



UN Somalia Joint Fund
Progress report
 [Annual: 1 January to 31 December
 2025]

Project data

Title	Joint Programme Strengthening Local Governance and Decentralized Service Delivery (Dowlad-kaab Programme)
SJF Project number	01003198
Recipient UN agencies	UNDP, UNICEF and UN-HABITAT
SJF Window	Community Recovery and Local Governance Window
Geographical coverage	All Federal Member States (FMS), Banadir Regional Administration (BRA)
Project duration	Sept 2024- Aug 2029
Total approved budget	25 million: 10 million (Funded Budget) and 15 million (Unfunded Budget)
Implementing partners	Ministry of Interior Federal Affairs and Reconciliation, Federal Government of Somalia (MOIFAR –FGS) Ministries of Interiors (Galmudug, Hirshabelle, Southwest, Jubaland) Banadir Regional Administration (BRA) Ministries of Public Works, Housing and Reconstruction (Galmudug, Hirshabelle, Southwest and Jubaland) Ministries of Education and Health (Galmudug, Hirshabelle, Southwest, Jubaland, Somaliland and Puntland) Association of Local Government Authorities of Somaliland (ALGASL) and Association of Local Government Authorities of Puntland (ALGAPL) Local Government Institutes Local Authorities (Adado, Jowhar, Baraawe and Kismayo) Civil Society Organizations (INTERSOM Relief and Development Organization and Agency for Resilience Initiatives Network)
No of beneficiaries	Millions of Somali Population
NDP pillar	NDP 1: Inclusive & Accountable Politics and Reconciliation. NDP 2: Improved Security and the Rule of Law. NDP 3: Economic Development. NDP 4: Social Development
UNCF Strategic Priority	Social Development Economic Development and Poverty Reduction
SDG	1, 5, 8, 11, 16, 17
Gender Marker	G 2
Disability Marker	
Related UN projects within/outside the SJF portfolio	Saamyenta (IOM, UNHABITAT, UNDP) Joint Resilience Action (UNICEF & WFP)

Focal person(s) per recipient UN entity	

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Section 1: Executive summary

Brief introduction to the project and situation update/ Context of the reporting period

The Joint Programme on Strengthening Local Governance and Decentralized Service Delivery (Dowlad-kaab Programme) is being implemented in a complex and fragile context marked by protracted conflict, climate shocks, institutional fragility, and limited fiscal space at subnational level. Local governments in Somalia face persistent challenges in planning, financing, and delivering basic services, compounded by weak intergovernmental coordination, capacity gaps, and limited citizen trust in public institutions. These challenges underscored the need for a coordinated response to strengthen decentralised governance systems and improve the functionality and legitimacy of local authorities.

The programme responds to these challenges by supporting the Federal Government of Somalia, Federal Member States, and district administrations to operationalise decentralisation reforms and enhance local service delivery in line with federalism principles. During the reporting period, the operating environment remained difficult, with ongoing insecurity in parts of South-Central Somalia, political sensitivities around local council formation in some districts, and resource constraints linked to wider donor funding pressures. Despite these challenges, strong government ownership and continued engagement by national and subnational counterparts enabled steady progress in system-building and institutional strengthening.

The overall goal of the Dowlad-kaab Programme is to strengthen inclusive, accountable, and effective local governance systems that enable local governments to plan, manage, and deliver basic services in response to community priorities. The programme aims to improve state–citizen relations by institutionalising participatory planning, strengthening public financial management, and reinforcing civic engagement, social accountability and coordination across federal, state, and district levels.

To achieve this, the programme focuses on strengthening legal and policy frameworks for decentralisation; establishing and operationalising coordination mechanisms; building local government capacity in planning, budgeting, procurement, and service delivery; and embedding social accountability mechanisms. These interventions are designed to lay the foundations for sustainable decentralised service delivery through instruments such as the Service Delivery Model and Local Development Fund, ultimately contributing to improved service access, stronger local institutions, and enhanced trust between citizens and the state.

Summary of key achievements during the reporting period

In 2025, the Dowlad-kaab Programme made early but tangible progress in strengthening the foundations of local governance and citizen engagement across its target Federal Member States and districts. While the programme remains at a formative stage, governance processes became more structured and predictable, supporting a gradual shift toward engagement through formal institutional channels rather than ad hoc arrangements.

Citizens—particularly women, youth, and marginalized groups notably minorities and IDPs, were increasingly engaged in local decision-making through participatory planning and budgeting processes. Community priorities were formally captured and reflected in district plans, contributing to greater confidence that engagement with local authorities can influence local development decisions. While implementation varied across districts, the use of formal consultation procedures provided clearer and more predictable channels for engagement, helping to institutionalize dialogue between communities and local authorities.

Local governments demonstrated improved capacity to plan, manage, and coordinate in line with their mandates. Clearer institutional roles between federal, state, and district authorities laid the foundational frameworks for a coherent decentralisation and fiscal governance. Harmonised municipal financial systems are put in place and adopted, of which its application during the project implementation and beyond will allow districts to apply more

transparent and accountable approaches to resource management, improving readiness for decentralised service delivery.

The programme also supported early collaboration among local governments. Emerging coordination platforms and technical working groups enabled district leaders and officials to exchange experiences, align local priorities with state and national policies, and begin operationalising leadership agendas. Progress toward establishing representative local government associations represents an important step toward future advocacy, peer learning, and engagement, once fully operational.

For communities, these governance and coordination improvements have primarily contributed to improved readiness rather than immediate service delivery outcomes. Strengthened planning, engineering, and infrastructure management capacities have begun to position local governments to play a more active role in identifying, designing, and overseeing local investments. Initial advances in solid waste management frameworks, climate-responsive planning, and use of spatial data and digital tools have improved the quality of planning and risk awareness. As these systems mature and are translated into implementation, local authorities are expected to be better positioned to deliver more coherent, resilient, and citizen-responsive services over time.

Overall, the programme made measured progress toward more inclusive, accountable, and resilient local governance. During the reporting period, emphasis was placed on establishing foundational systems across multiple reform areas. Early results suggest that participatory planning processes, fiscal harmonisation efforts, and coordination platforms demonstrate the strongest potential for institutionalisation and scale. Other reforms—particularly those requiring intergovernmental fiscal transfers, automation, and deeper institutional restructuring—face structural and resource-related constraints and will require sustained political engagement and phased implementation. The reporting period therefore focused on consolidating feasible gains while identifying areas that require additional sequencing, capacity support, or strategic adjustment in subsequent phases

Results in numbers, the number of beneficiaries and feedback from beneficiaries

Where applicable the number of training days for events has been added.

Outcome 1: Empowered state institutions at federal, state and district level to effectively spearhead decentralization reforms, enhance adaptive capacities, improve coordination and delivery of social services

Fiscal Decentralization Technical Workshop (2 days)

A high-level technical workshop on fiscal decentralization engaged 33 participants (M:30; F:3) from Federal and State Ministries, the Central Bank, and the Accountant General to align on the draft Fiscal Decentralization Strategy and pave the path to a unified approach to fiscal decentralization process in Somalia.

Somalia Local Government Association (SOLGA) Establishment (2 days and 1 day for validation)

A participatory process involving 30 participants (M:23; F:7) led to the drafting of SOLGA's Constitution and 2026–2028 Strategic Plan. These were validated by 30 officials (M:27; F:3) from federal, state, and local governments, paving the way for formal launch and leadership election. Applications for membership in EACGLA and UCLG were also finalised to strengthen institutional support and collective advocacy.

Coordination Meetings (each 2 days) each quarter for 16 days for FMS and for MOIFAR-FGS 4 days@2 times a year 2025

Sixteen coordination meetings were held across Hirshabelle, Galmudug, Jubaland, and Southwest State to strengthen collaboration and alignment.

Inter-ministerial Sector Decentralization Technical Working Groups (quarterly in all target FMS)

Inter-ministerial Sector Decentralization Technical Working Groups were established in four Federal Member States, engaging social sector ministries and district officials. These platforms strengthened coordination, clarified roles and responsibilities, and supported joint implementation of decentralisation pilot initiatives.

Service Delivery Coordination Forums (quarterly in all target districts)

Local government-led Service Delivery Coordination Forums became operational in four districts, improving joint planning, alignment, and oversight of district service delivery and reducing duplication among implementing actors.

Service Delivery Model (SDM) Framework

A government-validated Service Delivery Model (SDM) operational framework was developed, providing practical guidance for sector decentralisation in education, health, and water.

Chart of Accounts Consultation Workshops

Consultation workshops engaged 90 participants (M:63; F:27), contributing to finalisation of the harmonized Chart of Accounts.

Internal Audit Charter Consultations and Validation (2 days/district for each)

Consultations engaged 85 participants (M:54; F:31) followed by validation workshops with 90 participants (M:63; F:27), leading to finalisation of district Internal Audit Charters, aligned with the local government finance policy.

