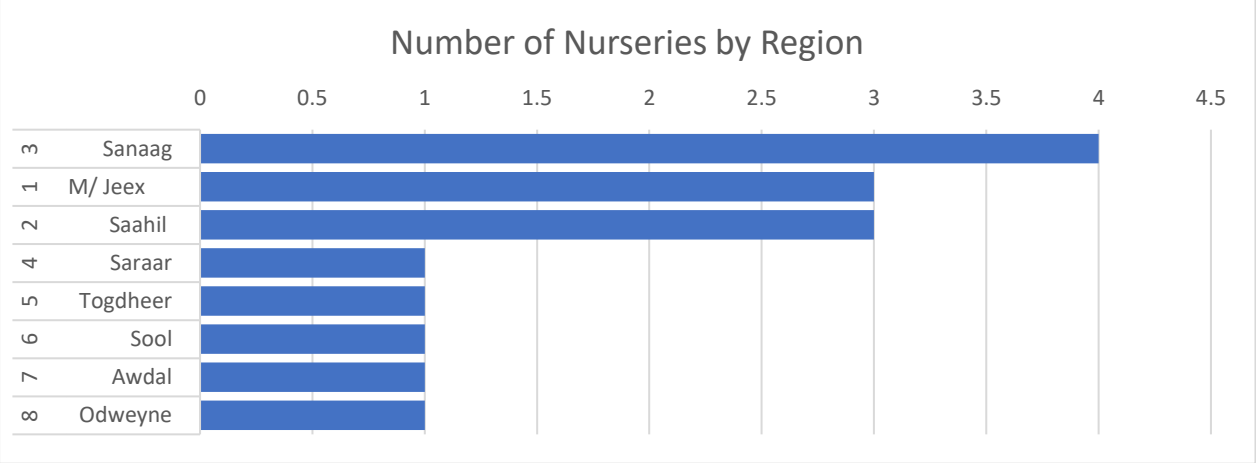
The mayors of the different districts and the ministries coordination officers were on the frontline distributing the seedlings to the local communities. The environmental coordinators showed the local communities how best to plant trees and their protection. They were also taught the different varieties of the trees and their uses. The trees distributed included fruit trees, shade trees, ornamental trees, decoration trees, and trees used for forage for livestock. The communities pledged to protect and nurture the trees, guarding from the famous goats of Somaliland. A total of 53,000 seedlings were distributed across 10 regions of Somaliland, reaching 24 districts. 80% of the distributed seedlings were from the local government nurseries in Hargeisa, Berbera and Burao, while 20% of the tree seedlings were donated by the Ethiopian government. 14% of the distributed seedlings were kept under the shade due to lack of rainfall, 80% of seedlings was planted while the 6% of the seedlings died.



Afforestation and rehabilitation programs restore the environment. The Ministry of Environment in Somaliland embarked on a journey to restore and conserve the existing forest resources. The tree planting exercise will contribute to conservation of the land, natural carbon sinks and flood protection, with the

longer-term goal of poverty alleviation through sustainable management of natural resource. Land degradation has affected the lives of the communities and livestock is a major challenge to household incomes.

The Ministry has established 15 tree nurseries where more than 600,000 multi-purpose types of seeds are prepared. The endangered tree species can be proliferated and persevered in the different respective regions. In the eastern regions of Somaliland some seedlings were not planted as the Dayr rains have not been sufficient.



The environment coordinators together with local governments are monitoring the progress of the trees planted. The village development committees are responsible for the protection of the trees. The Ministry of Environment and Rural Development will continuously monitor the trees planted and provide technical support, to local governments and communities, building awareness and tackling the long-term environmental degradation of Somaliland's environment.

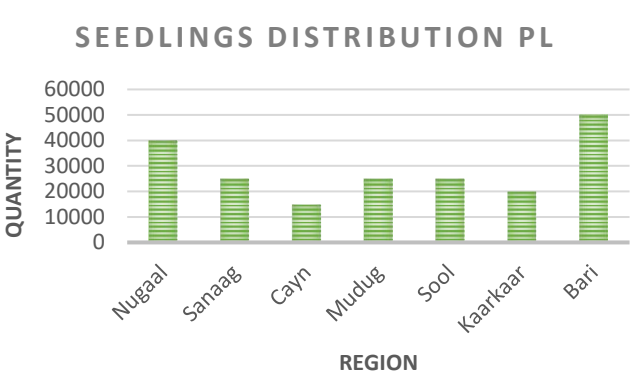




The rate of land degradation in Puntland is increasing due to climate change, recurrent droughts, charcoal burning, increased settlements, poverty, and overgrazing. The degradation has affected people's livelihoods, impacting the pastoralism and farming sectors which have become vulnerable to climate shocks and disasters.

To deal with the degradation and enhance climate resilience, the Ministry of Environment, Agriculture and Climate Change (MoEACC) has developed environmental laws, policies and strategies that have received support from development partners and the Puntland government. The MoEACC established 15 tree nurseries to produce more than 35,000 seedlings annually and are accessible to most districts.

The MoEACC in Puntland in collaboration with Local Governments, distributed / planted 200,000 seedlings, contributed by the Ethiopian government, across all Puntland districts. 1000's of the seedlings died due to the long transportation times to some districts occasioned by impassable roads and unwillingness of companies to transport the seedlings to remote districts.



2.5.3. Service Delivery Models to Support Districts to Carry out Devolved Functions.

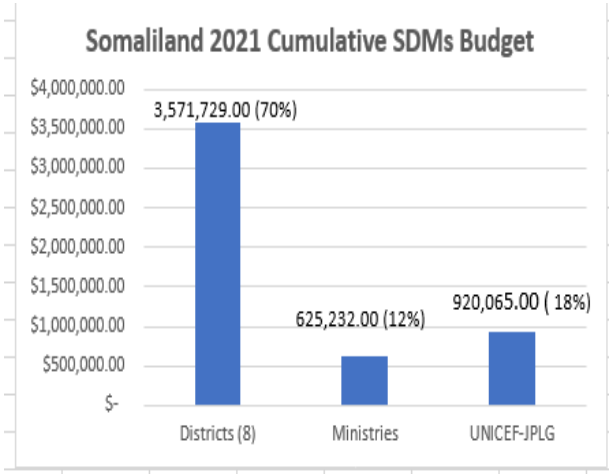
Functions, actions expanded from 11 to 21 districts in 2021 an additional 10 districts with the government led expansion strategy. National SDM consultants were hired to support the implementation of the SDM in the various ministries e.g., sector line Ministries, Champion office, Ministry of Finance (MOF) and Ministry of Interior (MOI) in Somaliland, Puntland, BRA and four Federal Member states. The Technical Working Group on Decentralization (TWG) continued to function effectively in Somaliland and Puntland while new TWGs were established in the FMS and BRA, boosting capacity for expanding delivery. FMS technical staff (above) were also trained in Somaliland.

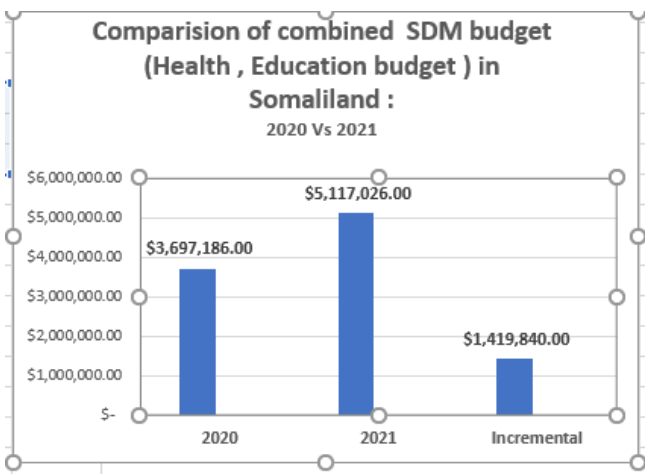
The historical commitment of Somaliland authorities was replicated in Puntland, with an interest growing in the new FMS and BRA where the Presidents launched the Service Delivery Model and made financial commitments ranging from 3%to 10% In Somaliland's SDM budget of $ 5,117,026.00 in the eight SDM districts was highest in 2021 increasing government's commitment to 82 % (70% LG and 12%-line ministries). There was a 27% increase as compared to 2020. In Puntland, the total SDM contribution of $925,889, government increased contributions for the 8 SDM districts to 27% (12% Local Governments and 15% MoF) compared to 21% 2020. These figures are clear indications that JPLG's primary objective of improved governance offering services is genuinely having an impact on thousands of children's and community lives. The growing increase in cost-sharing contribution by districts, states demonstrate the commitment of subnational entities in a fiscally constrained and fragile context, to provide basic services to their citizens

In Somaliland, the Education SDM initiative has benefitted to 95,447 students (38% girls) in 415 primary schools in eight SDM districts. In 2021 the SDM education budget increased from USD $2,157,761.10 in 2020 to $2,688,607.00 - 68 per cent contribution from districts, 15 from MOE and 8 from JPLG -UNICEF. The program supported utility bills, salaries for the program and continued operational support in schools including salaries of 1,327 staff (484 schoolteachers and 833 subordinate staff) and provision of utility bills to 89 urban primary schools. In this reporting period, 36 primary schools were fully renovated, three primary schools were extended with additional rooms which provided space for more intakes, seven new primary schools were built in this year (Berbera 2, Borama 1, Gabiley 2, Odweine 1 and Sheikh 1), 720 sets of School Furniture were provided to 48 classrooms in target districts. The Health SDM program supported 83 heath centers across the target districts benefiting an estimated population of 190,000 mostly women and children. In 2021, 51 health facilities were renovated, 24 health facilities rehabilitated and 13 health facilities newly built. The Program also supported salary for 357 support staff and 178 medical staff. Through the Health SDM catchment population of 105 health facilities 81 HCs and 24 HPs across the 8 target districts benefited from support of the JPLG interventions at facility level in this reporting period. A total of 23 health centers were fully equipped with new medical instruments and another 37 health facilities got regular medical supplies on quarterly basis. The program covered the operational costs at the health facilities including salaries of 630 staff (393 subordinate staff, 237 medical staff), provided utility bills to 79 urban health centers, medical supplies to 37 health facilities, and medical equipment for 23 health facilities. In

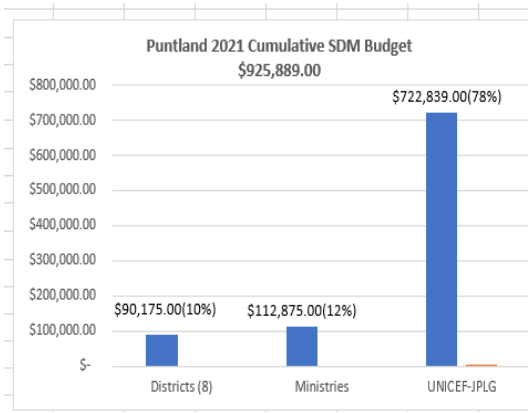
Puntland, the program supported 34 facilities (14 Primary Health Centers, 16 Primary Schools, and 4 Water facilities in 8 SDM districts). The Ministry of Health and Education in Puntland agreed to decentralize 20 Primary Health Units, five per district and 4 MCHs one MCH in four selected districts.

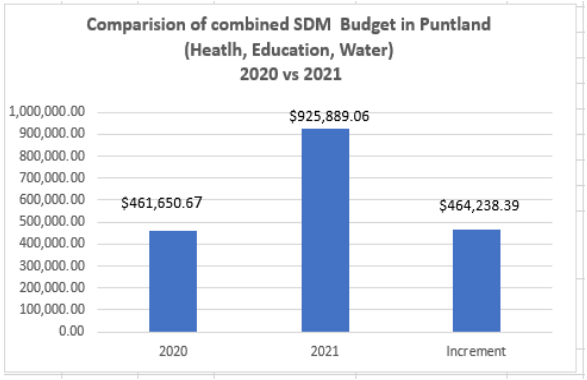
SDM budgets in Somaliland and Puntland





SDM in Puntland





A launching ceremony of the SDM'S was held in the FMS and BRA attended by over 450 people (150 per state) with the highest participation of government institutions, including the President, Vice Presidents in some FMS, Speaker of Parliament, Ministers, district mayors, SAD officials, district services Committees, and community leaders. The Presidents expressed commitment to making the decentralization process a success and directed the sector ministries to work closely with the Ministry of Interior and Districts to put the initiative into action. Such firm commitment has created a conducive working relationship between sector ministries, districts mayors and MOIs to formulate strategies and MOUs to commence the piloting of SDM services in the target districts.



President of SWS launches SDMs

The financial commitment in the four FMS and BRA ranged from 3% to 10%. In SWS, for example Baidoa District finalized its initial planning steps, budgeting and a plan for the rehabilitation of 3 schools. The total contribution by SWS is 6% (MOF committed of 3% and Baidoa SDM District 3%), In BRA, Mogadishu the commitment was 10% of the total SDM cost.

The Somaliland government has increased their funding from $1,596,051.00 in 2020 to $2,427,857.00 in 2021 a 78% increase from the district's resources, 15% JPLG and 7% from the Ministry of Health Development. The growing increase in cost-sharing contribution by districts, states demonstrate the commitment of subnational entities in a fiscally constrained and fragile context provide basic services to their citizens. Political, institutional, and financial commitments have been made to provide services by the local authorities. For e.g., in Berbera from November 2021 all the salaries were paid by the local governments. past efforts in this area were recognized when Berbera City in Somaliland won the "Global Child Friendly City Aspire Award" under "Child Friendly Governance" category.

Outcome 3. Local Governments Demonstrate Improved Engagement of Citizens, with an Emphasis on women and Marginalized Groups

Output 3.1 Representation of Women in Local Government Institutions (councils and administrations) increased : 3.1.1. Awareness of Gender Issues / Participation of Women and Disadvantaged Groups in Local Government.

The Ministry of Employment, Social Affairs, and Family (MESAF), University of Hargeisa (UOH), New Generation University and Alpha University gave support for women, youth, IDPs and minority groups to gain digital story-telling skills to build their confidence and communicate their priorities to local government through trainings, as part of capacitating MESAF and implementing partners in Somaliland, the training was aimed at equipping the participants with effective communication and storytelling skills. The participants were able to recognize different styles of communication and how to improve understanding and build rapport with others within the organization or outside.

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3.1.2. Training Opportunities for Women Candidates /Aspirants in Local Government.

Banadir women conference, Gender sensitization workshops in Galmudug, Hirshabelle, Jubaland and Southwest were organized to jointly address political-economic challenges facing women within the electoral cycle and enhance the role of women in the elections and local governments and achieving the 30% quota in most areas. A total of 459 invitees (325F; 134M) participated. This was to support women/aspirants have a more coordinated engagement with federal agencies responsible for women empowerment and election committees at federal and state level to get more women candidates in election. it was noted that more women (30%) in Diinsoor, Wajid and Baraawe districts were elected due to high awareness of Southwest state women and about 30% women representation in the 3 districts of PL that had elections in 2021

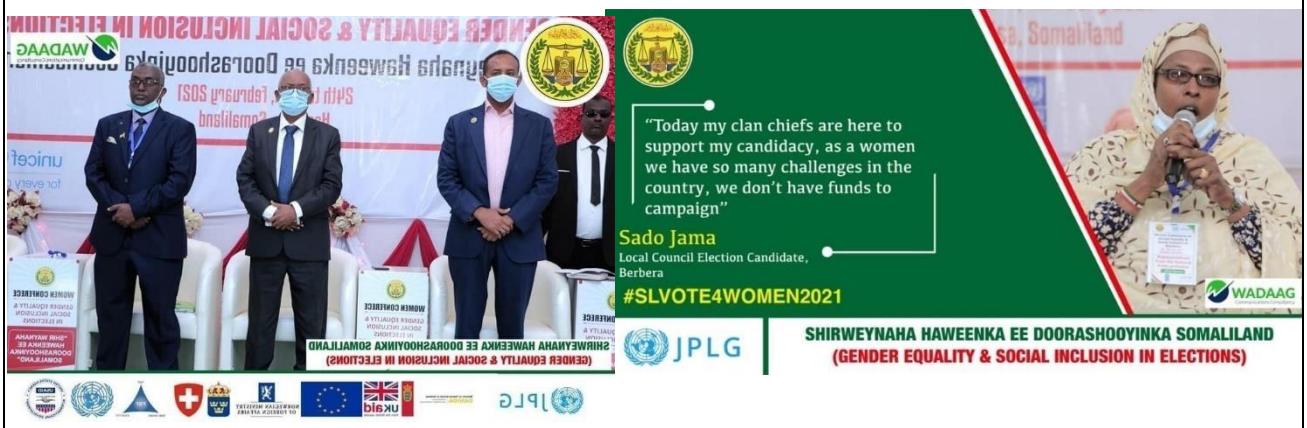


The programme worked with the Ministry of Women's development and Family affairs (MOWDAFA) to deliver support for inclusive politics with the aim to improve representation of women in local government institutions (councils and administrations) and enhancing women's involvement in local government decision making.

In Puntland the programme with MOWDAFA and PDRC conducted 5 election related conferences / trainings, targeting elders, political parties, candidates, civil society and government leaders. The conferences and trainings focused on women's outreach and mobilization campaigns and advocacy sessions to increase participation in local councils and local government administration positions, enhancing the skills and understanding of the process for female candidates, enabling open community discussions around political inclusion, mobilization of support from traditional elders for the election of women and enhancing the public understanding of the electoral process. These conferences attracted media attention and raised public awareness of the electoral process, the legislation and drive towards greater inclusions. In the communities they were complimented with community-based discussions and district civic education activities.



To strength inclusive political and representation of women in local government institutions- the program supported *"Women Outreach Campaign"* in the four FMS where 420 people (100 per district) participated. Over 82 new female council members and female Aspirants from Dinsor, Xudur districts in SWS, Warsheikh district in Hirshabele, Afmadow in JL and Adaado and Galkacyo districts in Galmudug state received training on Local Governance structure and its key concepts, Local government functions, role Women in local governments in SDM and child rights promotion. In Puntland out of 87 local councilors elected 23 were women. Additionally, four of the five women in Elyl district won the election.



Women's Conference on District Council Elections: Somaliland Ministry of Interior In collaboration with the Ministry of Employment, Social Affairs and Family organized , Two-day conference on "Gender Equality and Social Inclusion in Local Elections that brought 200 participants, women candidates from the 6 regions, Mayors from 11 districts and the prominent traditional leaders across the regions including elders who nominated women candidates for the upcoming elections, civil society organizations and non-state actors, NAGAAD and NOW Women's Umbrellas. Participants had the opportunity to discuss the current challenges and obstacles facing women in the upcoming elections. One of the burning issues raised was payment of non-refundable registration fee of 2,500 USD per candidate which was a major burden stopping women to participate in the elections.



Women's Conference on District Council Elections

During the opening remarks H.E. Abdirahman Abdillahi Ismail (Saylici) , Vice President of Somaliland, highlighted the government commitment to support women candidates *"We are here to encourage the importance to increase the women political participation, as a government we stand to allocate quota for women at regional levels, unfortunately the parliament rebut the quota of the election bill".*

"Quota rejections was huge setback, but we are still committed to support women candidates and take affirmative action to exempt registration fees, I hope this will give more women to run in the upcoming election" Vice President added in his remarks.

At the end of the conference, the government and the UNJPLG has produced a joint communique addressing the government, traditional elders and political parties to help women communities. A very positive outcome of the conference was the decision by the President to exempt fees of $2500 for women candidates.

The program also supported the 15 female candidates for the district council elections across 11 districts in Somaliland. They were provided orientation trainings on the election process. The program supported



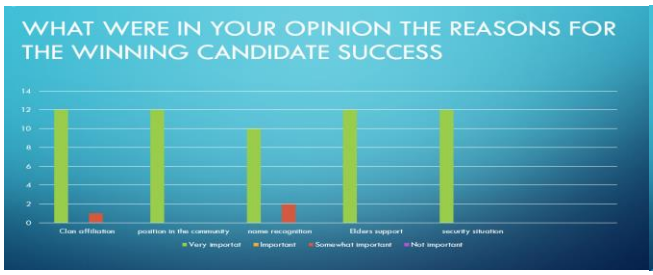
Female Candidates in Somaliland Campaigning



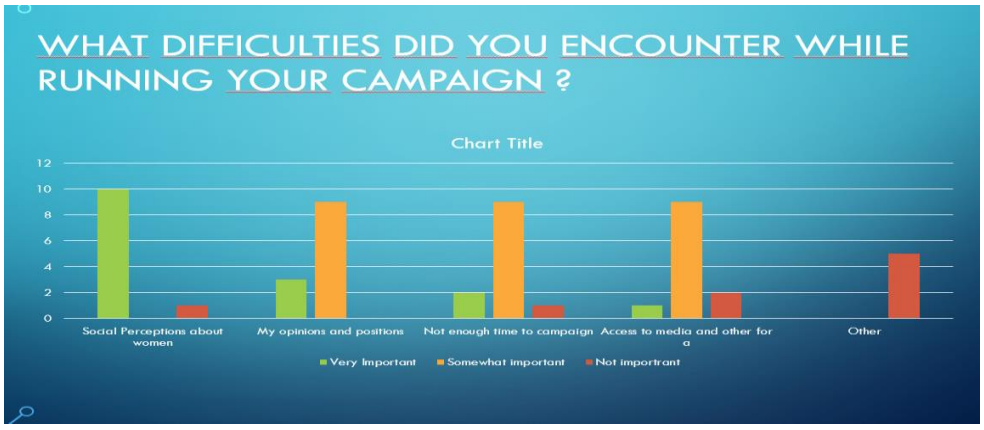
Training for Female Candidates

The development of communication messages, promotional videos for wider exposer for the women candidates. These were aired through Somaliland TVs and circulated through the social media to help them gain visibility and help them reach larger audience within a short period. Advocacy interventions were organized targeting elders and business communities as well as the general public. The program got support from 174 traditional elders and business leaders in 9 districts. These allies led the advocacy efforts for the female candidates in their respective districts. The public meetings gathered roughly 48,000, mainly women and youth in 9 districts. The program also supported visibility materials for each of the 15 candidates. A total of 644 T-shirts, 644 Cups, 644 Hijabs and 14 billboards, banners, distributed among the candidates, all carrying advocacy messages. However, despite all these efforts only 3 of the 15 won the local elections.

After the elections a short assessment was conducted to understand the challenges of running a political campaign and the social personal impact from the 15 women. Some of the findings reveal that it was the elders and community leaders who opposed the candidacy and the social perceptions that hindered their candidacy. In relation the reasons for the 3 winning the election most mentioned it was the support from clans, elders and the position in the community.. Despite the efforts made only 2 women were elected (from 15 candidates – already less than 5% of all candidates).







3.1.3. Support local governments capacity to promote gender equality

The Vice President's office and the Ministry of Interior provided leadership and capacity building trainings for the new councilors, special attention was given to the female councilors on how to build existing networks of local female leaders. Targeted training (campaign management, gender mainstreaming, gender responsive planning and budgeting) and sensitization workshops / conferences– MoWDAFA, MESAF were conducted to increase womens' participation in Local Government elections, strengthen gender mainstreaming in local government including planning and budgeting; secondly, to encourage clan elders and the politicians to support women participation in Local Governments; and to inspire women participation and raise their interest in elections through networking. There were 258 (208F; 50M.) participants' that attended the trainings

It can be noted that there was support for the quota target of 30% representations in Local Governments; secondly, a groundwork was laid for more positive gender norms through engaging with male and female opinion leaders, as champions of women's political participation and enablers of women's; 750 general electorates and supporters mainly consisting of young people and women were mobilized in 11 districts of five regions in Somaliland.

Output 3.2 Communities (particularly women and marginalised groups) Engage with Local Governments and hold them Accountable for their Actions.

3.2.1. Civic Engagement in Local Governance

Civic education has been an integral component in the program to increase the public understanding of their civic rights and responsibilities, especially in relation to provision of basic services. The program worked on both the 'voice' and 'accountability' sides of the public and local government relationship: on the other hand, strengthening the capacity of local governments, not only to provide services but also to interact effectively with communities through involvement in planning, implementation, and monitoring.

A National workshop on Civic Education (CE) led by MMOIFAR led to the decision to revise the CE "Wadahadal" resource package and introduce a module on the Role of Local governments in promoting child rights. Civic Education Steering Committee was formed at Federal level and the TOR for establishing at State level was finalized and orientations organized. Under the CSC initiative in five districts of Somaliland, 420 committee members and district staff participated in the interface meetings to provide feedback on the quality of services, such feedback mechanism has allowed the deepening of local governance and citizens participation.





In collaboration with the Ministry of Interior, the program conducted public meetings on budget transparency and accountability in the districts of Burao, Sheikh, Odweine, Zeila, Borama, executive committees shared publicly the tax revenues collected from their respective districts throughout the year of 2021, shared the different sources the taxes were received, expenditures incurred in operational purposes and those invested in development projects. Respective mayors also presented all the projects completed and those ongoing and priorities for 2022. At the end of the public hearings, communities were given chances to ask questions to the executive committees followed by answers and clarifications. This has created an opportunity and platform where district councils and the local communities interact, share information's, clarify community concerns on district performance among others.

In Somaliland the Civic Education program engaged children in primary schools and established child Clubs in 24 primary schools across the districts and organized schools-based debates on child rights. In these sessions, children were orientated on their basic rights and responsibilities as students and young citizens. They were given the opportunity to take part in debates within the selected clubs on specific basic topics.

In these sessions, children were also taught and trained in extra curriculum activities on the district councilors roles and responsibilities and their contribution to the community. This allowed the children to understand their rights and obligations and got a glimpse on the mandate and role of the local governments towards them.

To address women and youth issues, the program organized two talks shows in Somaliland. Community members, Civil Society Organizations and academicians were invited in both talk shows, debated on issues related to women and youth Politically, socially, politically, and economically. This shaped the community understanding on issues and challenges faced by youth and women in political participation, economic and social challenges and shed the light on way forward.

In Puntland, through the Civic Education awareness activities 4,340 participants (2,683F, 1,657M) from different segments of society were aware of the roles of local government and their roles in the decision-making process in Bander Beyla, Eyl, and Jariiban districts, whereas; 2000 (1300F, 700M). In addition, public awareness sensitization sessions on importance of equal participation in local governance, decision making, promoting gender equality policies and programmes at local level were held for 2600 people (1,640F,966M) in Gardo, Eyl and Ufeyn districts. These sessions created conducive environment and approval for women's participation in local governance decision making especially new elected female councilors and provided insights on how the community can participate in local planning and budgeting.

Community Score Card

The Community Score Card (CSC) is a social accountability tool adopted to promote responsiveness of the service providers and empower community to monitor the quality of the service. CSC facilitates participatory process of dialogue between the communities, service providers and decision-makers, helps identify problems and bottlenecks in service delivery and formulate action plans to address the problems. The CSC is implemented in five districts of Somaliland – Hargeisa, Burao, Borama Berbera, and Gebilay. At the district level it is led by the Social Affairs Departments with technical supports from JPLG and Local Government Institute (LGI). LGI coordinates the implementation. The initiative uses the RapidPro platform to activate and maintain a dynamic system of community feedback loop that informs real-time tracking of progress (and bottlenecks). The SMS questions focus on specific indicators related to decentralized service delivery functions of the municipalities (routine maintenance of MCHs and Schools; payment of utility bills; social mobilization and supervision functions). Results of these opinion-polls are reviewed. The issues are discussed at quarterly "District Interface Meetings", organized by the mayors' office, The interface meetings were held e districts (Hargeisa, Burao, Borama, Berbera and Gebilay.). Over 180 individuals (63% female) participated in the interface meetings. The interface meetings brought together wide range of stakeholders, including community committees (education and health), representatives from local governments (mayors, executive secretaries, directors of social affairs), and sectoral ministries.
During this reporting period refresher trainings were held for 420 committee members and district staff and registrations updated (833 committees' members -60% female). The overall outcome of the interface meetings confirmed that the program has significantly contributed to both community and institutional capacities for improving the decentralized service delivery of health and education sectors. As evidenced from the various feedback collected from interface meetings, the interface meetings facilitated timely information sharing mechanisms on education, and health in the five districts. The meetings fostered accountability of the district administration by the health and education community committees who make regular visits to the facilities, observe the service delivery situation at the facility level and report the service status monthly. At the end of each interface meeting, action plans with time frames are developed and shared with districts and line ministries with time frames and specified role of the stakeholders.
The information generated through CSC is used for administrative and policy changes related to service delivery. Under the community score card, provided a refresher training to 420 committees members and district staff across the 5 target districts, conducted refresher trainings for the CSC focal persons at district level, undertook monthly surveys on service delivery, analyzed the raw data of the CSC monthly surveys, and shared the reports with the local governments for taking actions on issues reported by the committees, This initiative has empowered communities to report (at zero cost) on the quality, service availability and

consistency of the services delivered by the local governments, which is been welcomed by the committees and respective district councils.



CSC Interface meeting in Burao.



CSC Committees Training in Hargeisa

During the interface meetings in each of the five districts, LGI made a presentation based on the analysis of the SMS feedback from community members. For eg in Hargeisa, the SDM works in 38 primary schools, 13 MCHs and 315 community committees. In Hargeisa, 6 out 8 assessed factors in education had no issues. In fact, all schools had hygiene materials and water, school compounds were clean, and headteachers were present. It was reported that the quality of learning in the schools was good, and frequent CEC meetings were occurring during the reporting period. However, Cabdi iidaan, Boqol Jire, Sheedaha, Naasahablood, Sheikh Cumar, and Ubaale primary schools had no electricity during the reporting period. Similar to the other districts, the issue of teacher absenteeism was common to all schools. For primary education analysis, please refer the table below

No	Services	No Issues	Issues	%With Issues
1	Availability of Hygiene Materials:	38	0	0 %
2	Availability of water in Schools	38	0	0%
3	Availability of Electricity in School	32	6	18.75%
4	Cleanness of the School Environment	38	0	0%
5	Head Teacher Absenteeism:	38	0	0%
6	Teacher Absenteeism:	0	38	100%
7	Rating for the overall quality of learning:	38	0	0%
8	Number of CEC meetings:	38	0	0%

Similarly in the area of health, questions revolved around the number of active CHWs, CHW performance, vaccination, vaccination campaign rating, number of children vaccinated, waiting time for service and facility open Days. Once analyses the health data, the findings revealed that Hargeisa MCHs performed quite well in most indicators. It performed 100% in areas of CHW performance, vaccination, number of vaccinated children, overall health centre performance rating, supplies availability, waiting time for service, and facility open days. Nonetheless, there have been issues in the number of active CHWs and vaccination campaign rating in Hargeisa district.

S/No	Type of Services	No Issues	Issues	% with Issues
1	Number of active CHWs	1	12	92.3%
2	CHW performance	13	0	0%
3	Vaccination	13	0	0%
4	Vaccination Campaign Rating	0	13	100%

5	Number of Children Vaccinated	13	0	0%
6	Overall Health Centre Performance Rating	13	0	0%
7	Supplies Availability	13	0	0%
8	Waiting time for Service	13	0	0%
9	Facility Open Days	13	0	0%

Similar analyses were done for all the districts and the findings shared. In addition to the recommendation from the above analysis from all the districts some generic and some specific recommendations were also made

The generic recommendations made during the interface meetings include

- Recommendation to organize one joint CSC review meeting, where all the pressing issues are discussed. In this review meeting, questions can be reviewed, adding precise details.
- The list of committees needs to be updated as many committee members have moved or are not available to respond to the questions
- Refresher trainings of CSC committees should be continued as these trainings proved effective in engaging communities across districts
- Health and Education focal points need to do continuous follow up when questions are sent to the community members. Thus, it will help to receive all the answers of the respondents.
- It was identified that the emphasis is given to primary schools and MCHs in the urban areas. Local administration, central government and the focal points should travel to all sites where the project is ongoing so that all schools and MCHs are inclusive, and their priorities are captured.