Public Works and Taxation Structures Consultations (2 days/district)

Consultations on workflows, job descriptions, and organograms engaged 60 participants (M:44; F:16), with proposed structures ready for adoption.

Infrastructure Feasibility Guidelines Consultations

Consultations engaged 60 participants (M:52; F:8), informing finalisation of the Infrastructure Feasibility Guidelines.

Local Government Construction Management Manual Consultations

Consultations engaged 100 participants (M:75; F:25), informing finalisation of the Construction Management Manual.

Infrastructure Prioritization Framework Consultations

Consultations engaged 100 participants (M:84; F:16), Key findings from the consultations were incorporated into the draft Infrastructure Prioritization Framework to strengthen its relevance and applicability.

Somalia Mayors Forum Optional Paper Consultation (2 days)

A consultation workshop on the optional paper for the Somalia Mayors Forum engaging 30 participants (M:24; F:6) from District, Federal Member State and Federal Government institutions under the leadership of FGS MoIFAR.

Executive Secretaries Technical Working Group (2 days)

An Executive Secretaries Working Group was convened engaging 27 participants (M:20; F:7) from Bossaso, Dhahar, Carmo, Xarfo, Galkacyo, Dangoroyo, Eyl, Burtinle, Ufayn, Galdogob, and Qardho. The forum facilitated inter-district experience sharing and best practice exchange under the coordination of ALGAPL.

Outcome 2: Strengthened local governments to efficiently coordinate functions and design and deliver equitable, inclusive, and accountable services

Human Resource Management (HRM) Manual Trainings

HRM Manual trainings were conducted in Adado (M:22; F:15), Baraawe (M:25; F:11), and Jowhar (M:17; F:8) to strengthen local government staff capacity in workplace regulations, recruitment, leave management, salaries and

benefits, staff development, and disciplinary procedures. The three-day trainings applied a participatory, learner-centred approach combining theory and practice. A total of 98 staff participated, including 34 women (35%).

Administration and Office Management Trainings (8 days; 2 days per district)

Four trainings on administration and office management were conducted in Adado (M:22; F:18), Baraawe (M:24; F:15), Jowhar, and Kismayo, reaching 94 local government staff (M:53; F:41).

Planning and Public Financial Management (PPFM) Trainings (12 days; 3days per district)

Three PPFM trainings were conducted in Adado, Baraawe, Jowhar, and Kismayo, reaching 65 participants (M:41; F:24) from district councils and administrations.

Local Government Budgeting Guidelines Trainings (2 days/district)

Trainings on local government budgeting guidelines were conducted in Baraawe, Jowhar, Kismayo, and Adado, reaching 100 participants (M:72; F:28). This training-built capacity to effectively plan and prepare local government work plans and budgets.

Internal Audit Charter Trainings (3 days/district)

Trainings on internal audit charters were conducted in Baraawe, Adado, Kismayo, and Jowhar, reaching 60 participants (M:43; F:17). The training lays foundations for proper fiscal discipline

Harmonized Chart of Accounts Trainings (2 days/district)

Trainings on the harmonized Chart of Accounts were conducted in Adado, Kismayo, Baraawe, and Jowhar, reaching 60 participants (M:43; F:17). As a result of this training, districts are in a transition from old Chart of Accounts to the new standardized framework aligned with Public Financial Management reforms.

Municipal Finance Policy and Taxation Trainings (4 days/district)

Trainings on Local Governance Finance Policy, Local Government Financial Management Manual, and Guide to Local Taxation were conducted in Adado and Jowhar, reaching 30 participants (M:24; F:6) from local government authorities, local councillors, and finance and planning departments, contributing to the efforts to strengthen municipal finance systems of the local governments.

Recordkeeping and Knowledge Management (5 days)

Training on recordkeeping, documentation, knowledge management, and data analytics was delivered to 22 participants (M:7; F:15) from ALGAPL member districts, enabling consolidation of over 200 local governance resources and are currently reflected as part of ALGAPL's online repository.

Local Leadership and Management (ToT) (6 days)

Training of Trainers on local leadership and management was delivered to 22 participants (M:7; F:15) from Hirshabelle, Galmudug, Southwest, and Jubaland, strengthening in-house capacity to deliver district-level trainings. The training produced a cadre of trainers equipped with the facilitation and coordination skills, among others, to lead district level trainings, providing State counterparts inhouse capacity to deliver trainings.

Transformative Leadership and Management Trainings (5 days/district)

Transformative leadership trainings were delivered to 105 participants (M:73; F:32) from Adado, Jowhar, Baraawe, and Kismayo. The training equipped participants with essential leadership and management skills in decision-making, conflict management, and effective community engagement to strengthen service delivery, among other topics.

District Profiling Trainings (2 days/district)

Trainings on district profiling were conducted in Adado and Baraawe, reaching 30 participants (M:21; F:9). Despite of the weak staff retention and high turnover of local government, this effort provides the local government capacity to collect data and collaboratively update district profiles.

Climate-Responsive Area-Based Planning Trainings (4 days/district)

Trainings on climate-sensitive and resilience-focused area-based planning were conducted in Adado, Jowhar, Baraawe, and Kismayo, reaching 68 participants (M:52; F:16) from local government public work departments staff, local government engineers, and Ministries of public work, Reconstruction, and Housing of Engineers. This training contributes building technical capacity on climate resilience and ensuring integrated urban planning for more resilience building.

GPS and GIS for Resilience Trainings (5 days/district)

Trainings on GPS and GIS for resilience-focused planning were delivered to 40 participants (M:36; F:6) from public works departments. The training strengthened participants' technical capacity in mapping and urban planning, supporting evidence-based planning and resilience-focused development.

Construction Oversight Capacity Trainings (3 days/district)

Trainings to strengthen construction oversight capacity reached 55 participants (M:47; F:8) from Kismayo, Baraawe, and Adado from public department engineers and urban planners. This has allowed districts to oversee and monitor ongoing projects funded by the programme, such as LDF and SDM, as well as other infrastructure projects taking place in these respective districts.

Solid Waste Management Workshop (2 days/district)

Consultation and validation of the Solid Waste Management bylaw in all the districts. These workshops have engaged 153 participants (M:125; F:28) including local government officials, community members, and solid waste collection companies. As a result of these workshops, the bylaws have been updated and adopted.

Infrastructure Prioritization Framework Trainings (4 days/district)

Trainings on the Infrastructure Prioritization Framework were conducted in Kismayo and Baraawe, reaching 100 participants (M:84; F:16). As a result, districts able to identify and prioritize projects that reflects the real and immediate needs of the local communities and are within the available resources.

Participatory Planning Capacity Building

District participatory planning capacity was strengthened through Training of Trainers and cascade support, enabling structured and inclusive community consultations at district level.

Participatory DDF and LDF Prioritisation (8 days; 2 days per district)

Participatory DDF processes led communities to select LDF priority projects implemented in 2025, including municipal offices in Jowhar and Baraawe, drainage works in Kismayo, and community and youth facilities in Adado.

Capacity Building of District and Sector Officials

144 district and sector officials (M:96, F 48) were trained on decentralised service delivery planning, coordination, and monitoring.

Community-Led Monitoring

Community-led monitoring mechanisms were strengthened through training of 60 community members (M42; F:18) women), who are actively overseeing service delivery at district level.

Education Service Delivery through SDM

Through SDM interventions, seven primary schools were supported, benefiting 3,602 students (M:2809; F:1513) and contributing to improved learning environments, teacher motivation, and community trust in local government.

Sustainability and Co-financing

Sustainability was embedded through co-financing arrangements, with contributions from districts (5%), UNICEF core resources (25%), and programme funds (70%), alongside government commitment to progressively increase local contributions.

Outcome 3: Empowered citizens to actively engage in local governance processes, benefitting from accessible social accountability mechanisms and efficient redressal systems, ensuring their concerns are promptly addressed

Gender Mainstreaming and Gender-Responsive Planning (ToT) (2 days per district)

Four Training of Trainers (ToT) sessions on gender mainstreaming and gender-responsive district planning and budgeting were delivered to 38 women from Hirshabelle–Jowhar (25), Galmudug–Adado (8), Southwest–Baraawe (15), and Jubaland–Kismayo.

Community Participation in District Planning

A total of 1,200 community members (M:600; F:600)—including women, minorities, and children—actively participated in District Development Planning and annual district planning and budgeting processes.

Civic Engagement and Social Accountability

370 officials and community members (M:185; F:185) were capacitated on civic engagement, participatory governance, and social accountability.

Citizen Outreach and Awareness

A total of 3,100 citizens (M:1604; F:1496) were directly engaged through public outreach, civic forums, and community–council meetings, while over 112,000 people were reached through local media, strengthening awareness and constructive engagement with local authorities.

Women, Youth, and Minority Engagement

550 women, youth, and minority representatives (M264; F:286) were mobilised through dialogue and leadership engagement, contributing to 50% female participation in district planning consultations.

Note: Variations in male–female participation across workshops reflects the existing composition of government institutions, particularly in technical departments such as finance, engineering, public works, and audit, where staffing remains predominantly male. The programme applied targeted measures to promote women’s participation, including dedicated mobilisation efforts and gender-responsive facilitation approaches. However, participation levels continue to be influenced by broader structural gender disparities within public administration systems.

Section 3: Implementation progress by outcome

Progress towards outcomes

Outcome 1: Empowered state institutions at federal, state and district level to effectively spearhead decentralization reforms, enhance adaptive capacities, improve coordination and delivery of social services

During the reporting period, the Dowlad-Kaab Programme contributed to incremental but observable improvements in how decentralisation reforms are coordinated and institutionalised across federal, state, and district levels. Rather than focusing solely on the production of tools and platforms, the programme supported shifts in institutional behaviour—improving mandate clarity, strengthening intergovernmental dialogue, and reinforcing state-led ownership of reform processes. These

efforts have begun to reduce fragmentation, enhance coordination across tiers of government, and create more predictable frameworks within which decentralisation and service delivery reforms can be advanced.

At the federal level, progress under Output 1.1 was supported through improved clarity and coordination between institutions responsible for fiscal decentralisation. By facilitating high-level technical dialogue and mandate alignment, the programme contributed to the development of a shared understanding around fiscal decentralisation arrangements among federal government institutions, paving the path to federal-state level discussions to streamline efforts. This strengthened the policy environment for more predictable intergovernmental fiscal relations, creating improved conditions for local governments to access resources and plan services more effectively.

The programme also supported the development and government validation of a decentralised Service Delivery Model (SDM) operational framework, aligned with national and state decentralisation policies and legal frameworks. The SDM provides clear technical and operational guidance for piloting sector decentralisation in education, health, and water, enabling state and district authorities to operationalise decentralisation reforms in a structured and coordinated manner. State-level adoption and orientation were conducted, followed by the operationalization of the model in four target Federal Member States (FMS), where the Service Delivery Model (SDM) pilot implementation was launched this year with a focus on the education sector. The SDM Operational Guideline provided clear, step-by-step guidance for identifying SDM priorities and the subsequent design, procurement, implementation, and monitoring of the SDM interventions implemented across the four target districts.

Progress under Output 1.2 focused on enabling local governments to engage citizens and respond to priorities within clearer institutional roles. Through the consolidation of governance tools, guidelines, and administrative frameworks, local authorities increasingly relied on standardised, rules-based processes for planning and budgeting. This shift improved transparency and consistency enabled communities to engage through recognised mechanisms and strengthened confidence in local decision-making.

Under Output 1.3, the programme strengthened coordination, advocacy, and institutionalisation across tiers of government. Platforms for inter-district learning and collective representation enhanced peer exchange and reduced the isolation of local administrations. Progress toward institutionalised local government associations is made through development of its constitution and a three-year strategic upon. Upon Association's inauguration, this strengthens collective voice, enabling local governments to engage more effectively with federal and state authorities on policy dialogue and resource mobilisation. Furthermore, an online resource centre was established and operationalized, marking the first and the largest local governance repository in Somalia. This marks a vital foundation for inter-district learning and peer-driven development, allowing districts to adopt contextually relevant practices. More can be accessed Knowledge hub - ALGAPL. An initial assessment by ALGAPL indicates the extent to which public are engaged with this center during July to December 2025. The results show that the center has received 670 click with a total impression of 28,968. In terms of geographical coverage, Somalia is the primary driver with 441 clicks, over 65%, followed by Kenya and Ethiopia.

In addition, Inter-ministerial Sector Decentralisation Technical Working Groups were established in Galmudug, Hirshabelle, Southwest, and Jubaland under the leadership of MoIFAR, strengthening intersectoral coordination, clarifying functional and fiscal roles, and improving collective planning and oversight of decentralisation pilots in education and health.

Outcome 2: Strengthened local governments to efficiently coordinate functions and design and deliver equitable, inclusive, and accountable services

During the reporting period, the Dowlad-Kaab Programme contributed to incremental improvements in how local governments coordinate functions and manage the full-service delivery cycle—from participatory planning and budgeting through financing, implementation, and oversight. Rather than focusing solely on discrete capacity-building activities, the programme supported the institutionalisation of inclusive planning practices, strengthened public financial management systems, and reinforced government-led implementation mechanisms, particularly through the Local Development Fund (LDF) and the Service Delivery Model (SDM). As a result, districts demonstrated greater procedural consistency in planning and budgeting, improved oversight of service delivery interventions, and early signs of strengthened fiscal discipline and revenue mobilisation.

Under Output 2.1, local governments increasingly engaged citizens through structured participatory planning and budgeting processes. District Development Frameworks (DDFs) provided predictable entry points for communities, including women and marginalised groups, to influence local priorities. A Training of Trainers on participatory district planning strengthened subnational capacity to facilitate inclusive, citizen-centred processes. Trained facilitators led community consultations that enabled 1,100 community members in Jowhar and Kismayo to actively contribute to DDFs. This was further institutionalised through district annual work planning and budgeting processes, where 100 community representatives participated, strengthening downward accountability and confidence in local decision-making.

Progress under Output 2.2 focused on strengthening district-level public financial management systems to support credible planning and implementation. Budgeting guidelines, harmonised charts of accounts, internal audit charters developed across all the four districts and adoption is in progress to improve fiscal discipline, transparency, and alignment with state public financial management systems. These reforms contributed to enhance districts' ability to raise own-source revenues and prepare for external financing. Initial steps toward basic financial automation are taken, Adado and Jawhar Districts prioritized to have an automated municipal financial information management system, anticipated to improve efficiency and accountability in municipal finance.

Under Output 2.3, the programme strengthened leadership, technical, and operational capacity to deliver decentralised services, with the SDM and LDF serving as central implementation mechanisms. Targeted training for district leadership across all the four districts and sector officials and community monitors improved oversight, coordination, and results-based management of service delivery. Through the SDM, seven primary schools across Adado, Jowhar, Baraawe, and Kismayo received integrated support, benefiting 3,602 students and contributing to improved learning environments, strengthened community trust, and more sustainable, government-led service delivery.

In line with Output 2.3, district revenues increased across all four target districts. Jowhar and Baraawe recently began assuming greater responsibility for revenue collection and management, formalising these functions through their annual budgeting processes. In 2025, Baraawe's annual revenue reached USD 143,980. In Jowhar, a landmark Memorandum of Understanding transferred 23 revenue streams to the local government, generating USD 28,387 from four initial sources—building permits, markets, business licenses, and transport levies—within the first two months. As Jowhar and Baraawe had no formal practice to develop annual budgets prior to support from Dowlad-kaab, the revenues from 2025 will be used as a baseline for future reporting. Kismayo and Adado also recorded revenue growth compared to 2024 baselines, with Kismayo's revenue increasing by 14% and Adado's by 23%. These increases represent an important foundational step toward strengthening domestic revenue mobilisation, enabling districts to cover operational costs and contribute more directly to local service delivery.

Progress under Output 2.3 was also observed in urban planning and infrastructure governance. Trainings on climate-sensitive, area-based planning, as well as GPS and GIS applications, were delivered in all four districts to support the development of spatial plans incorporating resilience considerations. A review of solid waste management (SWM) systems identified fragmented practices and limited structured private sector engagement. Consequently, SWM bylaws were updated to recognise Public-Private Partnership (PPP) models and introduce revenue-generating mechanisms, strengthening both municipal finance and public health outcomes. During the reporting period, the programme also developed infrastructure feasibility study guidelines, infrastructure prioritisation frameworks, and local government construction manuals across all four districts. These tools, supported by targeted training, have supported a transition from ad hoc infrastructure planning toward more

transparent, inclusive, and structured systems for project identification, prioritisation, selection, and oversight. As a result, local governments are increasingly taking ownership of infrastructure projects implemented through the LDF and SDM mechanisms.

Outcome 3: Empowered citizens to actively engage in local governance processes, benefitting from accessible social accountability mechanisms and efficient redressal systems, ensuring their concerns are promptly addressed

During the reporting period, the programme contributed to gradual improvements in citizen engagement and local accountability by strengthening both community demand for participation and the responsiveness of local governance structures. Rather than focusing solely on awareness-raising activities, interventions supported more structured channels for dialogue between citizens and district authorities and reinforced the practical use of existing accountability mechanisms. As a result, citizen engagement in planning processes became more organised and visible, and local authorities demonstrated greater openness to consultation and feedback within formal governance processes.

Programme-supported civil society partners engaged 3,100 citizens (1,745 men and 1,355 women) through public awareness forums, community–council meetings, and dialogue platforms focused on civic rights and responsibilities. These forums build on lessons from JPLG while expanding the approach by placing local governments in the driving seat to harness the capacity of civil society organizations (CSOs) and strengthen community engagement in key local governance processes, including the DDF and annual work planning and budgeting. While the institutionalization of such platforms will take time to move beyond ad hoc engagements, the programme aims to strengthen social accountability mechanisms from 2026, including community feedback systems and budget hearing processes embedded within local governance structures. Participants included youth, women’s groups, marginalised populations, religious leaders, and minority groups. These engagements increased citizen awareness of local governance processes and encouraged more active participation, reflected in higher community turnout and voluntary engagement in district development planning processes in Kismayo and Jowhar.