Specific programmatic recommendations for all districts included the following. These have been included as part of the follow up action plan

District	Key Recommendations
Hargeisa	• Fence should be built in Ahmed Ali Toor, Digaale and Macalin Daaud priamry schools. • More classes should be constructed in Macalin Daauud and Ayah 4 schools
Gebilay	• Female toilet, store and should be built in Sh. Tusbaxle primary school. Also, the local government should assess the situation of two cleaners who have been working in 9 years with no salaries. The school also needs feeding programmes. • Sh, Muxumed Warsame priamrry school needs the rehabilitation of two classes
Borama	• The deaf school of Sawad should be added to the CSC project • Fence should be built in Carogaranuug primary school. • There is a waste dumping site in Muuse Xuseen primary school. The local goverrnment should bury that dumping site as it is dangeorous to health of students • Borama central MCHs needs strong fencing, increase in MCH workers and staffs. • There is a need for more delivery rooms in Qoorgaab MCH
Berbera	• Medical supplies should be brought to Magaalacad MCH and women who need cesarean section needs to be transferred to the main hospital for free
Burao	• Fix the open door class in in Sh. Yusuf Al Kownayn primary school. • Also, *Prosopis Juliflora (Garanwaa*) tree should be removed in Sh.Yusuf al Kownayn and Cismaan Cabdi Cali primary schools. • Cismaan Cabdi Cali and Sheekh Ibraahim primary schools are located nearby a main road and cars with high speeds are risk to students. This should be jointly discussed and fixed • Maxamed Cali and Maxamud Axamed Cali schools needs to fix their water tanks . The girls rooms in Maxamud Axmed Cali needs rehabilitation • Haji Abdi Said needs feeding, electricity, rehabilitation of three classes and toilets, computer and photocopy, dumping site, playground,etc

OUTCOME 4: DEVELOPMENT PARTNERS AND GOVERNMENT INSTITUTIONS IMPROVE COORDINATION TO FACILITATE THE ACHIEVEMENT OF MAIN PROGRAM RESULTS AND LOCAL GOVERNMENT PERFORMANCE

JPLG has played a central role in assisting governments coordinate a range of actors in support of local governance. Work has involved a set of primary actors such as TIS, SSF, Diakonia, Durable Solutions and Finnish Church Aid. These forums have occurred in multiple locations, with local governance coordination meetings happening in all FMS, Somaliland, BRA, Federal Government and numerous by lateral meetings in Nairobi. These actions are time consuming but have created greater functional unity between many of the actors. In Somaliland and Puntland local governance work has taken a whole of government approach through the work of the Champions offices which are placed in the center of government under the offices of the Vice Presidents. In the new states inter government work is commencing with inter-ministrial committees coordinating interventions and aligning work plans. These are coordination mechanisms will evolve in 2022 with the creation of similar (but smaller) Champions offices in the states and potentially at a Federal level.



Galmudug local governance coordination



Federal Local Governance coordination Nov 2021

At state levels Federal government officials have played active roles in participating and linking the different levels of government with one another. All states have a solid understanding of the functions of JPLG, as well as other programmes and as demonstrated by their own presentations a firm grip of the objectives and clear understanding of partnerships.

Coordination still needs to be improved and alignment of some of the leading stabilization actors with more unified work plans requires attention. The selection of districts for district council formation and more unified delivery.

JPLG has also devoted significant attention in 2021 to alight and incorporate some of the leading recommendations from the last evaluation. These include improved data, new logical framework and greater incorporation of political analysis. The programme team have adopted a new logical framework.

New data systems continue to be worked on with the primary objective of making data central to the management of local governance in Somalia for all levels of government. Politics and conflict is not part of the standard agendas for formal interactions with governments in planning and review meetings. Internal analyses documents are produced to guide project teams in implementation and JPLG is one of the primary contributors to the Fragility Index and Maturity Model FIMMS.

Number of beneficiaries and feedback from beneficiaries

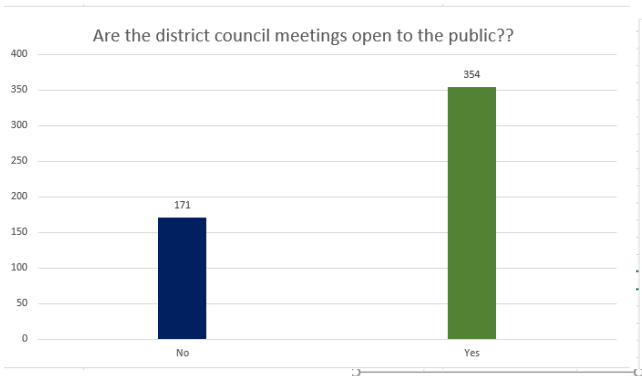
The program through its monitoring and evaluation designed tools to get feedback from communities, these include, Integrated District Uniform Reporting Template, Impact Questionnaire, People's Perception Survey, Agency Reporting Template, FIMMS reporting, Community Score Cards, Financial Management Information Systems (FMIS) and Property registration and business licensing.

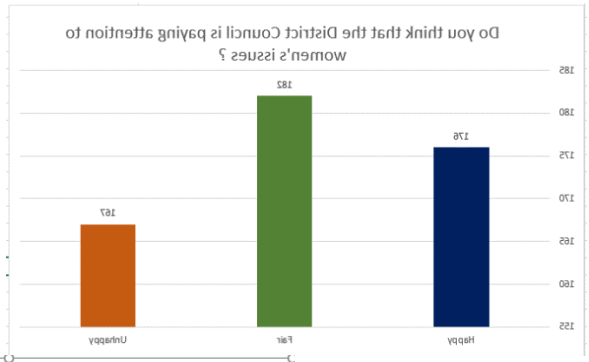
Through the community scorecards, In Somaliland, the SDM in eight districts, 95,447 students (38% girls) and the catchment population of 81 health facilities benefited from the SDM. Over 18,340 citizens were directly and indirectly engaged, consulted, and benefited from the program being engaged in the development of 2022 District Annual Workplans, trainings and public meetings on budget transparency. In Puntland through the SDM projects in 8 districts 4,950 Primary Students (2,713 boys, 2,237 girls) 26,299

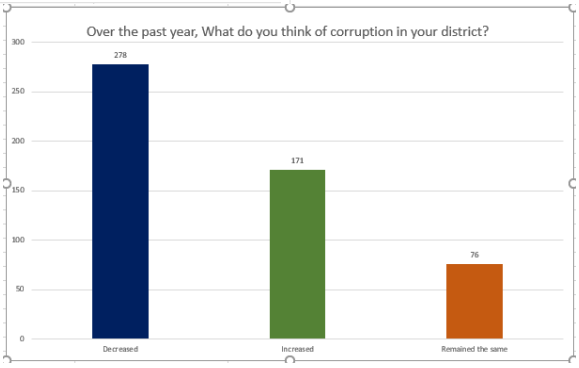
mothers and 30,877 under five children, 29,014 citizens benefited while 8,850 citizens (5,582F, and 3,268 M) were reached through the civic education campaigns. In new Federal Member States the rehabilitation of public infrastructure has benefited a population of approximately 186,000 and created 237 jobs through the adoption of labour-based approaches.

The program piloted the use of the perception survey to get feedback from communities This is an impact a assessment tool developed for citizens' perception impact, it's an online public survey designed to gather data on perception of the people towards local governments and services provided to them. It is also proposed to use the network of young graduates to reach out to communities to ensure that those without internet access are also given a chance to comment. Some of the feedback received include the following:

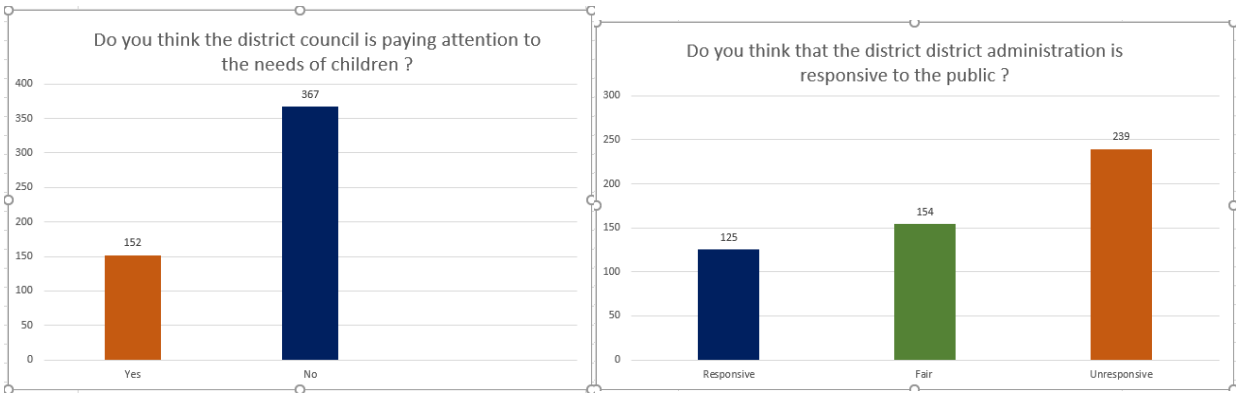
Some good results:







And not so good:



Section 4: Project implementation

COVID 19 Response

1. Covid 19 protocols were adhered to in all the face-to-face meetings, training campaigns and dialogues conducted during this reporting period. The participants wore protective masks and used hand sanitizers. Social distancing methods were adhered to.
2. The programme adapted to covid-19 constraints by enhancing online meetings and where physical meetings were held, health protocols were observed.
3. The programme conducted a socio-economic impact assessment on the impact of COVID-19 on labour markets and service delivery (water, sanitation, waste management, health, education) across Somalia. The assessment was carried out with the goal of informing interventions to address the socio-economic impacts of the Covid-19 pandemic in Somalia and Somaliland and support recovery.

Recovery Plans Recommendations

Protecting people: social and basic services

1. Develop social protection that goes beyond emergency relief
2. Improve health care access for low-income and informal sector workers
3. Improve targeting of vulnerable groups

Economic response and recovery: Protecting jobs, small and medium sized enterprises and informal sector workers

1. Implement informal-sector enterprise surveys for better informed interventions
2. Bolster support for employers and own-account workers to facilitate labour market recovery
3. Use employment intensive infrastructure programmes to improve the quality of work as well as net employment
4. Target value-chain investments with high-employment potential

Social cohesion and community resilience

1. Improving public private engagement on service delivery
2. Increase inclusive engagement in local governance
3. Improve targeting of vulnerable groups
4. Long-term investments in human capital development for improved resilience

Key constraints and challenges and associated corrective actions

1. Due to demand nature of work and a highly volatile operational context, risk averse planning and a high degree of strategic and operational flexibility continues to be a necessity.
2. The first half of the year placed sever restrictions on travel which slowed delivery and undermined information flows and team work. The second half of the year resulted in high pressure to catch up and set delivery on the correct footing. National staff worked from home and team meetings were inhibited by poor internet connections.
3. Using virtual media/communication platforms and conducting assessments/perception surveys using remote interview modalities and social media applications such as WhatsApp continue to prove hugely beneficial for the program in adapting to activity implementation as much as possible amidst the movement restricts and flock down measures for all UN personnel.
4. At present working around the prevailing COVID- 19 related volatile conditions seems the norm rather than the exception and, in doing so, adapting to new/viable working modalities that will allow implementation of the program activities as much as possible, rather than waiting for conditions to improve for business continuity.
5. The programme also started piloting online training as part of its capacity development strategy.
6. Mainstreaming gender and inclusion still low. Despite the efforts of the JPLG and government to promote women in local elections, the results in Somaliland were extremely discouraging. However, the program is partnering with other CBOS for creation awareness.
7. Despite delays in the approval of the Biannual Budget in Somaliland, Puntland, and FMS and, local elections (in Somaliland) the program was able to implement and initiate new activities e.g., SDM in FMS. The Presidential political commitment facilitated collaboration of SDM stakeholders for SDM implementation in the FMS. In addition, regular virtual meetings, constant technical support, coaching to the Federal and state government consultants facilitated implementation.
8. Lack of clear SOP for the implementation of the SDM delivery hindered common understanding. The development of technical guidance notes, operational plan and documentation of best practices ensured better clarity and guidance to the States and local government including staff.
9. Staff gaps slowed the implementation while expanding to FMS. The program organized Stretch Assignments from other offices, hired short term consultants and accelerated recruitments.
10. Low capacity of officials at the local level in the FMS is a challenge as the implementation of the program is low. The FMS requires continues cyclic sustained support; consultants have been recruited to support the local governments.

Risk management

Type of risk	Description of risk	Mitigating measures
Political Risks	Political turmoil at each level of government undermines general security, institutional capacities of key partner institutions and a constant turnover of senior counterparts, from Federal and state ministers down to district councils.	Project teams are monitoring political developments and adjusting the implementation schedule accordingly. New political leaders will be provided with detailed briefings / trainings on the programme and what is being delivered. JPLG works closely with other actors such as UNSOM Political Affairs and Mediation Group (PAMG), the PWG 1 inclusive politics group, CRESTA/A and SSF to monitor and respond to the evolving political situation. Complications and bottle necks are raised at the Strategic Steering Committee for support and resolution. Evaluation recommended JPLG to look systematically doing socio political assessments – this is being explored. Partner governments are requested to take corrective actions when district councils collapse or are removed.
	Developed local government systems and demarcation of responsibilities between levels of government are contradicted by legislation and constitutional reviews	JPLG's work is guided by National and State Constitutions, National and State legislation related to local governance and service delivery and, where available decentralization strategies and is compliant with the National Stabilization Strategy and the State Stabilization Strategies. These are coordinated by cabinet level units, and in the case of existing State decentralization strategies, the Vice President

		chaired Intra-Ministerial Committees (IMC) on Local Governance (Champions for Local Governance) offices. The work on a national decentalization policy is a programme specific response to this challenge.
	Political commitment to devolution is illusionary. Ministries refuse to devolve finances and responsibilities from the center.	Political commitment to devolution of powers is sometimes lacking the reality in Somaliland and Puntland have shown otherwise. Presidents of the States of Somaliland and Puntland have appointed their respective Vice President as the Champion for Local Governance and Decentralized Service Delivery who chair the aforementioned Intra-Ministerial Committees on Local Governance. JPLG continues to work with these Champions office and support the IMCs, and multi-level engagement and assist local governments to defend their approved functions. Serious challenges will be presented to the steering committee for decision making. In the new FMS there is a growing political commitment to local government and is supported well by other actors such as SSF and FCA
	Donors, Federal, State and Somaliland governments are unable to agree to macro divisions of programme focus.	JPLG has the objective of being operational in all parts of Somalia and Somaliland. Local demands and needs do call for expanded funding. JPLG will be as transparent as possible on all funding allocations and will seek guidance and approval from the Steering Committee prior to detailed programming. Somaliland and Puntland are highly sensitive to the 'diversion' of funds. JPLG has consistently aimed to maintain support in these areas. Funds saved from graduation strategies are retained for government led expansion in these areas.
	Political and social commitment for greater gender equality fails to materialize.	Common strategies with donors, civil society, enlightened leaders and long-term programming with well-defined objectives, to be incorporated into work plans. JPLG has incorporated a gender specific outcome that aims to advocate for and implement activities that will be accounted for by different levels of commitment between different states. JPLG has focused heavily to gain significant political commitments from leaders in all parts of the country. Some of these commitments are starting to materialize in local governments. The significant failure in Somaliland elections will require a stronger joined up approach.
	Political deadlock within the Galmudug state administration negatively affects the interventions in Adado district and approval of a local government law. All previous gains of the programme in Adado district and in the sphere of legislation reforms are at risk if the situation doesn't change	Dialogue and advocacy at the state level to support continued programme activities in Galmudug. The situation remains fragile. JPLG is looking to enhance government support for local government with the creation of a champions office.
	Sool and Sanaag remain non-operational areas of JPLG	This risk is current. JPLG has lobbied for changes in UN SOP. Partially accommodated with Somaliland through government increasing their own funding commitments in line with the JPLG programme to support three districts. Real danger that JPLG will be accused by Puntland as being non neutral. To accommodate this JPLG has confidential briefings of PL leaders.
	State governments create more districts. New district boundaries are unclear, geographical units are economically unviable.	JPLG rules require engagement in 1991 districts. This is increasingly becoming less viable. Puntland and Somaliland have created many new districts – however the new units are currently treated as subunits of 1991 districts. In the event that this risk becomes impactful on the programme JPLG will seek Steering committee guidance.
	Selection of districts to be included in JPLG work is motivated by individual politicians linked to their family and or personal political	JPLG are constantly in a process of negotiation with counterpart governments. Leadership remains with governments. However, in cases where heavy pressure pushes the programme to engage and engagement can be foreseen as less likely to have an impact or worse