In parallel, local media outreach reached over 112,000 community members, expanding public understanding of citizen rights and responsibilities in relation to local governments. This broad-based communication reinforced pathways for civic engagement and supported a more informed and constructive relationship between citizens and local authorities.

To strengthen the supply side of accountability, 370 local government officials and community representatives (186 men and 184 women) were capacitated on civic engagement, participatory governance, and social accountability. This enhanced shared understanding of citizen-centred governance principles and improved the ability of both local authorities and communities to engage through existing accountability mechanisms in a constructive and structured manner.

Targeted efforts to promote social inclusion mobilised 550 women, youth, and minority representatives (266 men and 284 women) through trainings and dialogue forums with local leaders and clan elders. These interventions contributed to greater acceptance of women’s and minority participation in local governance and more inclusive decision-making processes. As a result, women’s participation in district development consultations in Kismayo and Jowhar increased to 50 percent of participants (550 out of 1,100), representing a significant shift toward more gender-responsive and inclusive local planning.

Collectively, these results demonstrate tangible progress toward strengthening citizen demand for participation alongside more responsive and accountable local governance structures.

OUTCOME STATEMENT

By 2029, more local governments in Somalia have strengthened local governance systems to effectively, and equitably respond to their citizens' needs and priorities, deliver inclusive and accountable services and generate socio-economic opportunities, and thereby, rebuild trust, and strengthen the social contract and state legitimacy.

SUB-OUTCOME 1 STATEMENT

Outcome 1: Empowered state institutions at federal, state and district level to effectively spearhead decentralization reforms, enhance adaptive capacities, improve coordination and delivery of social services

Output 1.1: Legal, policy and regulatory frameworks and structures for decentralization and local governance are in place and enacted				
INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR		
		REPORTING PERIOD Achievements (YEAR)	Means of Verification	CUMULATIVE ACHIEVEMENT
1.1.1. # of FMS with enacted key sub-national frameworks on local governance.	1 National policy and strategy, 4 Decentralization policy and 4 sector decentralization strategies and linkages to LGA (Galmudug, Hirshabelle, Southwest and Jubaland), 4 urban regulatory and 1 national urban policy		1.1.1 Approved decentralization policy documents, sector decentralization strategies, urban regulatory frameworks and national urban policy,	National decentralised policy and strategy developed.
1.1.2. # of FMS with approved Intergovernmental Fiscal Transfer (IGFT) frameworks	1.1.2: 1 National fiscal decentralization strategy and 4 fiscal decentralization frameworks	1	1.1.2 Fiscal decentralization strategy at the federal level and intergovernmental fiscal transfer guidelines at the state level.	1 national fiscal decentralization strategy is set. This is the prerequisite for FMS fiscal decentralization frameworks.
1.1.3. # of FMS decentralization-related bills reviewed and revised in alignment with national and subnational legal frameworks.	1.1.3: 4 (Galmudug, Hirshabelle, Southwest and Jubaland).		1.1.3 Draft and revised legislation documents, legal review reports, official policy or legislation documents.	
1.1.4. # of priority services formally devolved and operational in target districts	1.1.4 8: 2 services decentralised in each 4 FMS.		1.1.4 District devolution guidelines or implementation frameworks.	Service Delivery Model (SDM) operational framework developed, providing practical guidance for sector decentralization in education, health, and water at the FMS level.
Signed training and workshop reports, attendance sheets (sex-disaggregated), evaluation forms, meeting minutes, adopted policies, district planning documents, revenue records, and monitoring reports				

Output 1.2: Strengthened local government capacity with different government levels clearly defined roles and responsibilities to engage citizens and addressing their priorities in service delivery				
1.2.1. # Policy dialogue forums on responsibilities and roles in decentralization and service delivery	Two policy dialogue forums per state (Galmudug, Hirshabelle, Southwest and Jubaland) per year	4	1.2.1 Outcome documents from policy dialogue for a DDFs	4 policy dialogues on sector decentralization—one per state—were held to clarify roles and responsibilities and to discuss overall functional and fiscal decentralization.
1.2.2. % government officials with clear understanding of their roles and responsibilities	1.2.2 80% clarity	271 Total 144 (33% F) & 127 (33%F)	1.2.2 KAP survey report, training assessment reports.	144 district and sector officials (33% female) trained on decentralized service delivery planning, coordination, and monitoring, demonstrating improved understanding of their roles and responsibilities in service delivery. Transformative leadership training has been conducted across the four States, where district leadership and officials acknowledged their roles and responsibilities in leading the district and rendering services to the public. A total 127 (31% female) district leaders and officials have been trained. A survey will be conducted in 2026.
1.2.3. # Districts with DDFs that are aligned with state and national development planning frameworks	1.2.3 All target districts	4	1.2.3 Harmonized DDFs documents, district development plans.	4 (Adado and Baraawe) have existing DDFs that predate the programme and were

				revised and were updated. Jowhar and Kismayo) developed their DDFs in 2025.
Signed training and workshop reports, attendance sheets (sex-disaggregated), evaluation forms, meeting minutes, adopted policies, district planning documents, revenue records, and monitoring reports				
Output 1.3: Government institutions at all tiers of government demonstrate improved coordination and advocacy for institutionalization and resource mobilization				
1.3.1. # intergovernmental coordination mechanisms (IMC, TWGs, local government association, and district coordination forums) established and operational.	1.3.1 2 IMC per year, 4 IMC TWG per year per state, 1 national local government association, 4 district level coordination.	2 IMC at FGS 3 IMC TWG per FMS 12 district level service delivery coordination	1.3.1 Meeting outputs, minutes, decision making matrices, implementation progress reports.	4 quarterly Inter-ministerial Sector Decentralization Technical Working Groups were established across the four target FMS, engaging social sector and district officials to strengthen coordination, clarify roles, and support joint implementation of decentralization pilots. Stakeholder consultation (one) and validations (one) meetings held to establish Somalia National Local Government Associations, and its constitution and strategic plan has been agreed upon
1.3.2. # of FMS with standard service guidelines for delivery	1.2.2: 6 standard service delivery guidelines (All FMS)	4	1.3.2 Official service delivery guidelines, ministerial approval, SDM implementation manuals.	4 target FMSs have adopted operational guidelines for decentralized service delivery (SDM).
1.3.3. % increase of contributions by FMS and district to service delivery as result of advocacy efforts	1.2.3: 5% increase per year	5%	1.3.3 Government budget documents, financial reports/ contribution figures.	5%. 4 target districts contributed 5% to the 2025 SDM implementation, following advocacy efforts by the programme.
1.3.4. # advocacy initiatives conducted to advance decentralization reforms	1.3.4 2 commitments in each participating FMS.		1.3.4 Government policy statements, budget allocation, formal communiques.	

and resource mobilization.				
Signed training and workshop reports, attendance sheets (sex-disaggregated), evaluation forms, meeting minutes, adopted policies, district planning documents, revenue records, and monitoring reports				
SUB-OUTCOME 2 STATEMENT				
Strengthened local governments to efficiently coordinate functions, designs and deliver equitable, inclusive, and accountable services				
Output 2.1 Achieve active citizen engagement and participation process in District/Urban Development Planning and budgeting ensuring people centred integration in public services.				
2.1.1. # citizens who participate in the DDF and annual work planning processes disaggregated.	2.1.1:at least 10,000. 50% (women), 30% (marginalized).	1,200 (618 male, 582 female)	2.1.1 Attendance records, consultations report with citizen feedback.	1,200 community representatives participated in District Annual Work Planning and Budgeting processes and DDF consultations. Adado - 45 (district AWP process) Jowhar - 525 (500 in the DDF process and 25 in the district AWP) Baraawe - 30 (district AWP process) Kismayo - 600 (DDF process).
2.1.2.# target districts that have inclusive DDF AWP that budgets for needs and priorities raised by citizens.	2.1.2: One AWP per district per year.	4	2.1.2 Approved DDFs with citizen priorities and budget; district planning reports	All districts completed consultative AWP.
2.1.3. % women and marginalized groups feedback/priorities integrated into final district plans (annual work plans and budgets).	2.1.3: 50% integration rate	50%	2.1.3 Costed district annual work plans.	50%. 1,100 community members in Jowhar and Kismayo—including women, minorities, marginalized groups, and children—actively participated in and contributed to the District Development Frameworks (DDFs) consultation process.