	interests and not adherent to JPLG methods	stimulate conflict the JPLG management will seek support from the steering committee for corrective action.
	Fiscal policy decisions fail to materialize given blockages with constitutional process and political stalemates with state / federal discussions.	This is an ongoing and constant challenge. JPLG has focused attention within state structures (Somaliland being the simplest). Severe resource constraints in the new FMS make fiscal decentralization a paper exercise. Jubaland and Puntland reliance on port tariffs (technically a Federal revenue) will consistently undermine longer term solutions. JPLG aim to keep the debate alive and where possible link with other actors with a strong comparative advantage in this area.
	Government(s) pressure to channel all civic education work through line ministries (especially in election related work) and not civil society blocks progress / undermines quality and independence of work.	JPLG have been able to set this aside through mutually agreed strategies and management structures. Donors have provided support in specific incidents. This will continue to be sought. JPLG has also balanced by engaging some actions through the ministry of women's affairs.
Security Risks	Restricted access to field locations, especially in new Federal States, and the disputed regions of Sool and Sanaag.	JPLG in close cooperation with the donors engage third parties to implement and monitor activities. Expansion of actions will require firm commitments from the relevant authorities and be informed by ongoing political, security and economic analysis from the UN's DSS, CRESTAA and other partners. Additionally JPLG has enhanced its own analytical skill base. Government remains the lead for implementation. Use of embedded consultants with government partners, use of third party contracting of local organizations, and collaboration with UN DSS will be continuously employed and monitored. COVID travel restrictions have also enforced the greater use of digital communications. Weekly meetings are held with DGs in all parts of the country.
	Continued activities of the Al-Qaeda linked militants coupled with the increased recruitment of young people may negatively influence programme activities. Terroristic attacks in Mogadishu, mainly VBIED may also affect planned activities in BRA.	Close monitoring of the situation and collaboration with DSS. Constant discussion of the security mitigation measures with the national counterparts. Local governments are especially vulnerable to attack and assassinations. Greater community ownership of local governance has to a degree reduced the risks associated.
Operational risks	Capacities of key institutions such as Ministries of Interior, and local government executive structures are not capable of operating due to severe resource constraints.	JPLG focuses capacity development on departments and units of partner institutions rather than individuals. Where necessary key functions will be supported in the short term with technical national consultants and support will be coordinated with other relevant partners engaging with the same institutions. At local levels attention will focus on district fund mobilization and management. Capacities are being enhanced through JPLG and some solid examples of multi level government work are producing results.
	insufficient resources are made available to enable the full program's implementation.	The steering committee will be requested to endorse decisions of geographical targeting and the narrowing of thematic engagement. Where possible other implementing partners will be requested to use government local governance systems. developed through JPLG) in field implementation. Over COVID this has not been a challenge and is unlikely to materialize further in 2022.
	High costs of UN field operations undermine the programme's value for money.	Staff numbers are to be kept to a minimum and common working environment / office to be used as far as possible. Value for money to become an integral part of annual work planning. Steering Committee to monitor progress and instruct corrective actions. Overhead costs in 2021 were maintained below 30%.
	Corruption and misuse of funds at local level	JPLG has supported capacity building on procurement, developed procurement audit manuals and enhanced the capacity of the internal audit departments. JPLG will work closely with the auditor general's office in establishing and institutionalizing strong audit procedures.

		Allegations are investigated by procurement oversight bodies with mixed results.
Quality of Delivery Risk of Global pandemics that can impact the country and the prorammes overall operational environment (e.g COVID- 19)	Due to varying degrees of institutional capacity, the quality of Programme activities may vary, particularly for services provided by third parties contracted by JPLG	JPLG adopted competitive bidding to select competent contractors. Staff, and government will undertake regular monitoring and evaluation of services provided to take corrective action. These did not happy to the level desired in 2021 as COVID placed significant constrains on travel. Government counterparts continued with monitoring visits – especially in Somaliland and Puntland. In cases where the performance of third-party providers is unsatisfactory, the latter will be further trained or replaced.
	Potential lockdown measures, curfew and movement restrictions may result in temporary pause to activity implementation such as trainings, field missions, pilot initiatives etc. Majority of staff have to telecommute from home leading to a minimal or total absence of their field presence.	Follow UN/UNSOS and WHO guidelines and resume field activities when advised to do so. The program will identity risk averse alternatives to implement activities for example develop online course delivery platforms for training's etc; convene meetings/workshops remotely/virtually with interlocutors for business continuity, policy review and conduct of assessments. Digital working became second nature in 2021.
The program does not adequately reach gender integration targets in the local government sector(eg local councils) specifically in the operational context due to cultural and tribal norms	May risk not meeting the programmes gender marker/s	Priotise actions aimed at gender mainstreaming in the implementation of the program. Collaborating with relevant other partners (such as CSOs) to address challenges recognizing that increasing gender equality and integration in the local governance is a long-term goal, project activities are designed to act as precursor to achieving this long-term goal. Constantly advocate for political commitments.
Coordination challenges between JPLG and other partners. Specifically, insufficient development partner harmonization that will result in duplication of action.	Lack of regular coordination and insufficient information sharing among and between development partners may lead to duplicative activity implementation and overlaps.	JPLG will continue to play a lead role in coordinating among the relevant development partners and other stakeholders. Hold frequent coordination meetings with respect to specific actions. In the second half of 2021 local governance coordination happened in all parts of Somalia – supported and at times jointly facilitated by JPLG. Bilateral and group discussions are regular with key international actors and donors.

Learning impact

1. It is important to work more closely with other systems agencies to avoid delays in approval and transfer of funds in the case of the FMS, the Presidential political commitment facilitated collaboration of SDM stakeholders for SDM implementation in the FMS.
2. The growing increase in cost-sharing contribution by districts/states demonstrate the commitment of subnational entities in a fiscally constrained and fragile context, to provide basic services to their citizens.
3. The different implementation and expansion of the Service Delivery Model in Somaliland, Puntland and the new FMS encouraged study tours within Somalia as a learning exercise to share experiences. The first-hand learning experience convinced FMS to start SDM and advocated for commitment from the president of all FMS.
4. Constant interaction with the donors keeping them abreast of the engagements and implementation in the field motivated the donors to be involved and give financial support on

different themes for instance, elections, environmental support and this further opened discussions on the support to local governments on drought response.

5. The constant technical support given to the local governments motivated the districts to apply for global awards to showcase the excellent work done. For when Berbera was nominated to participate in the "Global Child Friendly City Aspire Award" and they won the award.
6. Continuous advocacy, regular dialogues, and good rapport with key focal staff in the ministries and local governments (e.g., the Director Generals, the mayors, the SDM consultants) resulted in influencing political and financial commitment at the highest level in the FMS and BRA. This led to increased funding contributions from the government's own resources in Somaliland and Puntland and in the FMS.
7. Technical support on *"Inclusive Local governance -Mainstreaming child rights and participation in local governance"* given to MOIFAR, FMS and local governments opened doors to influence Federal, state governments and local governments to better understand the importance of investing in children and the role that local governments can play to systematically mainstream child right and child participation in local governance.
8. Continued engagement with the local government associations and preparation for a national mayors forum were all done in 2021.

Coordination with other UN entities including UNSOM/UNSOS within and outside the SJF portfolio

1. The program partnered with the UNSOM and Ministry of Planning in Galmudug to lay the groundwork for development of the Galmudug National Development Plan.
2. Joint UN and other planning was done for the Somaliland NDP.
3. The program partnered with the Ministries of Environment in Somaliland and Puntland in distribution and planting of trees as part of the climate change mitigation measures.
4. JPLG has retained close connections with Durable Solutions.

Role of the UN Somalia Joint Fund

JPLG has worked to keep the MPTF updated as has been done with donors making contributions through the MPTF. Support and interaction on improved reporting and messaging will continue.

Synergies with other funds (UN and non-UN) working on similar issues

The program is closely coordinating with UN and non-UN entities with similar interventions. For instance, in Mogadishu, the program is leading a coordination forum for all development partners including World Bank, SSF and other key stakeholders to ensure synergies and maximize impact. The program is also working with VNG on local government development in general.

Close links are in place with FCA, Diakonia and SSF in relation to local government work.

Partnerships

The program engaged a local NGO in Puntland, Puntland Development and Research Center (PDRC) to conduct civil education in the communities, to reach a large community through their advanced technical skills on visual documentation.

In Garowe, an established methodology was developed by UN-Habitat's Global Public Space Programme (GPSP) in collaboration with the Institute for Cooperation and Basic Habitability of the Technical University of Madrid, an assessment – in questionnaire format combined remote and field-based spatial analysis was conducted to provide an in-depth understanding of the current modes of public space utilisation, highlight gaps and needs of public space provision for the city. The data was used to provide space to citizens.

Monitoring and oversight activities

Monitoring activity	Date	Description	Comments & Recommendations
Field monitoring visits			
Field monitoring visit	11th to 16th Dec 2021	Conducted a Joint all programs mission to Berbera, Burao and Sheikh	The major recommendation was the need to devolve additional functions related to health and education based on the current capacity of the districts
	19th to 24th September 2021	Monitoring on JPLG projects in general and SDMs work specifically.	Some of the positive observations were as follows • There is a strong commitment from the Somaliland government to support LG Service Delivery as unlike the past where the joint mission was attended by the Deputy minister of MOI and Deputy Minister of health along with the DGS of MOI, MOE, MOH , Champion Office and RMO, REOs ○ The joint monitoring missions helped the Government/JPLG to detect delays and address actions immediately ○ A mechanism to reinforce the decentralization objective by bringing together key stakeholders, in particular districts that are far from the capital. ○ A platform to systematically engage the sections in LG mechanism eg JPLG forum - already ongoing but can be more systematic ○ There is Increasing financial contribution from the District Councils in all the 5 districts. ○ More people including children and mothers have benefited from the services supported/initiated through SDM mechanism. ○ There is a commendable knowledge and interest from the government (both central and local) on the SDM initiatives ○ CSC committees are considered an important stakeholder in service delivery and have been instrumental in resource mobilization at facility level ○ **Strategic recommendations for JPLG program in Somaliland** ○ Support the LGI to include the CR,CP and gender mainstreaming topics in the SAD training manual. ○ Support the LGI in strengthening M&E systems at district level ○ Build the Capacity of The Social Affairs Department(SAD) an opportunity for systematically mainstreaming basic services – eg Burco and Sheikh are understaffed. ○ A standard trainings manual for the SAD staff needs to be developed and supported ○ Engagement on social accountability is mainly with the CSC committees- as part of design . So explore the possibility of linking Community score to the community

			Recommendations for UNICEF program Sections to engage with JPLG program Explore entry points for UNICEF program sections to systematically engage LGIs and other capacity development partners to harmonize efforts and action plans at district level and build on the comparative advantages • ensure that the schools met the criteria for the student/teacher ratio • change the design of the windows in the schools visited as it was too small • The possibility of implementing school grants using the SDM mechanism was explored, and some next steps recommended
	July 10- 14 2021 July 16- 19 2021 July 23- 27 2021	Civic Education Activities implemented by PDRC in Jariiban, Eyl and Bander Beyla districts were monitored. The activities monitored and verified included public dialogues between the Public and local Officials, Civic Education Training for Primary School Children and Teachers and Civic Education Public awareness sessions.	community indicated their satisfaction of the different activities implemented by the NGO PDRC. Video's photos of the activities have been supported the claim of the beneficiaries and local Officials The main issue reported was lack of visibility signs (billboards) which could be important for project sustainability. The Issue was addressed later with new PD signed with PDRC in October where 2 billboards were installed in each location of the project as visibility.
	8th -16 Sep 2021	Monitoring the Social Department Staff Training in Bossaso districts conducted by MOI.	One programme staff attended the training to ensure the training was conducted as agreed The training was conducted including 2 practical days as planned The Training has Improved capacity of district Social Affairs Department Staff capacity on equitable, efficient, and inclusive service delivery, thus leading to improved district performance on Service Delivery. Enhanced district Social Affairs Department on child rights child protection design and delivering child-centered services. No issues were reported, and the training was conducted as planned
	December 28- 6th Jan 2022	Monitoring the implementation of the SDM project implementation in Gardo district.	The rehabilitation of 3 Primary Schools and 3 schools in Gardo district by the local government has been monitored. Rehabilitation of 3 schools and 2 schools have 100 per cent completed whereas two facilities included one Primary School and one Health facility 96 per cent completed and only painting walls and minor rehabilitation was remaining.
	25th – 31st August, 2021	Programme support on feasibility	
Stakeholder Review consultation	Monday, 8th November 2021	Conducted the Annual Program Review Workshop with all the stakeholders.	All the stakeholders presented the program achievements, challenges and lessons learnt over 2021.
	15th – 16th November 2021	National Local Governance Coordination Meeting - Strengthening of coordination	The FGS and stakeholders got a clearer picture of the LG initiatives in the country that will aid in coordination and implementation.

		mechanisms, sharing the impact of local governance, good practices and cooperation of local governance stakeholders. To coordinate local government interventions at the state level to avoid double dipping, ensure consistency and alignment with government systems.	
	Throughout the year	Decentralization dialogue Forums - Development of an effective decentralization policy for the Somalia federal context and citizen engagement on governance. To expand knowledge and understanding of decentralization, its forms, procedures and shared roles; identify benefits of decentralization and its promotion of decision making, political participation, resource sharing, participatory planning processes and the roles of the government (national, state and local levels) with reference to the provisional constitution and LG laws.	Validation of the Framework for devolution of power and clarity of service delivery - the policy will guide the design, legalization, coordination, implementation, management, devolution of power to the local levels and provision of equitable and quality services in accordance with international standards and national laws; b) Translation of the draft decentralization policy making it more accessible to stakeholders. Better understanding of decentralization and its importance to peace and development and start of the process to draft the decentralization policies / option papers for the FMS.
	27-28.10.2021	Technical Working Group consist of UNJPLG, Sector Ministries, District, Champion Office Vice President	LDF performance assessment should be prioritized. Participating stakeholders including Local Government, Inter-ministerial committees, technical work group, and beneficiaries before implementation to consider their inputs and ideas. Consider Gender and other cross cutting issues into performance assessment. Gender budgeting will be presented to the UNCDF funded Review Meeting in Operationalization of Fiscal Decentralization action plan, Local Government Budget Consultations and Semi-annual Budget Review with Government/Sector Ministries. To use such meetings to suggest new areas of work such as Climate
DIM audit			
I**ndependent evaluation**	Engineering site visit	Quality assurance and technical oversight of infrastructure investments	

Communication activities

Photos case studies have been shared in government's social media (twitter, Facebook) and in Case studies, videos have been presented in local and global forums. Videos have been prepared for some case studies, Banners to create visibility of events strategically placed in all capacity building building/launch events, participation of media houses to the events and later aired on national television.
Videos featuring the work and success stories have been developed in Somaliland and Puntland and BRA.