2.1.4. # of districts with district profiles designed to guide their urban/town planning	2.1.4 One district in each FMS has an updated district profile.	2	2.1.4 District profiles	Two districts (Jowhar and Kismayo) developed profiles in 2025
2.1.5. # of districts with solid waste management by-laws aligned with State local government laws.	2.1.5 One district in each state has approved and adopted solid waste management by-law.	4	2.1.5 Solid waste management bylaws	All districts have an updated solid waste management bylaw
2.1.6. # of districts with resilience plans designed to make cities able to withstand disaster	2.1.6 Resilience plan of one district per state.		2.1.6 Urban resilience plans.	Jowhar, Adado, Kismayo and Baraawe have received trainings to make their urban plans sensitive to climate change and resilience building. This is an important prerequisite before producing urban resilience plans
2.1.7. # urban planning coordination forums conducted to promote intergovernmental coordination among State and district institutions	2.1.7 One urban planning forum per state.		2.1.7 Outcome reports of the forums	
2.1.8. # of district public works offices rehabilitated/equipped	2.1.8. 4 districts public works offices rehabilitated/renovated/equipped		2.1.8. Rehabilitation/ equipment completion reports, Administrative records confirming functioning rehabilitated/equipped district public works offices	
2.1.9. # of tools and technologies implemented for citizen engagement	2.1.9. 4: at least 1 district level tools (preferably digital) for citizen engagement, e-participation and e-Gov services portal.		2.1.9. Platform documentation, usage reports.	
2.1.10. # of districts authorities with capacities to implement urban plans, policies and frameworks	4 District authorities capacitated to implement urban plans, policies and frameworks	4	2.1.10. Trainings, tools and equipment, manuals and guidelines developed and adopted	Developed and adopted Infrastructure Feasibility Study Guidelines, Local

				Government Construction Management Manual and Infrastructure Prioritization Framework Consultations. Trainings on the same have also been conducted across the four districts benefited by both District administrations and State Ministries of Public Works, Housing and reconstruction.
Signed training and workshop reports, attendance sheets (sex-disaggregated), evaluation forms, meeting minutes, adopted policies, district planning documents, revenue records, and monitoring reports				
Output 2.2: Developed robust public finance management systems established by local governments to manage local taxation, expenditure, and auditing and to attract intergovernmental fiscal transfers and external funding.				
2.2.1. # local government with established and operational municipal financial information system in line with the PFM requirements	2.2.1: 4 districts have a digital municipal financial information system compliant with the PFM system	0	2.2.1 Functional digital municipal financial information system, system reports, guidelines and bylaws supporting its adoption and implementation	2 Adado and Jowhar are prioritized to have a digital municipal financial information management system.
2.2.2. # of districts compliant with the chart of accounts compliant with the PFM system	2.2.2: One district in each State adopts harmonized chart of accounts	4	2.2.2 District using uniform budget guideline and harmonized chart of accounts aligned with PFM	A guide to the harmonization of the Chart of Accounts has been developed for all the four districts, followed by on-the-job training to facilitate adoption.
2.2.3. % increase of own-source revenue as a share of total district revenues.	2.2.3: At least 20% increase in OSR, on average, is achieved in each target district.	Kismayo 14% Adaado 27 %	2.2.3 Disaggregated district revenue reports indicating % increase in OSR.	Baraawe: No baseline data in 2024. In 2025, districts annual revenue was USD 143,980. Jawhar: No baseline data in 2024. In 2025 (November to December 2025 which is the period upon which the local government was granted revenue raising authorities), it

				collected USD \$ 28,387. Kismayo: 14% Adaado: 27%.
2.2.4. % increase of intergovernmental funding (transfers to local governments)	2.2.4 At least a 10–20%, on average, increase in intergovernmental fiscal transfers.	Baseline data for the current intergovernmental fiscal transfers will be established in 2026	2.2.3 Disaggregated district revenue reports indicating % increase in intergovernmental fiscal transfers.	1 High-level forum and technical experience sharing convened to align federal government efforts on fiscal decentralization strategy
2.2.5. # of local governments with internal audit manual.	2.2.5 Develop an internal audit manual for one district per state.	4	2.2.5 Approved audit manuals	4
2.2.6. # of district revenue offices rehabilitated/equipped	2.2.6. 4 districts revenue offices rehabilitated /renovated/ equipped		2.2.6. Rehabilitation/ equipment completion reports, Administrative records confirming functioning rehabilitated/equipped district revenue offices	
2.2.7. % of LGs infrastructure projects with feasibility studies	2.2.7 100% of programme-supported infrastructure projects have feasibility studies.	100%	2.2.7 Project documentation and feasibility reports.	100%
2.2.8. # of districts authorities with capacities to improve and diversify local revenue and strengthen municipal finance systems	2.2.8. 4 District authorities capacitated to improve municipal finance systems	4	2.2.8. Trainings, tools and equipment, manuals and guidelines developed and adopted	Developed and adopted local government budget guideline and domestic revenue mobilization plans for all the four districts. Trainings on the same have also been conducted across the four districts benefited by both District administrations and State Ministries of Interior and Local Governments.

Signed training and workshop reports, attendance sheets (sex-disaggregated), evaluation forms, meeting minutes, adopted policies, district planning documents, revenue records, and monitoring reports				
Output 2.3 Empowered local governments to have inclusive, transparent, and accountable systems to deliver decentralized basic services through LGI-led capacity- building.				
2.3.1. % of local government staff participating in LGI-led capacity building programmes with gender disaggregation	2.3.1: 70% of local government staff responsible of planning, budgeting, procurement and service delivery	0	2.3.1 Training reports with pre and post evaluations and attendance records.	627: 144 district and sector officials (96 male, 48 female) trained on decentralized service delivery planning, coordination, and monitoring, demonstrating improved understanding of their roles and responsibilities in service delivery. 280 (30% female) of staff of all Jowhar, Kismayo, Adado and Baraawe have received trainings on various aspects of local governance functions. These include trainings on harmonized chart of accounts, internal audit charter 303 (22% female) technical engineering at district and State levels using infrastructure prioritization framework, GPS and GIS, area-based plans sensitive to climate change and resilience building, construction management manual
2.3.2. # functional LGIs with standard curriculum and comprehensive training package	2.3.2: 4 FMS 1 FGS.		2.3.2 LGI institutional strategy, capacity building plan and operational framework, training curriculums and materials	

2.3.3. # districts that are implementing SDM and LDF with annual incremental contribution from own resource revenue	2.3.3: 4 target districts with annual increase to 30%.	Year 1 is 5%	2.3.3 Project implementation monitoring reports, list of projects, project completion certification, and financial reports of district contribution.	All target districts contributed 5% from their own-source revenues to the 2025 SDM and LDF.
2.3.4. # of districts with procurement system conform to district procurement guidelines and audited	2.3.4: All target districts		2.3.4 District procurement guidelines and plans, and procurement audits.	
2.3.5. % of citizens that report satisfaction with core functions of their local government	2.3.5: 20% yearly increase in satisfaction rate starting in year 4		2.3.4 Local government performance barometer (public perception survey)	A framework for local governance performance assessment, including a citizen satisfaction model, will be developed and rolled out in 2026.
Signed training and workshop reports, attendance sheets (sex-disaggregated), evaluation forms, meeting minutes, adopted policies, district planning documents, revenue records, and monitoring reports				
SUB-OUTCOME 3 STATEMENT				
Empowered citizens to actively engage in local governance processes, benefitting from accessible social accountability mechanisms and efficient redressal systems, ensuring their concerns are promptly addressed.				
Output 3.1 Engaged citizens, with a focus on women and marginalized groups to practice their rights and perform their responsibilities as “right holders” vis-à-vis local government as “duty-bearers”				
3.1.1. # number of citizens benefitting from civic education and sensitized about their civic roles and responsibilities	3.1.1: 100,00 direct and 200,000 indirect (50% women, 30% marginalized).	3,100 (direct outreach) 112,000 (indirect outreach)	3.1.1 Campaign reports including outreach numbers, disaggregated, attendance records/audio and visual recordings/social media content	3,100 citizens (44% female) directly engaged through public outreach, civic forums and community-council meetings: Jowhar – 896, Adado – 604, Kismayo – 945, Baraawe - 655 112,000+ people reached via local media, resulting in increased citizen awareness and participation, and enhanced ability to engage constructively with local authorities and accountability mechanisms.
3.1.2. # women, youth and marginalized groups (including IDPs and minorities) participating	3.1.2: 20% yearly increase in knowledge (so a total of 80?)		3.1.2 civic education campaign reports, dialogue forum reports attendance records	Participants in the civic education forums and trainings reported an improved

in targeted civic education and dialogue initiatives with local authorities.			disaggregated by gender, age and group, community engagement documentation.	understanding of their rights and responsibilities vis-à-vis local government; however, formal tools for assessing knowledge gains will be rolled out in 2026.
3.1.3 % increase in citizens participating in social accountability mechanisms and dialogue platforms with local authorities.	3.1.3 5 % Increase in citizen participation in social accountability mechanisms annually.		3.1.3 Social accountability reports, grievance records, consultation attendance.	100%. Surveyed participants in the DDF consultations expressed appreciation for their participation in the process and reported satisfaction with how the consultations were conducted. The data collected will be the baseline for 2026 reporting.
Signed training and workshop reports, attendance sheets (sex-disaggregated), evaluation forms, meeting minutes, adopted policies, district planning documents, revenue records, and monitoring reports				
Output 3.2 Developed inclusive mechanisms for social accountability and grievance redressal to be accessible and useable by citizens.				
3.2.1. # districts with functional social accountability/grievance redressal mechanism	3.2.1: All target districts	0	3.2.1 channels established and accessible to the public (i.e. Community scorecards, toll-free numbers, suggestion box, log sheets U-report, citizen charter)	4. Consultations on the design and operationalization of sustainable, accessible, and context-appropriate social accountability and community feedback mechanisms were completed following a full cycle of civic education and awareness activities. The system is planned to be rolled out in 2026.
3.2.2. % grievances /concerns raised to local government that have been resolved satisfactorily	3.2.2: 10% yearly increase of resolution rate		3.2.2 Log sheets of all concerns/grievances and resolution records	The rollout of the social accountability mechanism is planned for 2026.
Signed training and workshop reports, attendance sheets (sex-disaggregated), evaluation forms, meeting minutes, adopted policies, district planning documents, revenue records, and monitoring reports				
Output 3.3 Citizens are aware of how resources are utilized, and are able to advocate for equitable allocation and effective utilization of public funds				
3.3.1. # citizens engaged in district	3.3.1: TBC	100	3.3.1 Budget consultation reports,	A total of 100 community

budget decisions, monitoring and oversight processes.			citizen participation reports, district budget document with citizen input	representatives (68 men, 32 women) participated in budgeting and planning consultations for the 2026 district annual work plan and budget: Adado - 45 Jowhar - 25 Baraawe - 30
3.3.2. # districts with yearly publication of budget, financial expenditures and audit report	3.3.2 All target districts		3.3.2 publication of budget, expenditure and audit report accessible to the public	
3.3.3. % increase of social sector allocation as result of citizen-led advocacy	3.3.3: 3% yearly increase of social sector budget (education, health, water, hygiene, sanitation)		3.3.3 District budget document showing increase in social sector budget	
Signed training and workshop reports, attendance sheets (sex-disaggregated), evaluation forms, meeting minutes, adopted policies, district planning documents, revenue records, and monitoring reports				

Section 4: Project implementation

Key constraints and challenges and associated corrective actions

During the reporting period, implementation of the Dowlad-Kaab Programme was affected by a combination of security, institutional, and resource-related constraints.

Security and access challenges remained significant. Somalia continues to operate in a conflict-affected environment, with increased clashes between government forces and non-state armed actors and the ongoing drawdown of ATMIS. Two target districts, Jowhar and Baraawe, are located close to active frontlines, limiting physical access for UN staff and constraining regular field monitoring and supervision. To mitigate these challenges, implementation oversight increasingly relied on government counterparts, remote monitoring modalities, and contingency planning coordinated with the Federal Ministry of Interior.

Institutional and capacity constraints at district level also affected implementation. District Capacity Assessments highlighted incomplete organisational structures and weak operational systems in several local governments. High staff turnover—largely driven by limited and irregular salary payments—resulted in loss of trained personnel and reduced continuity. In addition, gaps in public financial management, procurement, reporting, and administrative infrastructure constrained districts' ability to absorb technical support and implement activities at the intended pace. Political dynamics surrounding local council formation, particularly in Kismayo, further affected the effectiveness of some governance processes, despite continued engagement with federal and state authorities.

Funding and resource constraints posed further challenges. While districts contributed 5% toward SDM and LDF implementation in 2025, anticipated state-level contributions of 10% were not realised due to limited fiscal space and the absence of effective intergovernmental transfer mechanisms. Delays in finalising Letters of Agreement and fund

disbursements compressed implementation timelines and reduced flexibility in activity sequencing. More broadly, funding shortfalls and wider donor budget reductions increased pressure on the programme, requiring prioritisation of districts and interventions.

In response, the programme applied adaptive management measures, including strengthened coordination, revised capacity-building approaches, and scenario-based planning, to stabilise implementation and maintain progress toward programme objectives. The capacity-building approach was refined to strengthen institutional continuity by introducing clearer participant selection considerations for future training, with greater emphasis on staff occupying formal roles linked to core governance functions, leadership-endorsed nominations, and practical mechanisms to encourage internal knowledge transfer.

Risk management

Risk management was embedded within programme implementation through a structured and systematic process of identifying, assessing, and reviewing risks on a periodic basis throughout 2025. Risks were monitored through regular internal reviews and management discussions, with attention to contextual, institutional, and operational factors that could affect implementation.

During the reporting period, no new significant risks were identified and there were no changes to the approved risk matrix. Assumptions and mitigation measures defined at programme inception remained valid, and existing controls were considered adequate to manage anticipated risks. Where minor operational challenges arose, these were addressed through routine management adjustments without requiring revisions to the overall risk profile.

This approach ensured continued alignment with programme objectives while maintaining flexibility to respond should conditions change and supported stable implementation during the programme's foundational phase.

Learning impact, and new opportunities

Implementation of the Dowlad-kaab Programme generated several important lessons for strengthening decentralised governance. A key success has been the decision to embed reforms within government-led systems rather than create parallel structures. Anchoring participatory planning, public financial management tools, and coordination mechanisms within existing federal, state, and district institutions strengthened ownership, improved sustainability, and enhanced the legitimacy of local governments.

The programme also demonstrated that linking citizen engagement to tangible implementation mechanisms, particularly through the District Development Framework and service delivery systems (SDM and LDF), is critical. Where community priorities were clearly connected to budgeting and investment decisions, participation increased and trust between citizens and local authorities was strengthened. Local governments are also taking an increasing responsibility in the oversight of the projects, ensuring successful completion and ownership which are crucial for the sustainability of the invested projects.

Implementation challenges highlighted the impact of high staff turnover and uneven district capacity, which slowed institutionalisation and required repeated support. This underscored the importance of complementing formal training with on-the-job coaching, peer learning, and simplified tools. Going forward, a more sequenced and adaptive approach to capacity development and digitalisation would further strengthen impact.

Coordination with other UN entities including UNTMIS/UNSOS within and outside the SJF portfolio and alignment with the UNCF

The Dowlad-kaab Programme has been implemented through close coordination with UN entities within and beyond the Somalia Joint Fund portfolio, ensuring alignment with the UN Cooperation Framework (UNCF) and avoiding duplication. The programme is anchored within existing UN coordination architecture and benefits from both corporate and programme-specific mechanisms that support coherence, oversight, and joint decision-making.

At programme level, implementation is guided by a Programme Management Team (PMT) and a government-led Steering Committee, which provide strategic direction, approve priorities, and ensure accountability. A Technical Implementation Group (TIG) supports operational coordination, technical coherence, and early identification of implementation challenges across participating agencies and government counterparts. These mechanisms strengthen inter-agency coordination, align sequencing of interventions, and support adaptive management.

Beyond programme-specific structures, the programme engages with relevant UN Result Groups and thematic coordination platforms, including governance and gender-related groups, to ensure consistency with UNCF priorities and cross-cutting commitments.

In addition, Participating UN Organisations ensure internal coordination within their respective mandates, aligning Dowlad-kaab interventions with related programmes and sectoral initiatives they implement. This internal coordination helps leverage synergies, prevent overlap with parallel UN projects, and ensure that Dowlad-kaab complements broader UN-supported efforts in governance, service delivery, and resilience at national and subnational levels.

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

Coordination with programmes supported by other pooled funds and bilateral partners has enabled alignment in geographic focus, sequencing of interventions, and technical approaches related to decentralisation policy, public financial management, urban planning, and local service delivery. In Hirshabelle and Southwest, the programme has closely coordinated with EU-supported initiatives, including BREACH, Maaraynta, Saamaynta, and the Internal Displacement Solutions Fund (IDSF), of which UN-Habitat is a participating agency. While these programmes primarily focus on durable solutions for displacement-affected communities, they also contribute directly and indirectly to strengthening local governance systems. Regular coordination and information-sharing have supported alignment of planning cycles, technical standards, and engagement modalities, reducing fragmentation across interventions.

At the national level, the programme actively participates in the Local Governance Coordination Forum, led by the Ministry of Interior, Federal Affairs, and Reconciliation. This platform facilitates coordination, information sharing, and knowledge exchange among key actors involved in local governance across the country. It also helps identify synergies and complementarities between programmes, while minimizing duplication of efforts.

At district level, synergies with complementary initiatives have strengthened implementation through joint planning, use of shared coordination platforms, and alignment of service delivery investments with locally identified priorities. This has reduced parallel engagement with local authorities, improved predictability for communities, and reinforced government leadership in coordinating development support.

Overall, these synergies have enhanced project implementation by strengthening government-led coordination mechanisms, improving technical coherence, and enabling more efficient use of resources. They have also supported stronger institutional ownership and more sustainable progress toward decentralised governance and local service delivery outcomes within Somalia's broader development landscape.