- Children participation in BRA –case study and video
- Community consultation video BRA – case study and video
- Success story of an elected women in Puntland: video

- Success story of the SDM work in Berbera – video + case study.
- Increased Participation of Women Owned Businesses in Local Government Procurement - video

https://childfriendlycities.org/2021-inspire-awards/2021-cities-inspire-awards-submissions/
Mogadishu video
https://www.youtube.com/watch?v=GOf_4fq8C1s
Berbera video
https://www.youtube.com/watch?v=1_RJuu2f4F8
Increased Participation of Women Owned Businesses in Local Government Procurement
https://fb.watch/atdJvZmqNy/

https://youtu.be/XT9QPpOhtN4 - Women Forum in Jubaland
https://youtu.be/3SIii6_X3vg - LG Coordination meeting in Jubaland
https://youtu.be/IKJDazioo88 - Delivery of office furniture Kismayo and Afmadow districts, Jubaland
https://youtu.be/5MXsRYGkPh8 - PEM training in Afmadow, Jubaland

Promoting gender awareness in local governments, Jubaland

https://youtu.be/zn6e7YTEDxU -
https://youtu.be/obJG9qCLLbo
https://www.youtube.com/watch?v=VCHQS_Q2z3M
https://www.youtube.com/watch?v=iK-XN9Ipnk0
https://www.youtube.com/watch?v=XQ3qq6Y0u_Q
https://youtu.be/Fps0Uq3uNUA - MOWDAFA (PL) training Women Candidates for the local government elections
https://www.facebook.com/1347891271958315/posts/4559869807427096/ - Tree plantation (PL)

IMC Missions - Somaliland

https://www.gobanimonews.com/madaxweyne-ku-xigeenka-somaliland-oo-kormeer-ku-sameeyey-xarumo-berbera-ah/
https://www.youtube.com/watch?v=RA1gK684Ehk
https://www.youtube.com/watch?v=71CEbqAELjE
https://www.youtube.com/watch?v=D-xRoUe0c_o
https://www.youtube.com/watch?v=hEBWb5QX_80
https://www.youtube.com/watch?v=7FqCpVQ4gbU
https://www.youtube.com/watch?v=_cDtvYO1FB4
https://www.youtube.com/watch?v=-RcUEXDn9wQ
https://fb.watch/aiv_-egErN/
https://www.youtube.com/watch?v=NFNH2H_tIz8
https://www.gobanimonews.com/madaxweyne-ku-xigeenka-somaliland-oo-kormeer-ku-sameeyey-xarumo-berbera-ah/
https://www.youtube.com/watch?v=GePej46eaqI

Induction Training for Somaliland's Newly Elected District Councilor

YouTube Video link https://www.youtube.com/watch?v=SKLW71OzprM&t=220s
Twitter Link: https://twitter.com/LGIsomaliland/status/1427196648766197764
Facebook link: https://www.facebook.com/LGIsomaliland/posts/128474516165820

District Development Framework Training of Trainers - Somaliland.

YouTube Video link https://www.youtube.com/watch?v=0wQnMx4j9NM
Twitter Link: https://twitter.com/LGIsomaliland/status/1474824057614970884
Facebook link: https://www.facebook.com/LGIsomaliland/posts/201416008871670

LGI BOD Meeting - Somaliland

Facebook video link https://www.facebook.com/LGIsomaliland/videos/1043756973117715
Facebook link https://www.facebook.com/LGIsomaliland/posts/148490647497540

LGI's Site construction - Somaliland

Facebook Link: https://www.facebook.com/LGIsomaliland/posts/188936436786294
Facebook Video Link: https://www.facebook.com/watch/?v=498134331508993

Provision of ICT equipment and Office furniture for the LGI - Somaliland.

Website Link: https://lgisomaliland.org/2021/11/01/rfq-for-office-furniture-and-it-material/

Transformational Leadership Training – Somaliland

https://www.youtube.com/watch?v=cft1n7IO8mA
https://www.youtube.com/watch?v=NEc0ZyM_vKI

Human story

https://twitter.com/UNCDF/status/1481224210936745987?s=20
https://www.uncdf.org/article/7406/helping-idp-students-reach-their-goals-and-dreams-in-southern-somalia

links to various videos and messages
https://www.facebook.com/336843256429534/posts/3684287581685068/?sfnsn=mo
https://twitter.com/wadaagCC/status/1364897258857242627?s=08
https://www.facebook.com/1679950702314491/posts/2579860198990199/
https://twitter.com/LGIsomaliland/status/1409896489208455173?s=20 https://youtu.be/oxYIvXuAJU0
https://fb.watch/6qPeFji9Ja/ https://www.youtube.com/watch?v=gqzoCKBhdr0&ab_channel=SAABTV
https://www.youtube.com/watch?v=k7ojaObi9-E&ab_channel=HornCableTv
https://twitter.com/slmesaf/status/1398570324795461635?s=08
https://twitter.com/KFoodhaadhi/status/1398564733922463747?s=08
https://twitter.com/slmesaf/status/1397197737712656394?s=08
https://twitter.com/slmesaf/status/1397481518554046472?s=08
https://twitter.com/somalilandmfa/status/1397238087588188162?s=08
https://www.facebook.com/watch/?v=196290979009605 • https://youtu.be/D69VOuQsZmM Empowered district officials championing COVID-19 response in Somaliland | UNICEF Somalia
https://twitter.com/unicefsomalia/status/1360823628342919169?s=20
https://web.facebook.com/UnicefSomalia/photos/a.381266395279957/5065083330231550/?type=3&_rdc=1&_rdr

Links to Civic Education Videos in Puntland
• https://www.facebook.com/SomaliaPDRC/videos/217466126642606/?__so__=channel_tab&__rv__=all_videos_card
• https://www.facebook.com/SomaliaPDRC/videos/412834610034966/?__so__=channel_tab&__rv__=all_videos_card
• https://www.facebook.com/250600151626111/videos/1094145007702707/?_so_=channel_tab&_rv__=all_videos_card
Links to the TWG Meetings on decentralization discussions
• https://fb.watch/6iRMlD4teV/
• https://fb.watch/6iRVi3aVwS/
• https://m.facebook.com/story.php?story_fbid=531629851598280&id=113628276731775
• https://m.facebook.com/story.php?story_fbid=2924646504529728&id=2291405771187141

Section 5: Project management

Number of project board meetings held	2 steering committee meetings (FGS and SL)
Number of UN staff (international/national) funded by the project	67 Staff – Organigrams available on request
Number of government personnel funded by the project? What are their functions and where do they work?	A total of 175 consultants. Young graduates/interns, Ministry of Internal Federal Affairs & Reconciliation, Benadir Regional Administration, Ministry of Finance, Office of Accountant General – MOF, Champion's Office/VP, Ministry of Interior, Office of the Vice President, MNoPW-L&H Ministry of Education and Science, Ministry of Health Development, RDA

	Detailed lists available on request
How has the project ensured the visibility of SJF donors during the reporting period?	Inclusion of donor logos in events and publications
Projected funding needs for next year	As per the Annual Workplan 2021-22

Section 6: Cross-cutting issues

Gender equality and women empowerment

Direct support for women candidates for 2021 elections in Somaliland and Puntland efforts were made to improve women's participation and gender mainstreaming in Local Governments through training, advocacy, networking, targeted interventions and technical support (consultants).

Proportion of gender specific outputs in the project	Total number of project outputs	Total number of gender specific outputs
	9	2
Proportion of project staff with responsibility for gender issues	Total number of staff	Total number of staff with responsibility for gender issues
	28	28

Human-rights based approach

Has the programme included a protection risk assessment in its context analysis, including on gender issues, and taken measures to mitigate these risks to ensure they are not exacerbated, or new risks created?	Result
	The Programme has done multiple actions to support women's empowerment, consulting minorities and improving institutional transparency.
Number of programme outputs specifically designed to address specific protection concerns	Result
	Indirectly through enhancing the functions of social affairs departments in local governments.
Number pf programme outputs designed to build capacity of duty bearers to fulfil their human rights obligations towards rights holders.	Result
	The central theme of JPLG is transparency and responsive local government. Where abuses occur local governments can proactively respond.

Leave no one behind

Social inclusion is a key principle in JPLG, and it is mandatory that all training, workshop is inclusive. The children's consultations that were held for the first time in Mogadishu and in three districts in the FMs ensured the process tools and the outcome were inclusive (the IDPS' abled differently children) of the consultations.

Women and youth were actively engaged in most activities especially the decentralization dialogue forums in the FMS and the targeted elections trainings in Puntland and Somaliland. Emphasis on inclusion of marginalized communities such as IDPs, women and youth in programme interventions.

JPLG is not performing satisfactorily in the disputed regions of Sool and Sanaag. The UN SOPs do not allow governance related work in these areas, only lifesaving interventions. JPLG team have advocated for this to be review without achieving the results we desired. Similarly Gedo region is currently disenfranchised and would benefit from support.

Social contract and legitimacy

1. Community score card in Somaliland, the Civic education program, the views from the citizens during the community consultation, children consultation process has contributed to ensuring accountability of the local governments towards its citizens and has also developed trust among the citizens towards local governments.
   - Co-financing of programme activities by government has led to increased ownership and accountability as the citizens who pay the taxes provide feedback to the government and follow up on implementation of actions. This is further strengthened by the community score cards and perception surveys carried out by the programme.
   - Enabling environment created for provision and access to services in 4 districts through rehabilitation of district council offices. This has strengthened the social contract between the local governments and the communities.
   - Visible LDF and SDM actions (without the need for external branding) have significantly bolstered the legitimacy of local governments.
   - Participatory planning tools and their use has taken local government officials and state ministers into many face to face interactions with citizens.

Humanitarian-development-peace nexus

Funds for the SDM are disbursed using intergovernmental fiscal transfers from MOF, line ministries to local governments thereby, building government systems and strengthen the sustainability. This mechanism can also be leveraged during humanitarian crisis, during the COVID 19 pandemic the local government used the same mechanism to respond to crisis as an alternative mechanism which was successful. Cost-sharing contributions of the districts through the SDM mechanism in development and humanitarian response by Local governments is a demonstration of sub-national entities commitment towards humanitarian - development- peace nexus.

Environment and climate security

District Climate Adaptation plans were developed for 5 districts in Puntland to promote climate change resilience and enhance the capacity of local governments in risk mitigation measures.

Support to afforestation through tree planting and awareness campaigns on the necessity of trees in combating climate change.

The programme is undertaking an assessment to design a climate adaptation and action plan for local governments to support local governments' initiatives on adaptation and environmental management programs

Prevention of corruption

- Support to and stimulation for Auditor general reviews of local government is improving accountability and transparency.
- Public and transparent tender processes reduce the room for corrupt officials.
- When allegations are made procurement committees investigate.
- Public knowledge that their taxes are used increases community scrutiny.
- Inter ministerial monitoring missions demonstrate responsive and representative governance institutions.

Project sustainability

Please see Annex 2

Section 7: Looking ahead: Focus on the future

The experiences of SDM implementation in Somaliland and Puntland will be consolidated and the new learning from the SDM initiation in the FMS, the learning visits by FMS to Somaliland and Puntland will inform the development of technical guidance notes and operational plan. This has been planned in consultation with the government partners.

The revision of Civic Education package will focus on revisiting the gender module and the design a new module on child rights based on the experiences of implementing the TOT on Mainstreaming child rights and child participation in local governance. This is a recommendation from a national workshop that was represented by government officials from MOIFAR, Federal Member states, local government officials and NGOS. The TOT will be replicated in Somaliland and Puntland in 2022 to inform the new DDFs that will be developed.

Community consultation will be organised as part development of the new DDF in six of the districts of the four FMS. The introduction of children consultation component in the DDF process and outcome will ensure inclusive aspects of the community consultation. This was decided based on the positive experience of piloting consultation with children in the development of the City Visioning Exercise in BRA in 2021 and from Hargeisa in previous years.

1. Formation of District Councils in the FMS
2. Representation of women in local governments of the new Districts.
3. Formation of Champion Office to coordinate service delivery line ministries in the FMS.
4. Review of decentralization policies
5. Developing District Disaster Risk Management Guidelines and climate change adaptations for building the capacity of the districts in Managing disaster.
6. Conduct Training Needs Assessment in JPLG districts
7. Training Impact Assessment/ Monitoring of JPLG districts
8. Curriculum Completion (Specially the engineering Part) and curriculum translation from English to Somali
9. Digitalization of LGI Courses/Trainings. This can be an innovative and alternative way if the Covid-19 continues, and to reach far located areas.
10. Continuation of Community Score Card Project (Review Meetings and Interface Meetings)
11. Carrying out a satisfaction survey to assess communities' perception of the services delivered by the local governments
12. Intensify actions for revenue mobilization in Somaliland and Puntland
    Support the collection of baseline information
    1. Support the drafting of regulations and action plans
    2. Support capacity building in the area of resource mobilization
    3. Upgrade IGFR systems in Somaliland and Puntland- to improve accountability & efficiency
    4. Enhance coordination between fiscal decentralization and PFM reforms in Somaliland and Puntland.
13. Intensify Fiscal decentralization in FMS
    1. Re-start discussion on an option paper for FMS-policies, regulation & action plans
    2. Complete LDF 2021 cycle.

3. Monitor the LDF payment process to be reported through FMIS.

14. Support the design and establishment of Local Government Finance Commissions (LGFC) in Puntland and Somaliland
    1. Develop concept on LGFC for the two areas
    2. Hold consultations on establishing Local Government Finance Commission.
    3. Draft regulation in early 2022.
15. FDP project financed by SDC
16. Develop a manual on Operationalizing Local Government Subsidy Intergovernmental fiscal transfer (IFGT) MOI regulator Policy

17. Civic education will be scaled up in the FMS and technical capacity will be provided to the NGOS working in the FMS based on the positive experience of the NGS implementing Civic education in Puntland. JPLG will explore strategies to better mainstream local governance.

Section 8: Human interest story: Voices from the field

STORY 1 – Commitment to service delivery

While doing the district capacity assessment for the newly added four districts, a notable case study on decentralization has been observed in Salahley district. Salahley- a grade C-level district- has made good progress in achieving the planned decentralized education system. In 2019, the Ministry of Education and Salahley Local Municipality reached an agreement to provide collective support to Salahley Secondary School. The Ministry of Education contributes SL Sh 360 million a year -roughly equivalent to $40,000- to support Salahley Secondary School while Salahley Local Government provides SL Sh 120 million yearly, equivalent to $ 14, 000. The funds are deposited to one account and are used for the subsidiary of feeding expenses and providing incentives for teachers and other support staffs. The account is run by both parties and both the District Education Officer (DEO) and the Executive Secretary of the Local Government are required to sign the check before the withdrawal. The DEO and the Executive Secretary are supervised by the Director General of the Ministry of Education, and they present quarterly financial expenses to the ministry.

A similar case was observed in Baligubadle, another Electoral District in Somaliland, which has shown some evidence in achieving a decentralized education system. Baligubadle Local Municipality provides yearly contributions of SL Sh 10 million to Baligubadle Secondary schools. Not only the contribution is confined to the secondary school, but also the local government pays the electricity expenses of primary schools. Important to conclude is that the new administration of Baligubadle local government has allocated 20% of their yearly budget to education. This is a significant step taken forward to attain decentralized education delivery in both districts.

STORY 2 - Success story from the children Consultation in Mogadishu - KIDS TALK 1

Mogadishu, the capital city of Somalia, has an ancient history dating over 1,000 years and remains the most populous region and largest city in Somalia. Once renowned for its classic architecture, safety, and cleanliness as one of Africa's most beautiful capitals known as the Pearl of the Indian Ocean, Mogadishu was labelled as the world's most dangerous city after the civil war broke out. Today, Mogadishu is recovering gradually from its troubled past and is on the cusp of a regeneration and transformation course. Mogadishu is currently experiencing rapid urbanization due to economic migration coupled with displacement from climate change, conflict, and returnees from refugee camps. Sadly, the prosperous future of Mogadishu remains far from certain. The city is under tremendous pressure to keep up with unplanned rapid urbanization, weak waste management schemes, ailing infrastructure, an inefficient transportation system, and violent terrorist attacks among other things. The last three decades of conflict left orphans, many of

whom lived and worked in the streets, and some left as the primary providers for their families with some caregivers still relying financially on their children, coupled with underlying challenges that children have faced including but not limited to physical and corporal punishments, sexual abuse, child abuse, child labor, and enlistment, lack of adequate shelter and protection. Additionally, the outbreak of COVID-19 caused severe disruptions to the livelihoods of most inhabitants of Mogadishu and overwhelming health services. The economic burden of the pandemic also interrupted operations of Mogadishu Municipality to generate revenues. Besides, the increasing KIDS TALK 2 residential densities caused by rising population, large numbers of displaced people, diminishing public spaces and unplanned city expansion, has exacerbate pressure on security and safety, service delivery, economic opportunities, and social development. Mogadishu Municipality leadership thus realized that failing to address these challenges in a planned and systematic way would adversely affect the progress made and pose significant challenges to the city's already constrained urban environment. As a result, creating a community-based city vision to plan and guide future changes in Mogadishu appeared to be an urgent priority for the city. Moreover, BRA leadership recognized the significance of child participation in the visioning exercise as they were negatively impacted by the COVID crisis, there was a need to better understand their needs and act appropriately. Municipality of Mogadishu partnered with UN's joint program on local governance (UNJPLG) to inaugurate the Mogadishu city visioning initiative. For the first time in the history of Mogadishu, the Municipality prioritized the engagement of children in the preliminary consultations. Experts from the Municipality of Mogadishu Participated in the consultative process aiming to strengthen the Municipality's capacity to address child rights and related themes. Mogadishu municipality considered and engaged children to support the city in the development of its ten- year development plan. The government officials saw Children's participation as a crucial part for sustainable development and good governance as SDG 16 focuses on governance, inclusivity, participation, rights, and security SDG 16 assures responsive, comprehensive, participatory, and representative decision-making at all levels. From a rights perspective, there were solid arguments for children's participation in the governance of their cities, states, regions, and villages, with the government noting that child participation was a right. Previously, children and adolescents in Mogadishu were never given many opportunities to engage meaningfully with the local government. The Municipality devoted eight days for child representatives from the four cluster zones of the city. Over 210 children aged between 10–18 selected from the 17 districts of Mogadishu attended four visioning sessions. Out of the 210 children 40 per cent (84) were girls, 15 children (7 per cent) were children who were differently abled and (8 being girls). Participants were brought from schools, IDP camps, children with special KIDS TALK 3 needs, out-of-school children, and Qur'anic schools, with special consideration given to girls to ensure an open, inclusive, and nondiscriminatory consultation. Engaging the children in the visioning consultations offered an opportunity for children to discuss what they liked and disliked about the city and contributed to unique insights on how to make Mogadishu city a more child-friendly city being their home. The consultations employed participatory tools and exercises, which the children found to be very educational, fun, including the suitcase/dustbin, likes/dislikes, risk mapping, prioritization, and body mapping. The process included creating online platforms together with a guide on online safety, child and youth dialogue forums on visioning, outreaches, a component with particular focus on inclusion of young persons with disabilities, IDPs, orphans, refugees and disadvantaged children in Mogadishu marking World Children's Day



STORY 3 - Human Interest Story from Puntland

Maryan Abdishakur was born and raised in Eyl District and earned her undergraduate degree at Bosaso University. She is currently of the new local councilors elected in the Eyl district. Maryan was one of five candidates that were trained and couched to run for local councilors through the JPLG Civic Education project implemented Puntland Research and development Centre (PD). Maryan is a young woman who had the educational background and competence to run for local councilors, however she needed the knowledge and skills to manage her campaigns at the local level and seek the vote of her community. The UNICEF Civic Education program has provided the supported she needed to guarantee she does not miss the opportunity to be elected as local councilors Maryan was couched by PDRC campaign experts, she has been given training and coaching on campaign management including communication and influencing skills, also how to develop campaign manifestos.

After she was elected, Maryan was asked how the training and coaching provided by the JPLG programme supported her to achieve her goal of becoming a local councilor in Eyl district.

Maryan said "I am very happy and grateful to JPLG programme, I was given a great support and my skills to compete with male counterparts were enhanced. As the result of the training and couching I was given I was able to run for successful campaign and win a local councilors seat in my districts"

Maryan was asked what her plan is now as she already achieved her dream of becoming a local councilor she responded: ***"The responsibility of the people of Eyl, wherever they may be, is on my shoulders because I am now their representative. My plan is to advocate for the poor, regardless of clan or other background, and to send girls back to school who have dropped out of school due to early marriage or other reasons. I want to continue to advocate for these girls so that they can continue their education, since I too completed my education while I was a mother"***

STORY 4 - Somaliland - Abdirahman Warsame Primary School in Gabiley:

The school is in the southern part of Gabiley District, has 20 functioning classes, 2 offices, 2 stores and 3 latrines, and 1 watchman. The school has 1169 students in the school were, with a total 25 teachers, seven of them female teachers. There are 2 cleaners and 3 watchmen at the school, contributing the sanitation, hygiene, and the security of the school.

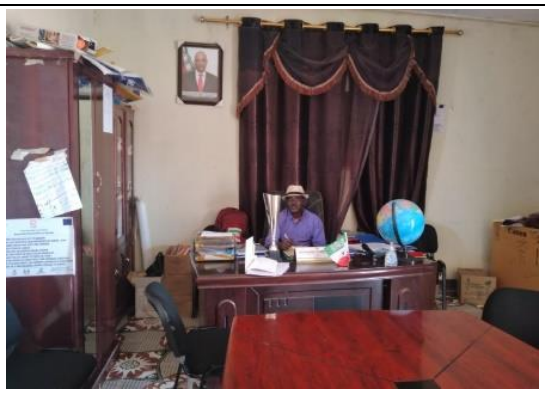


Figure 5 Head Teacher Interviewed

Abdirahman Ahmed Fahiye, the head teacher expressed that "The JPLG program contribute to the rehabilitation of three classes, after incredible high winds stripped of the roof off the school, and by the sport of LG, the classes have been rehabilitated include roofing, ceiling, and veranda rehabilitation, and they are all functioning well now. Besides that, they have provided water tanks to the school. Besides that, they built for the head of teacher's office".
In terms of sanitation and hygiene, the head teacher added "they provide us all cleaning materials, include detergents and hand wash materials. Also, the take the rubbish and waste every other day.

Similarly, the JPLG has contributed to the building 2 toilets, where some time back all girls were going to the near houses toilets or didn't at all during school time. Now they feel free to go to their separate toilet without any shame.

The LG pays the salaries of 2 cleaners and 3 watchmen. Similarly, they pay incentives to the head teacher. The head teacher expressed with a sense of humor that issue by saying: "every time I receive the incentive in my Zaad, the enzymes of happiness come through all my body, I know it very small contribution, but I feel proud how this lift up my moral!".

STORY 5 - Qudhac Dheer Primary School, Hargeisa District:



The school has 1805 students, where 782 are female. There 33 teachers in the school, 7 of them are female teachers. The school functions in two shifts, due to limited number of classes.
Before the intervention of LG in the school, there a huge problem in the provision of water, and managements of solid waste, since there was a big water site near the school. Again, the school didn't have any floor tiles, the waste was accumulated around it, since there was a damp site near it.
Abdiwahab Hussein Ismail, the head teacher said while expressing the achievement reached out the Local Government-Led Decentralized Service Delivery "now the Local Government has rehabilitated all toilets and provided water tank. Similarly, the JPLG through the LG has provided the school furniture sets. In addition to that the intervention contributed into the building of round fence to the school. Again, the Local government has contributed full rehabilitation of waste dump site near the school, and the cut off all Algroba tree near the school. The school has now new furniture, beautiful and attracted class environment, with proper-age paintings. Beside the whole school has floor tiles. From the other hand, there is a track hired by the LG which the water to the school whenever the water is needed at the school"
As a result of these interventions, the school has increased it is enrolment rate, where more students are approaching the school, which enforced the school administration to split the upper primary classes in two shifts: morning and afternoon, since there no more classes for those students approaching the school.

STORY 6 Jamalaye Health Center, Barbera District

Jamalaye Health Center in the eastern part of Berbera District as a referral health center. It consists of 9 rooms with 29 staff (6 midwifes, 10 Qualified nurse, 2 auxiliary nurse, 5 cleaners, 2 watchmen, 2 pharmacies, 1 feeding and nutrition personnel).
Khadra Essa Yusuf the team leader said "*I have been here for almost 9 years, but I am charge for the last 7 years. I have witnessed all input of the JPLG to this health center*".
When she was discussing the achievement of the Local Government-Led Decentralized health Services Delivery through this health center she added "*The local government pays the salaries and incentives of 9 staff include 2 cleaners, 6 qualified nurses and 1 watchman*"
When it comes to infrastructure contribution of the program, she said *"Also, the JPLG has built for us a postnatal room equipped with pessary equipment. Besides that, they have rehabilitated the two toilets with proper tails seats*".


Figure 6 JPLG funded extension @Jamalaye HC

The Local Government provides the heighten supply, electricity, and water in monthly bases, also they have provided us a sanitation tank and hand washing and cleaning materials. In addition to that, the LG provide some medical supplies to the health center.
You can see how this has changed the community are visiting the health center, which significantly increased the health services utilization. center

Khadra also discussed the main benefits of the program she said "*Now the environment of the health become clean attractive, the mother gets enough space to exercise in after delivery. Similarly, previously we were receiving average 25 delivery per month but is has increased up to an average of 55 delivery per month. In addition to that, the moral of health workers is very high, because they see their salary is sustainable, while others receiving from NGOs worry every other month, because they fair of sudden suspension of the project".*

STORY 7 - Expanded education in Hodur
Hudur District is one of Southwest State districts accommodating a total population of 93,049 residents and 18 Internal Displaced People (IDP) sites. The district only has 4 primary schools which were unable to serve this large of a population, which resulted in low student enrollment and a general lack of hope, but luckily the district received funding from the Local Development Fund (LDF), which is managed by the Joint Programme Local Government (JPLG) and Southwest State. The LDF project was intended to create an enabling environment and improve local government service delivery. In this regard, Hudur District prioritized the rehabilitation of Hudur Primary School which was severely devastated - the existing classrooms' roof was very damaged, the walls looked worn-out

In early 2019, the district benefited from an LDF grant and completely rehabilitated Hudur Primary School, and constructed an additional two classrooms, built eight segregated latrines (4 for boys and 4 for girls). Currently, the school is serving 743 students. The number of girl students increased 249 percent in the last two years. Moreover, the school is the only school that enrolled internally displaced school age children from affected areas, where it had 246 students, 56 percent of them are IDPs. The school building was run-down, and there were not enough classrooms for the students forcing them to study at home. Also, the water and sanitation facilities were inadequate. All these factors contributed to the dwindling rate of school enrolment in the area. The school provided free education, created job opportunities and returned the hope of the local communities. Moreover, the school got additional support from RCRF (Somali Recurrent Cost & Reform Financing Project funded by World Bank) and GPE (Global Partnership for Education) through the Southwest ministry of education

Apart from provision of free education to IDP children, the school has also created employment opportunities for the community in Hudur District, where the school has employed 2 headmasters, 17 teachers, 2 cleaners and 2 security guards. In addition to this, the school has also attracted women sellers in the villages to open small-scale business centers in front of the school whereby the school shed in a prime location for four women sellers to sell their products, promoting self-employment among vulnerable traders, thus increasing income and local ownership.

Moreover, the principal of the school has also stated that the knowledge and attitudes of bringing their children to schools has improved public services and the message of free education has replicated in the IDP and host community settlement resulting the increase of school enrolment to 743 students, good example; Kadro Mostaf, a young girl of 11 years old, is from the remote village of Qeydar Edde. Four years ago, she walked 30 kilometers with her family when the 2017 drought paralyzed their village, destroyed their livestock, with no livelihood means, her family settled in Dhursheen Shibeel IDP Camp on the outskirts of Hudur's Bakool Region.
Kadro, had never gone to school before as her parents can't afford to cover her school fee. There was no fully functioning school available for IDP children in Hudur, she lost any hope to ever get education. She stayed at their IDP shelter and helped her mother with the household chores.

" Kadro and her sister were among the first IDP students who enrolled in the newly-rehabilitated school" said Mr. Yusuf Hassan, Hudur primary school principal. "Kadro and her sister did not know how to write and read. However, over the last 4 years they have made significant progress and now they are literate."

***Dreams to Kadro** "I want to graduate from university, and I want to work and build a house for my family."*

Dr. Dmitry Pozhidaev "UNCDF - JPLG works to improve the public investment function of our partner local governments across Somalia. But a public investment is much more than bricks and mortar. It is the content that makes changes in the lives of people. Hudur Primary School is the example of a public investment that produces multiple positive impacts on the access to education for host and IDP populations, empowerment of girls, and employment creation."

STORY 8 - Increased Participation of Women Owned Businesses in Local Government Procurement

The Joint Programme on Local Governance established local government procurement structures and systems to enhance transparency and accountability in use of public resources. The systems have promoted inclusivity encouraging disadvantaged groups especially women participate in bidding for local government tenders.



Fatumo Mohammed a businesswoman and owner of Durdur & Drilling Company has successfully bid for local government tenders in Gardo district. Fatumo attributes the decision to bid to fairness and transparency of the procurement process which has given her the confidence to participate in the call for tenders. Durdur & Drilling Company successfully bid for the local development fund projects in 2021 award a contract valued at USD109,426.
Launch of project implemented by Durdur & Drilling Company
https://fb.watch/atdJvZmqNy/. Laanbarako was completed as part of the city extension plan, and currently we are in the process of constructing the second bridge. Torrential rains and flash floods used to halt the movement of goods and people in town,

preventing children from going to school, pregnant women from being taken to hospitals, and farmers from transporting their crops. When the bridge was built, it improved mobility, made public land allocation easier, and allowed the city to expand, making land more attractive and more valuable.
"In addition, we constructed new offices and devolved municipal services to the villages. Citizen now have access to critical services in their villages. The public satisfaction with municipal services has increased as a result of the improved service delivery," says Mohamed Amin Omar Abdi, the Mayor of Gabiley.[i]
For instance, the total allocation for the devolved functions of health and education in Gabiley in 2021 was $720,430 of which UN-JPLG contribution amounts to only 16.5%, the rest (83.4%) came from district and sector ministries. The vast majority of this (70.8%) is district funds, primarily in the form of local taxation from the district. This showcases that capacity injection, systems development and policy reform, in which the program spearheaded is paying off and turning the delivery of local services not only locally-owned and planned but also sustainable.

[i] Interview with the mayor of Gabiley on 03/02/2022

Annex 1.