Partnerships

Dowlad-Kaab works through a broad range of partners at federal, state, and district levels, including government institutions, civil society organisations, academic and technical institutions, and development partners. Federal and State Ministries of Interior play a central role as lead government partners, with district administrations acting as the primary interface with communities. Engagement with these partners has taken place through formal coordination mechanisms, joint planning processes, technical working groups, and ongoing implementation support.

Civil society organizations have been engaged to advance civic education through public awareness campaigns and targeted capacity building for women, youth, minority groups, and local officials. They have also facilitated inclusive dialogue between communities and local leaders on development priorities, creating constructive platforms for engagement on local government matters. Technical institutions and consultants have supported policy development, systems design, and capacity development, contributing specialised expertise aligned with national priorities.

Partnerships have reinforced programme impact by embedding reforms within existing institutions and by strengthening linkages between communities and government. A key lesson learned is that government-led partnerships, supported by clear roles and predictable coordination platforms, are essential for sustainability in fragile contexts. Fragmented or parallel engagement reduces effectiveness and weakens ownership.

These relationships contribute to sustainability by building local institutional capacity and reinforcing government stewardship of decentralisation and service delivery reforms. Going forward, continued partner alignment around government-led frameworks, sustained technical support, and predictable financing will be critical to achieving expected outcomes and enabling scale-up.

Localization

The Dowlad-kaab Programme advances the localization agenda by placing national and subnational civic and state institutions at the centre of planning, implementation, and oversight, while enabling inclusive participation of local actors. To strengthen citizen engagement and accountability, the programme partnered with two national civil society organizations—the *Agency for Resilience Initiatives Network* and *INTERSOM Relief and Development Organization*—to deliver civic education interventions that empowered citizens to understand their rights and responsibilities and to engage constructively with local governments.

Through these partnerships, communities were supported to participate meaningfully in local planning, decision-making, and budget discussions, including direct interaction with local leaders through public hearings and community dialogue forums. The engagement of civil society organizations was strategic, leveraging their strong convening power and trusted community presence to facilitate dialogue between citizens and local authorities, and to build the capacity of community-based structures and frontline community workers to sustain inclusive local governance processes.

The CSO modality proved particularly effective in insecure and hard-to-reach areas where direct government implementation was not feasible. During district development planning consultations, CSO partners led extensive community outreach and mobilization efforts, resulting in the participation of 1,200 community members (50 per cent women) in identifying district development priorities—significantly strengthening the inclusiveness and legitimacy of local plans.

Overall, the use of CSO partnerships contributed to balanced implementation, the creation of neutral and safe platforms for public discourse, and the retention and cascading of capacities within existing community structures. During the reporting period, USD 191,046 was expended on civil society partnerships for civic education implementation, including a 9 per cent cost-share contribution from CSO partners, demonstrating strong local ownership and commitment.

Monitoring and oversight activities

Monitoring activity	Date	Description	Comments & Recommendations	Corrective actions taken
Field monitoring visit Adado,	10-13 May	A joint UN field monitoring visits to Adado and Kismayo were conducted to oversee and backstop district level implementation, review progress and identify and address challenges.	The missions highlighted the need to strengthen the existing capacity-building approach by complementing classroom-based training with more practical, hands-on support and coaching.	The programme will adopt a blended capacity development approach combining theoretical training, on-the-job

				coaching, and peer learning with more advanced districts.
Field monitoring visit Kismayo -Jubaland	19-22 May	1. Meet with MOI and district authorities to review implementation progress and identify implementation challenges/bottlenecks and remedial actions. 2. Follow up on the implementation of findings from the district capacity assessment and other diagnostic assessments conducted. 3. Identify success stories and human-interest narratives and explore strategies for scaling visibility and documenting knowledge	The joint field mission was part of the calendar field work supervision. The mission had been met with the MOIFAR-JL authority, the Kismayo district administration, and the MOIFAR-FGS team.	Activities were going on smoothly, and the mission was successfully ended.
Adado-Galmudug	07-13 Jul	Field mission for participating in the projects of the Local Development Fund (LDF) in the Adado district of Galmudug State of Somalia.	Meeting with the Ministry of Interior (MOI) and district authorities for the participation discussion between the MOIFAR-GA team and the district team about training improvement. By engaging with the District Council and the MOIFAR-GS authority, the team aims to gather feedback to inform ongoing development efforts in the district. The insights gathered will guide future initiatives and help ensure sustainability through local ownership of the infrastructure	There were no issues or correction measures.
Jowhar-Hirshabelle	14-18 Sep	Joint field mission to meet MOI and district authorities to participate in the LDF bids of Local Development Fund (LDF) opening and supervise ongoing project implementation progress and identify	Meet with MOI and district authorities to participate in the opening of LDF bids, supervise ongoing project implementation activities, and identify any challenges or bottlenecks, along with their remedial actions. This collaborative effort will ensure that all parties are	

	28 Dec 25-01 Jan 26	implementation challenges/bottlenecks alongside exploring actionable solutions to address programme implementation challenges and outline the next steps for programme implementation. A fact-finding mission to Jowhar to assess the district's Taxation Department following the recent devolution of tax collection responsibilities to the district level	aligned and working towards the successful completion of the projects. Additionally, it will provide an opportunity to gather valuable feedback from stakeholders to enhance future initiatives. This feedback can be instrumental in refining processes and improving overall project outcomes. Furthermore, fostering open communication during these meetings will strengthen partnerships and promote a shared sense of responsibility among all involved. There is a strong political commitment to empower the local government in taking over the revenue collection and management responsibility from the State Ministry of Finance. Therefore, this requires holistic support ranging from development of a roadmap the guides the transition process and proper communication between the public authorities and the taxpayers.	
Baraawe-Southwest	26 Oct-02 Nov	Field mission to meet MOI and district authorities to participate in the Annual Work Plan and Budget (AWP&B) workshop and supervise ongoing project implementation progress and identify implementation challenges/bottlenecks alongside exploring actionable solutions to address programme implementation challenges and outline the next steps for programme implementation.	Meet with MOILGR-Southwest and district authorities to participate in the Annual Work Plan and Budget (AWP&B) workshop, supervise ongoing project activities, and identify challenges and take actions to correct the gaps in ongoing activities.	

	27 Oct-03 Nov	A mission was undertaken to Baraawe district to oversee the implementation of municipal and urban planning activities in the district, review the work and plans of the local government in relations to municipal finance and urban planning	The current state of the taxation and public works departments in Baraawe is characterized by significant operational challenges, primarily arising from resource constraints, infrastructural gaps, and underdeveloped revenue management systems. To address this challenge, it is recommended to strengthen the operational capacity of the taxation and public works departments in Baraawe. This will include review the structure the departments. Equip the staff with practical capacity in revenue collection and management systems, and review of existing urban planning practices and their harmonization	
DIM audit	Feb – Mar	UNDP through Deloitte & Touche LLP, conducted a financial audit of the Ministry of Interior, Federal Affairs and Reconciliations, Jubaland State (MoIFAR JSS) which is one of the partners of Dowlad-kaab. While the audit covered the period 1 January – 31 December 2023, it is, however, pertinent in shedding light on the capacity of the ministry as far as financial management is concerned. The 2025 partner audit is currently ongoing	The audit found moderate weakness in procurement and LoA reporting for the ministry.	UNDP worked closely with the ministry and addressed all the audit findings. Alongside this, tailored training will be conducted for the relevant ministry staff to enhance their capacity in procurement and financial reporting, among other areas.
Independent evaluation	N/A			
Engineering site visit	Adado District: 18 – 22 Jun Baraawe District: 26-30 Jun	The project engineer undertook site visits to Adado and Baraawe districts. The objective is to carry out feasibility studies for the	The engineer is currently preparing the assessment reports. Following this, the engineer prepared the design and bill of quantities (BOQs) for the proposed	

	31 Aug- 03 Sep 04-06 Sep	proposed LDF projects in these two districts. A mission was carried out to Kismayo and Adado to assess the Taxation and Public Works Departments, with the aim of identifying institutional and office needs of the local government. This is linked with the programme's effort to strengthen local governments' revenue generation and management, as well as improving district planning and engineering functions.	LDF funded. All LDF projects were completed successfully with all planned constructions certified as completed. In Kismayo, the district offices are in urgent need of rehabilitation, as the departments are housed in old structures that cannot withstand heavy rains. This poses a risk to the continuity of services and the safety of staff. In Adado, the district offices are in relatively good condition; however, they remain under-equipped, which limits their operational efficiency. Providing adequate furniture, office equipment, and basic resources will be essential to enhance service delivery and strengthen local governance. Following the assessment, the engineer prepared a detailed BoQ for Kismayo district offices rehabilitation and the required office equipment for Adado to facilitate the smooth functioning of the department of Taxation and Public Works at the district.	
Field monitoring visit to Jowhar	18 – 22 Sept 2025	UNICEF conducted a field monitoring visit to Baraawe to oversee and provide backstopping support to programme implementation, with a specific focus on civic education activities, district-led service delivery coordination, and ongoing SDM work.	The mission highlighted the need for an integrated and blended approach to capacity building, alongside closer alignment of SDM and LDF implementation, to reduce operational costs—particularly those associated with frequent travel for engineering support. The mission also emphasized accelerating local revenue generation to ensure sustainable financing for service delivery.	Follow-up discussions were held, and decisions were made to explore a blended approach to capacity building.