PROGRESS REPORT RESULTS MATRIX

Results/goals	Performance Indicators	Baseline Info	Performance Benchmark and Targets	Implementation Progress in Reporting quarter
OUTCOME 1: POLICY, LEGAL AND REGULATORY FRAMEWORKS ON LOCAL GOVERNANCE ARE FINALIZED. *Outcome Indicators* ***1.*** *Number of local governments and government structures that qualify for JPLG intervention* ***2.*** *Number of key national and subnational policies on local governance that are approved and implemented* ***3.*** *Number of states that have sectoral strategies guiding decentralized service delivery*				
Output 1.1: Policies, laws and strategies for decentralization are drafted to clarify the division of functional responsibilities among central/federal state and local governments				
Policies, laws and strategies for decentralization are drafted to clarify the division of functional responsibilities among central/federal state and local governments	**Output Indicator 1.1.1:** Number of governments / states that have adopted, costed and are implementing policies / strategies / laws guiding decentralized service delivery (includes sectoral policies and management systems)	Assess existence and implementation of decentralization policies / strategies	**Target (2021)** 2 policies/strategies/laws adopted and costed and implemented	1. Policy Framework on participatory decentralization and validation completed resulting in a draft National Decentralization Policy that provides an overarching guide for the Federal Member States (FMS) decentralization policies / option papers. **2.** Puntland developed a Water Policy in line with its Decentralization Strategy. **3.** The local government law No.7 submitted to cabinet /parliament in Southwest State. Review and translation of Local Government Law no.7 in Puntland ongoing. 4. Solid Waste Management by-laws developed in FMS, existing waste management bylaws in Somaliland, Puntland and BRA updated to incorporate COVID19 protocols. 5. Regulation on subsidies to the districts No: 01/2020 developed and used to distribute subsidies in Somaliland. 6. Consultations and validation of the draft Policy Decentralization with Federal Member States led to the suggestion to establish a National Decentralization Act (NDA) In Puntland. 7. The new Water policy is expected to facilitate decentralized water Service delivery and the Ministry to develop a Public Private Partnerships (PPP) and Water sector decentralization strategy. 8. Process of finalizing the Fiscal Decentralization option paper initiated with specific results to achieve the endorsement of the emerging options for intergovernmental fiscal transfers in the multilevel governance system; and finalizing a framework for intergovernmental fiscal relations in Somalia. **9.** Land adjustment initiatives introduced in Garowe as enshrined by the approved Urban Land Management law. 10. 1 Review / Amendment to update the Local Government Laws was organized for Puntland and

				SWS, a Draft LG law was submitted to the Southwest State cabinet; and Puntland LG Law No. 7 was translated. 11. solid waste management by-law was amended and COVID 19 by-laws were put in place. **12.** BRA civil service commission was established and 1 meeting held in sensitizing the development of the civil service by-law
	Output Indicator 1.1.2: Number of districts that have developed the 5-year district development frameworks that are in line with good practices and linked to National Development Plans.	Measure the capacity of districts to plan and implement development plans according to clear and established criteria (quality of planning)	**Target (2021)** 7 Districts	1. BRA's first strategic plan is disseminated and serves as the supreme planning document for development and humanitarian interventions in Mogadishu city-region. 2. Preparations for new DDFs in 10 new districts in FMS and 24 in SL / PL ready for deployment in first half of 2022.
	Output Indicator 1.1.3: Number / percentage of districts with annual workplans and budgets that reflect community priorities, including women, youth and marginalized groups	Assess connection to local and national development plans and responsiveness to needs of at-risk populations	**Target (2021)** 28 districts (diagregared by state) % of total districts	23 districts (10 Sld, 11 Pld, 1 SWS, 1 GSS) out of 92[i] annual workplans and budgets – 25%. 13 reviews, 11 districts in Somaliland 2 in Puntland on the implementation of the Fiscal Decentralization Action Plan and local governments budget consultations conducted. it was agreed and recommended in Somaliland that; Synchronization of Somaliland National Development Plan (NDPIII), District Development Framework (DDF), and Sector Decentralization Strategies; National Budget and formulation process 2022 and macroeconomic outlook should reflect and be based in NDPIII indicators, timelines; IPSAS cash basis Financial Reporting to roll out to all 23 electoral districts. In Puntland it was recommended that finalization of the IGFT subsidy formula, local government tariff law to be passed by the legislature allowing local governments to negotiate with the central government; borrowing policies to be developed and guidelines set. A subsequent consultative review meeting was conducted by the Ministry of Finance and the Vice President office to address the coordination of fiscal decentralization plan priorities. It was agreed and recommended that the local government tariff bill should be endorsed by the executive and enacted by the legislature
	Output Indicator 1.1.4: Number of states that have adopted, costed and are implemented sectoral strategies and management systems guiding decentralized service delivery	Assess existence and implementation of sectoral strategies (which create a more consistent and transparent system of governance between different levels of government).	**Target (2021)** 4 sectoral strategies	Land adjustment initiatives introduced in Garowe as enshrined by the approved Urban Land Management law. 1 Review / Amendment to update the Local Government Laws was organized for Puntland and SWS, a Draft LG law was submitted to the Southwest State cabinet; and Puntland LG Law No. 7 was translated. solid waste management by-law was amended and COVID 19 by-laws were put in place. BRA civil service commission was established and 1 meeting held in sensitizing the development of the civil service by-law Somaliland and Puntland have operational strategies in Education and Health. Work initiated in all new FMS and BRA
Output 1.2: National and sub-national mechanisms that encourage dialogue on policies and legal framework related to local governance and decentralization				
National and sub-national mechanisms that encourage dialogue on policies and legal framework related to local governance and decentralization	Output Indicator 1.2.1: Number of fora leading to policy dialogue	Assess opportunities for interaction between local policy makers (council members, etc.) and population at large	**Target (2021)** 4 Number of fora (disaggregated by type/audience, level-LG/CG, state)	2 foras on fiscal decentralization review conducted in Somaliland and Puntland. Structured, substance-based discussions between, international actors, Federal States and Federal government in relation to local governance conducted. National Local Governance Coordination Meeting with the Federal Government of Somalia, FMS, BRA, donors, INGOs, and the UN; State Level Coordination meetings in Puntland, strengthen coordination mechanisms, sharing impacts of local governance, good practices and cooperation of local governance stakeholders. Secondly, to coordinate local government interventions at the state level to avoid double dipping and ensure consistency and alignment with government systems. Creation of Interdepartmental Coordination Mechanisms in BRA where relevant departments of BRA meet to familiarize, discuss, prioritize and implement different work in the different departments. Terms of reference for the coordination mechanism were developed and endorsed by the BRA leadership. making the planning process and implementation participatory whilst enhancing ownership.

				Decentralization dialogue forums have impact in Puntland, agreement reached between the sector Ministries and the districts (Bossaso, Gardo and Garowe) to transfer primary schools and primary health services from the former to the latter.
	Output Indicator 1.2.2: Number of quality services that are being offered by governments at local level (exclusive and joint responsibility with central government)	Determine the level of decentralization of responsibility to local governments and capacity of local governments to offer those services.	**Target (2021)** 10 local governments offering quality services (% of LG in each state) b. % of services usually offered by local governments (disaggregated by function and state) c. Quality services survey	JPLG target districts offer maintenance of districts roads, health, education, local markets, security, courts, solid waste, civil registration, street lightning, public sports, sanitary inspections, fire fighting
	Output Indicator 1.2.3: Number of districts with local development plans that clarify their responsibilities, a fiscal formula and a system of inter-governmental relations established	The quality of development plans.	**Target (2021)** 4 districts (disaggregated by state) / % of districts to total districts	11 districts in Somaliland with a system of inter-governmental relations established. A Fiscal Formula plan is at the development stage. Benadir Regional Administration (BRA) Strategic plan disseminated creating a unified understanding of the plan. 1 lobbying workshop conducted to accept the plan as a supreme plan guiding development intervention in Mogadishu and its region.
OUTCOME 2: LOCAL GOVERNMENTS HAVE THE CAPACITY TO DELIVER EQUITABLE AND SUSTAINABLE SERVICES *Outcome Indicators* 1. *Participants in LGI trainings with knowledge on local governance applying what they are learning* 2. *Number of districts receiving LGI trainings* 3. *% of trained local government employees who remain in government at least 12 months.* 4. *Local governments have the capacity to deliver equitable and sustainable services, promote economic development and peace*				
Output 2.1: Structures and systems for good local governance, planning and programming are functional				
Structures and systems for good local governance, planning and programming are functional	Output Indicator 2.1.1: Number of districts with service standards developed and performance monitored	Service Delivery: Benchmarking as key to raise expectations of citizens vis-à-vis quality of service and local governments.	**Target (2021)** 0% of districts to total districts	As of 2021, 11 districts in Somaliland, 9 in Puntland service standards were developed and performance was monitored.
	Output Indicator 2.1:2 Number of Districts carrying out procurement audits regularly consistently with operations manual	Districts carrying out procurement audits regularly consistently with operations manual	**Target (2021)** 85% of districts caring out audits consistently	8 districts in Somaliland conduct procurement audit assessment with operational manuals (Burao, Berbera, Sheikh, Odweine, Hargeisa, Gebiley, Zaylac and Borama). The audit assessments have improved monitoring and oversight capacity on local government procurement systems; facilitated the understanding between government structures to encourage accountability, transparency, fairness, and legitimacy of local procurement
	Output Indicator 2.1:3 Number of Districts who compile statistics and data consistently with template requirements	Districts who compile statistics and data consistently with template requirements	**Target (2021) 5** districts	8 districts of Somaliland compiled statics and data and have been able to use the tools and data in planning. 10 districts in Puntland reporting data. All JPLG districts in SL and PL using financial reporting / data systems. FMIS fresh roll out.
Output 2.2: Local Government Institutes are delivering standardized curriculum on local governance				
	Output Indicator 2.2.1: Number of districts with local councilors and staff who have completed at least one LGI training module based on standardized curriculum.	capacity building for service delivery and quality of policies / legislations and decision making for service delivery	**Target (2021) 10** districts trainned at least with one LGI training module	23 electoral districts in Somaliland Executive Secretaries trained. 23 districts in Somaliland provided induction training. 17 districts in Mogadishu municipality, staff trained in Procurement Contract Management. 4districts, 1FMS,2, puntland and 1 sws were trained on Delivery of Infrastructure Works Services A total of 16 Districts trained in urban planning and urban land management district in the FMS, 7 in Puntland and 8distrcts in Somaliland. 8 districts in Somaliland trained on URF (building safety& permits). Representatives from 6distrcts in southwest states and Puntland trained on urban risk and urban resilience and GIS
Output 2.3: Fiscal Arrangements are strengthened and expended for service delivery and local investment				
	Output Indicator 2.3.1: Number of districts that have developed and are implementing own revenue generation/mobilization plans	Assess predictability of service delivery and reduction of arbitrary revenue collection if	**Target (2021)** 6 districts implementing costed mobilization plans and districts implementing their	As of 2021, 5 districts in Somaliland, 6 in Puntland were implementing own revenue generation/ mobilization plans.[i] Majority of districts in Somaliland and Puntland experienced revenue growth

		information is publicly available	costed mobilization plans	
	Output Indicator 2.3.2: Number of districts with increased revenue	Service Delivery: Assess flow of funds available to local governments	**Target (2021)** 3 districts increase revenue and sources	11 districts showed an increase in revenue collection. Other districts have historically shown growth year on year but COVID in 2021 did depress growth
	Output Indicator 2.3.3: Number of districts that have ensured that a minimum 20% of all grants are refinanced	Assess the ability to allocate resources which strengthens government capacity.	**Target (2021)** 6 districts grant projects refinanced	10 districts, 8 of which are in FMS and 2 in Mogadishu were allocated funds for construction and rehabilitation to facilitate the delivery of services. 23 districts from 59 districts benefit from LDF projects building and rehabilitation. (17 in Somaliland 33 in Puntland, 9 in FMS). It is expected that these projects will contribute to the local economies and cohesion between local citizens government. 2 districts in Puntland started graduatuation from LDF to give opportunity to other districts to receive support.
	Output Indicator 2.3.4: Number of businesses and properties registered	Assess the capacity of local governments to map potential revenue sources for service delivery.	**Target (2021)** 600 Properties and type of businesses registered	5 Districts joined Puntland FMIS and 40,000 properties were updated and installed into the FMIS and is still a continuing process. Close to 17,000 properties were captured in the database and both their spatial and attribute data were uploaded into the FMIS in Garowe. The property tax in Garowe property tax has increased steadily the municipality experienced roughly 202% between 2019-21 4 districts in Somaliland FMIS deployed. In Baidoa District properties were registered in FMIS, over 21,000 properties were registered, and tax collection commenced. In Mogadishu 3407 registered businesses as at end of 2021, 71% are women owned.
Output 2.4: Target districts have well defined development strategies, plans and systems to accommodate rapid urban growth				
Target districts have well defined development strategies, plans and systems to accommodate rapid urban growth	**Output Indicator:** 2.4.1: Number of districts with urban development plans in line with the new urban agenda	Assess if improved spatial organization improves urban experience and reduces service dysfunction	**Target (2021)** 11 districts with urban development plans	
	Output Indicator: Number of districts engaging citizens in urban development planning	Assessing inclusion and integration of diverse ideas	**Target (2021)** 14 districts engaging in consultations	Hargeisa Visioning Exercise on the implementation of a public park presented to mayor and approved, document is used for community consultations and fundraising. Mogadishu urban visioning plan conducted community and children consultations with children drawn from 17 districts, a vision statement was produced and handed over to the Governor and the Mayor of Mogadishu. The recommendation from the consultation with children in BRA informed the *"Mogadishu Visioning Strategic Framework"* and the recommendations from the three districts in the FMS informed the development of the *"Districts Development Framework"*. City extension plans approved in consultative manner in Bosaso, Garowe, Gabiley, Boroma…..
Output 2.5: Local Governments deliver improved services in collaboration with central/federal and non-state actors				
Local Governments deliver improved services in collaboration with central/federal and non-state actors	**Output Indicator** 2.5.1: Number of districts that develop and implement emergency preparedness, resilience or social protection plans.	Assess government preparedness in the event of cataclysmic events (strengthens protection of at-risk populations)	**Target (2021) 0**	Five districts in Puntland presented their climate change adaptation plans. Climate change adaptation planning initiated.
	Output Indicator 2.5.2: Number of collaborations established with non-state actors e.g., PPPs	Gauge capacity of local governments to provide services	**Target (2021) 14** collaborations (disaggregated by district, state and sector)	8 Districts in federal member states and 17 districts in Mogadishu Municipality Introduce the first round of Public Public-Private Dialogues to advocate for local reforms. dialogue forums have improved interlinkages with local governments and business communities and reduced tensions – especially where businesses have felt they are being unreasonably targeted by local governments
	Output Indicator 2.5.3: Number of districts that implement service delivery models	Gauge capacity of local governments to provide services	**Target (2021)** 11 districts	21 districts implementing SDM models with the government led expansion strategy with presidens launching and giving financial commitment in the New FMS and BRA 3-10%, increase of 27% in SL and PL.
OUTCOME 3: LOCAL GOVERNMENTS DEMONSTRATE IMPROVED ENGAGEMENT OF CITIZENS WITH AN EMPHASIS ON WOMEN AND MARGINALIZED GROUPS *Outcome Indicators* *1.* % Increase in the number of women in local government occupying management and leadership positions (disaggregated by age) *2. Perception of women influence on local government decisions.* *3. Perception of concern for children in local government decisions.*				

4. Local governments demonstrate improved engagement of citizens with an emphasis on women and marginalised groups.				
Output 3.1: Representation of women in local government institutions (councils and administrations) increased				
Representation of women in local government institutions (councils and administrations) increased	**Output Indicator: 3.1.1**: % Increase in the number of women in local government occupying management and leadership positions (disaggregated by age)	Assess participation of women in high level management and leadership positions in public administration	**Target (2021)** 20% women in leadership positions and trained in leadership roles, elections etc.	2 out of the 15 candidates won the local elections in Somaliland. In Puntland out of 87 local councilors elected 23 were women. Additionally, 4 of the five women in Elyl district won the election.
	Output Indicator: 3.1.2: Number of partners raising awareness to eliminate discriminatory gender and social norms in local government	Assess civil society and other partners role in monitoring government to responsiveness.	**Target (2021)** 10 partners	4 partners raising awareness monitoring government responses and awareness to eliminate gender discrimination.
Output 3.2: Communities (particularly women and marginalized groups) engage with local governments and hold them accountable for their actions				
Communities (particularly women and marginalized groups) engage with local governments and hold them accountable for their actions	**Output Indicator:** 3.2.1: Increase in number of people engaging in social accountability mechanisms that express satisfaction with local government responsiveness to their concerns	Assess participation in social accountability mechanisms that enhances voice especially for marginalized groups	**Target (2021) 20%** of respondents	The Community Score Card (CSC) is a social accountability tool adopted to promote responsiveness of the service providers and empower community to monitor the quality of the service (mobile sms were used). interface meetings were conducted to get feedback.
	Output Indicator: 3.2.2: Number of districts engaging with women, youth and marginalised groups e.g., budget presentation	Assess inclusion and transparency	**Target (2021)** 21 districts	15 female candidates for the district council elections across 11 districts in Somaliland. Outreach and civic education conducted in 23
OUTCOME 4: DEVELOPMENT PARTNERS AND GOVERNMENT INSTITUTIONS IMPROVE POLICY DIALOGUE AND COORDINATION TO FACILITATE THE ACHIEVEMENT OF PROGRAMME RESULTS AND LOCAL GOVERNMENT PERFORMANCE *Outcome Indicators* *1. JPLG partner institutions and government (s) increase partnership and coordination for more effective programme delivery.* *2. Interaction between FMS and District level authorities on matters of service delivery is increased.*				
Output 4.1: Increased participation in joint forums, development and use of standardized management and M&E instruments				
Increased participation in joint forums, development and use of standardized management and M&E instruments	**Output Indicator** 4.1.1: Number meetings held (Steering Committee, Review, Coordination)	Assess the effectiveness of coordination mechanisms	**Target (2021)** 3 meetings	COVID prevented face to face meetings (to a large extent). Six donor meetings held Monthly coordination meetings with DGs from all states. Minimum of monthly technical working group meetings.
	Output Indicator 4.1.2: Development and implementation of common workplans and M&E Systems	Assess the effectiveness of standardized instruments	**Target (2021)** 22% of implementation of programme activities in line with workplans and M&E systems	M and E systems redesigned. Pilot tests launched in 2021 Common workplans in place – financial reports on performance prepared and presented
	Output Indicator 4.1.3: Improved contextualization, adaptation, understanding of political obstacles and innovative ideas for programme growth	Assess the effectiveness regular political economy assessments to increase the capacity of target interventions and adjust the programme	**Target (2021)** 5 assessments conducted with innovative ideas implemented c. Results	Three political analytical overviews done for States. District analysis done for expanding footprints. FIMMS partnership operational and 25 districts reviewed.

Annex 2

Project sustainability

Capacity building through direct training as well as embedding national consultants and young graduates in the government institutions.

#	Target group		Dates	Number of participants			Title of the training	Location of the training	Training provider
	Ministry, District or UN staff	Others		M	F	Total			
1.	Local council and administration		27th June – 5 th July 2021	27	3	30	Local Leadership Management	Galdogob	Ministry of Interior PL
2.	District Internal Audit		22nd – 26th June 2021	5	2	7	Internal Audit	Garowe	UN-habitat
3.	Community Education Committees and teachers		January 2021- February 2021	54	66	120	Civic Education Training for Teachers and Community Education Committee	Jariiban, Eyl and Bander Beyla	PDRC
4.		School Children	January 2021- February 2021	46	74	120	Peer to Peer Civic Education to primary school children (pupils).	ariiban, Eyl and Bander Beyla	PDRC
5.		Women	19-28 January 2021	0	60	60	Marginalized group to establish women networking	Jariiban, Bander Beyla and Eyl	PDRC
6.		Female District Council	8-10 May 2021	0	15	15	Orientation Training and Campaign Plans Development of the Female running Candidates for the District Council Elections	Hargeisa	NAGAAD Women's Network "Experts
7.	District and MoI		13 – 15 June	15	5	20	Human Resource Management	Kismayo, Jubbaland	Independent consultant
1.	District and MoI		21 – 23 June	36	0	36	Office Management and Administration	Af-Madwow, Jubbalnd	Independent consultant
2.	District and MoI		12 – 15 June	16	9	25	Human Resource Management	Warsheikh, Hirshabelle	Independent consultant
3.	District and MoI		29 – 30 June	23	7	30	PPPEM training	Wajid, SWS	Independent consultant
4.	District and MoI		23 – 28 June	55	15	70	Induction training	Wajid, SWS	Independent consultant
5.	Districts-MoI		6th - 7th April 2021	7	3	10	Guide to Local Taxation	Afmadow	MoI
6.	Districts-MoI		31 July -3 August 2021	3	3	6	Internal audit training	Gallkacyo PL	MoIFAD

7.	Districts-MoI		23-27 August 2021	3	1	4	Internal audit training	Burtinle PL	MoIFAD
8.	Districts-Ministry of public works Somaliland		22nd - 25th January 2021	17	3	20	Training of data enumerators for property survey	Hargeisa SL	MPWK
9.	Districts-MoPW		18th-26 August 2021	32	13	45	Trainings on urban planning and urban land management	Kismayo JL	WoPW
10.	Districts-Ministry of Public Works		29th-6th August 2021	29	16	45	Trainings on urban planning and urban land management	Baidoa SW	WoPW
11.	Districts-MoI		18 July- 7 August 2021	24	6	30	LLM, CM and GM training	South Galkacyo GM	Ministry of Interior
12.	Districts-MoI		3-20 July 2021	19	11	30	LLM, CM and GM training	Wajid SW	Ministry of Interior
13.	Districts-MoI		30 June-1 July 2021	7	3	10	Guide to Local Taxation in Wajid	Wajid SW	Ministry of Interior
14.	Districts-MoI		17 July-18 July 2021	6	4	10	Guide to Local Taxation in Diinsoor	Diinsoor SW	Ministry of Interior
15.	Districts-Public Work		11th to 14th September 2021	23	2	25	Trainings on urban planning and urban land management	Dhusamareb GM	UN-HABITAT and Galmudug
16.	Districts-Ministry of Public Works		18th -21 Sept 2021	22	3	25	Trainings on urban planning and urban land management	Jowhar HSH	UN-HABITAT
17.	Districts-MoI		11/01/21	6	6	12	AIMS	Hargeisa SL	UN-Habitat
18.	Districts-MoI		21.11.2021	7	6	13	BIMs training	Hargeisa SL	UN-Habitat
19.	Districts-MoI		11/08/21	3	4	7	Training on Harmonized Charts of Accounts	Burao SL	MoFD of Somaliland
20.	Districts-MoI		11/12/21	6	4	10	Training on Harmonized Charts of Accounts	Berbera	MoFD of Somaliland
21.	Districts-MoI		15/11/21	4	4	8	Training on Harmonized Charts of Accounts	Borama SL	MoFD
22.	Districts-MoI		19/11/21	8	7	15	Training on Harmonized Charts of Accounts	Gabilay SL	MoFD of Somaliland
23.	Districts-MoI		11/09/21	24	5	29	Trainings on urban planning and urban land management	JPLG districts	MNoPW
24.	Districts-MoI		17-11-2021	25	1	26	Training base mapping, urban risk, urban planning and urban resilient.	JPLG districts	MNoPW
25.	Puntland districts		13-23 Nov,2021	18	4	22	Conducting training for local governments using standardized curriculum and models (HRM, OM&A).	Garowe	LGI

26.	Puntland districts		27-07 Oct,2021	19	3	22	Conducting training for local governments using standardized curriculum and models (DBPG and leadership).	Garowe	LGI
27.	Puntland districts		29-30 Nov,2021	30	0	30	Gender mainstreaming and gender responsive planning and budgeting training for local governments and sector officials	Garowe	MOWDAFA
28.	Women candidates for district councils		20-21 Oct, 2021	68	0	68	Pre-election training for women aspirants	Garowe	MOWDAFA
29.	Women in local governments		30-31 May, 2021	35	40	75	Conference Women in local governments	Garowe	MOWDAFA
30.	Districts from other Federal Member States	MOIFAD		25	5	30	Peer to peer learning, other federal states visiting and learning from Puntland progress in Local Governance	Garowe, Eyl, Gardo and Bosaso	MOIFAD
31.	Adaado District		8th -11th Aug, 2021	17	8	25	Human Resource Management Training	Adado	UNDP/JPLG
32.	Abudwak District		12th -16th Aug, 2021	18	7	25	Human Resource Management Training	Abudwak	UNDP/JPLG
33.	Balanballe District		17th -21th Aug, 2021	19	6	25	Human Resource Management Training	Balanballe	UNDP/JPLG
34.	Dhusamareb District		22th -25th Aug, 2021	15	10	25	Human Resource Management Training	Dhusamareeb	UNDP/JPLG
35.	Galkayo District		11th -14th July, 2021	20	5	25	Human Resource Management Training	Galkayo	UNDP/JPLG
36.	Galkayo District		2th -07th Aug, 2021	21	2	23	Office Management & Administration Training	Galkayo	UNDP/JPLG
37.	Adaado District		09th -14th Sept, 2021	21	2	23	Office Management & Administration Training	Adado	UNDP/JPLG
38.	Abudwak District		16th -21th , Sept 2021	18	5	23	Office Management & Administration Training	Abudwak	UNDP/JPLG
39.	Balanballe District		22th -28th , Sept 2021	15	8	23	Office Management & Administration Training	Balanballe	UNDP/JPLG
40.	Dhusamareb District		30th Sept-05th , Oct 2021	19	4	23	Office Management & Administration Training	Dhusamareeb	UNDP/JPLG

41.	Galkayo District		16th -30th , Oct 2021	35	10	45	Participatory Planning Public Expenditure Management (PPPEM) Training	Galkayo District	UNDP/JPLG
42.	Warsheikh		08-23-11-2021	23	7	30	Local government participatory planning public expenditure management {PPPEM}	Warsheikh	UNDP/JPLG
43.	Beledweyn		31-Julay-03 August 2021	15	10	25	Human resource management training	Beledweyn	UNDP/JPLG
44.	Beledweyn		04-07-October 2021	14	12	26	LG Office management and Administration training	Beledweyn	UNDP/JPLG
45.	Warsheikh		16-19-10-2021	16	9	25	LG Office Management and Administration training	Warsheikh	UNDP/JPLG
46.	Warsheikh		12-15-June 2021	15	11	26	Local governance human resource management training	Warsheikh	UNDP/JPLG
47.	Johwar		7-10 Aug. 2021	18	10	28	LG Office Management and Administration training	Jowhar	UNDP/JPLG
48.	Jowhar		24-27 July 2021	12	12	24	LG Human Resource Management training	Jowhar	UNDP/JPLG
49.		Civil Socitey (Women)	16th and 17th June,2021	0	130	130	Decentralization Dialogue Form for Women	Kismayo	MOIFAR-JSS-Technical Staff
50.	Kismayo District Staff		13th,14th and 15th June,2021	35	10	45	Office Managament and Administration Training	Kismayo	MOIFAR-JSS-Technical Staff
51.	Afmadow Distict Council and Administration Staff		21st,22nd and 23rd June,2021	18	2	20	Human Resource Managemet Training	Afmadow	Afmadow District Technical Staff
52.		Civil Socitey	28th and 29th July,2021	35	15	50	Decentralization Dialogue Form for Afmadow Civil Society	Afmadow	Afmadow District Technical Staff
53.	Kismayo District Staff		18th and 19th August,2021	35	15	50	Human Resource Managemet Training	Kismayo	MOIFAR-JSS-Technical Staff
54.		Civil Society	23rd and 24th August,2021	41	55	96	Women Participation on Local Governance	Kismayo	MOIFAR-JSS-Technical Staff
55.	Afmadow Distict Council and Administration Staff		23rd,24th and 25th August,2021	30	10	40	Office Managament and Administration Training	Afmadow	Afmadow District Technical Staff

56.	Technical Staff of Ministries		15th and 16th Sept,2021	65	35	100	Decentralization Dialogue Forum for Jubbaland Civil Servants	Kismayo	MOIFAR-JSS-Technical Staff
57.	Local Governmen t Stakeholde rs		06th Oct,2021	60	25	85	Local Government Coordination meeting	Kismayo	MOIFAR-JSS-Technical Staff
58.	Districts			7	0	7	Peer to Peer Learning Tour to Puntland	Garowe	MOIFAR-PL-Technical Staff
59.		Civil Society and Technical Staff Women	1st and 2nd Nov,2021	22	48	70	Women participation in exercise of political right in local governance workshop	Kismayo	MOIFAR-JSS-Technical Staff
60.	Districts		09th,10th and 11th Nov,2021	32	18	50	Office Managament and Administration Training	Kismayo	MOIFRA-JSS-Technical Staff
61.	Afmadow Distict Council and Administrat ion Staff		17th and 18th Nov,2021	39	11	50	PEM Training	Afmadow	MOIFAR-JSS-Technical Staff
62.	Afmadow Distict Council and Administrat ion Staff		20th and 21st Nov,2021	40	10	50	Induction Training	Afmadow	MOIFAR-JSS-Technical Staff
63.	MOIFAR		18th and 19th October 21	36	3	39	Decentralization Policy consultation FMS/BRA	Mog	MOIFAR
64.	MOIFAR		13 Sept. 21	21	4	25	Decentralization policy consultation - Federal Sector Ministries	Mog	MOIFAR
65.	MOIFAR		9-14th Oct.21	17	4	21	Study Tour to PLD	Garowe Qardo	PLD Garowe LG
66.	BRA		8 Dec. 21	35	15	50	CSC bylaw consultation BRA	Mog	BRA CSC consultant
67.	MOIFAR		15-16 Nov. 21	29	11	40	National Coordination meeting	Mog	MOIFAR FMS BRA
68.	MOIFAR		9 Sept.21	50	20	70	Decentralization policy consultation with civil society/academia/m edia		MOIFAR
69.	BRA		3 Nov.21	19	12	31	BRA Decentralization dialogue Forum	Mog	BRA
70.	BRA		7-8 Nov.21	11	28	39	BRA Gender conference	Mog	BRA
71.	MOIFAR		25-26 July 21	18	1	19	LGI Governing Board meeting.	Mog	MOIFAR
72.	MOIFAR		28-29 Sep..21	46	4	50	LGI sensitizing FGoS ministries workshop	Mog	MoIFAR

73.	Mogadishu Municipality		13th - 15th November, 2021	13	4	17	Technical skills Procurement and contract management for buildings and roads	Mogadishu	MoW
74.	Mogadishu Municipality		9th -14th January, 2021	18	2	20	Review of feasibility study guidelines and Translation the latest version of Tender documents	Mogadishu	MoW
75. 0	Newly elected District Councilors		16-19 Aug 2021, 21-24 Aug 2021, 26-29 Aug 2021, 31st Aug-03 Sep 2021	226	3	229	Induction Training	Hargeisa, Borama, Burao and Erigavo respectively,	Ministry of Interior and the Local Government Institute.
76.	District Staff in the Departments of Social Affairs, Planning, Admin and Finance.		11th to 14th December 2021	41	9	50	Planning and Management of Primary Services	Hargeisa	Local Government Institute.
77. 42	District Staff in the Departments of Social Affairs, Planning, Admin and Finance.		15th to 17th Dec 2021	38	2	40	Financial Management and Reporting	Hargeisa	Local Government Institute.
78.	District Staff in the Departments of Social Affairs, Planning and District Technical Consultants.		19th to 23rd Dec 2021 and 25th to 29th Dec 2021.	40	13	53	ToT training on DDF Development Process	Borama and Burao Respectively.	Ministry of Interior and the Local Government Institute
79.	Community Score Card Committees	Community Committees	August, 2021	240	180	420	CSC Orientation Training	Burao, Berbera, Hargeisa, Gebilay and Borama	Local Government Institute
80.	Local government Social Affairs Department staff		8th -16 Sep 2021	21	12	33	Training the SAD staff on child right, and LG CR promotion and Service Delivery.	Bosaso	Ministry of Interior
81.	Local Female Councilors		5-14 October 2021		30	30	Campaign management training	Eyl, Gardo and Ufeyn	PDRC

82.			23-25th Novembe r 2021	10	60	70	Local female councilors training on how to hold regular community consultation forums for marginalized groups women and youth on key issues affecting them in the areas of service delivery by local governments,		
83.			30 Nov - Dec 2021	0	60	60	The role of female councilors and local government staff in service delivery	Ufeyn, Jariiban, Bander Beyla, Gardo, Eyl and Garowe	MOWDAF A
Total number of participants				**274 5**		**149 5**	**4247**		