Field monitoring visit to Baraawe	28 Sept – 5 October 2025	UNICEF conducted a field monitoring visit to Baraawe to oversee and provide backstopping support to programme implementation, with a specific focus on civic education activities, district-led service delivery coordination, and ongoing SDM work.	The mission highlighted the need for an integrated and blended approach to capacity building, alongside closer alignment of SDM and LDF implementation, to reduce operational costs—particularly those associated with frequent travel for engineering support. The mission also emphasized accelerating local revenue generation to ensure sustainable financing for service delivery.	Follow-up discussions were held, and decisions were made to explore a blended approach to capacity building.
Stakeholder review consultation	15 Nov (TIG) 9 Dec PMT	Structured stakeholder review consultations conducted through the Technical Implementation Group (TIG) and Programme Management Team (PMT) meetings, bringing together Federal MoIFAR, all Federal Member States (Galmudug, Hirshabelle, Southwest, Jubaland), Banadir Regional Administration, and UN Participating Agencies (UNDP, UNICEF, UN-Habitat). The consultations reviewed programme implementation progress, technical bottlenecks, coordination effectiveness, funding constraints, and priorities for 2026. TIG focused on detailed technical and district-level implementation issues, while PMT consolidated findings at strategic level and agreed on follow-up actions and escalation to the Steering Committee.	Consultations confirmed strong government ownership and relevance of the programme, but highlighted recurrent challenges including delayed LOA processing, late fund disbursements, compressed implementation timelines, security-related access constraints, uneven sectoral coordination for SDM, and capacity gaps at district level. Recommendations included: re-establishing regular quarterly TIG meetings; improving early identification and escalation of technical bottlenecks; strengthening alignment between federal, state and district actors; developing funding-timing contingency scenarios for 2026; and improving documentation and communication of results to support resource mobilisation.	There were no issues or correction measures.
Communication and Knowledge Management				

Documentation of the project during the reporting period

Project activities were systematically documented throughout the reporting period through photographs, short video clips, and structured beneficiary interviews. Documentation covered governance and public financial management trainings, participatory planning processes, coordination forums, and SDM and LDF implementation. Visual material and interviews captured perspectives from district officials, community representatives, women, youth, and service users, and were used for donor reporting, visibility, and knowledge management.

Visibility of the project and donors (SJF)

Visibility of the Dowlad-Kaab Joint Programme and the Somalia Joint Fund (SJF) was ensured consistently across all implementation modalities. Visibility banners were displayed at all capacity-building and consultation activities—over 40 training and workshop events conducted during the reporting period—and at all SDM and LDF engineering worksites in Adado, Jowhar, Baraawe, and Kismayo. Donor logos and acknowledgements were included on banners, backdrops, presentations, reports, and digital outputs, in line with each PUNO visibility guidelines. Donor support was also acknowledged verbally during official openings, coordination meetings, and community events.

Key programme messages

Strengthened, accountable local governance is essential for inclusive service delivery and state legitimacy. Transparency, integrity, and anti-corruption systems are foundational to effective decentralisation, including at district level. Participatory planning and citizen engagement improve trust between communities and local authorities and lead to more responsive investments.

Communication activities and channels

The programme communicated through multiple channels. UNDP, UNICEF, and UN-Habitat disseminated content via official social media platforms, highlighting trainings, district planning milestones, and infrastructure investments. A dedicated anti-corruption blog focusing on Jubaland documented how the programme strengthens procedural transparency, oversight, and accountability at district level.

Newsletters and online articles shared programme updates with partners and stakeholders. Field monitoring visits supported both supervision and documentation, with photo stories disseminated digitally. Printed banners and site signage were used systematically at events and worksites. Collectively, digital communications and local media outreach are estimated to have reached 15,000–25,000 people, complementing broader civic outreach that reached over 112,000 people through local media. Also, the programme created the first and the largest local governance online repository in collaboration with Puntland Local Governance association. Over 200 local governance resources have been gathered and put in an open and online repository accessible to everyone. <https://algapl.so/knowledge-hub/>

Implementation of the communications plan and limitations

The communications plan was largely implemented as intended. Security and access constraints in some districts limited broader media engagement and large public events, while competing national priorities affected sustained press interest. To mitigate this, the programme prioritised digital storytelling and on-site visibility. SDM and LDF investments, completed in late 2025 and early 2026, are undergoing video snapshot documentation in early 2026 using district-level interviews, further strengthening results visibility and knowledge capture despite contextual constraints.

Section 5: Project management

Here we should include a brief description of the Governance arrangements - coordination and oversight of the programme, implementation team structure and funding

Number of project board meetings held	0
Number of UN staff (international/national) funded by the project? How many are field based?	International 1: Field based (0) National 3: Field based (1)

Describe the coordination and management structures within the programme?	Programme coordination and management were guided by governance arrangements defined in the programme document, operationalised following the formal agreement of Terms of Reference by all partners. Both the Programme Management Team (PMT) and the Technical Implementation Group (TIG) became fully operational in Q3. The PMT provided overall strategic oversight, ensured alignment with agreed objectives, workplans, and budgets, and served as the primary forum for operational decision-making and risk management. The TIG functioned as the technical coordination mechanism, supporting day-to-day implementation, technical backstopping, and progress tracking. Regular interaction between the two bodies enabled timely issue escalation, strengthened coordination among participating entities, and supported adaptive management during implementation.
Number of government personnel funded by the project? What are their functions and where do they work? Is the capacity injection in line with the Capacity Injection Protocol?	4 Dedicated coordinators embedded within the Federal Member States (FMS) and the Federal Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR) supported effective programme coordination and government leadership. At FMS level, coordinators facilitated day-to-day implementation by linking state ministries, district administrations, and implementing partners; supporting the organisation of technical meetings and field activities; and tracking progress against agreed plans. They also helped identify and escalate operational challenges At federal level, one MoIFAR coordinator focused on ensuring overall coherence and alignment with national decentralisation priorities. This included supporting intergovernmental coordination, liaising with Federal Member States, and facilitating communication between government counterparts and participating UN organisations. Together, these roles strengthened vertical and horizontal coordination, reinforced government ownership, and supported coherent programme delivery Additionally, five dedicated technical consultants are deployed—one at the FGS level and four at the FMS level (one per state)—to provide technical backstopping to federal, state, and district institutions. Their support covers planning, coordination, and implementation of decentralized service delivery; oversight of civic education and district development planning; and overall capacity building and knowledge transfer to local governments.
How has the project ensured the visibility of the SJF and SJF donors during the reporting period?	Visibility was ensured through consistent use of branding during workshops, trainings, and coordination meetings, including acknowledgment in materials and presentations. In addition, LDF and SDM construction sites displayed signage recognising SJF donor support,

	ensuring visibility among government counterparts and beneficiary communities.
Projected funding needs for next year and the forecasted expenditure.	Q4 2026 = 1.25 Million 2027 = 5 Million

Section 6: Cross-cutting issues

Gender Equality and Women Empowerment

The Dowlad-kaab Programme made a measurable contribution to advancing gender equality and women's empowerment by mainstreaming women's participation and leadership across decentralisation, service delivery, and civic engagement processes.

Women's participation in District Development Framework (DDF) consultations increased to 50 per cent through targeted mobilisation and dialogue with local leaders. As a result, 550 women directly contributed to district priorities and local development plans in Jowhar and Kismayo, supporting more gender-responsive planning outcomes.

Through civic education and public awareness initiatives, 1,355 women participated in forums, community-council dialogues, and awareness sessions, strengthening their understanding of civic rights, responsibilities, and engagement mechanisms.

Women's leadership and institutional capacities were reinforced through targeted capacity-building activities. In total, 533 women benefited from Training of Trainers on participatory planning, decentralised service delivery trainings, civic engagement and social accountability initiatives, and dialogue platforms. These efforts enhanced women's technical skills and engagement in governance processes at state, district, and community levels.

Under the Service Delivery Model (SDM), 20 women were trained on community monitoring roles, strengthening accountability mechanisms, while 1,628 girls benefited from improved access to education in SDM-supported schools.

Capacity development and civic engagement initiatives strengthened women's confidence and ability to engage with local authorities as active rights-holders. Across programme-supported activities, 43% of direct beneficiaries were women, including those participating in planning, public financial management, and broader governance processes.

While increased participation figures are significant, the programme sought to ensure that engagement translated into more meaningful influence by linking women's participation directly to planning processes, community monitoring roles, and structured dialogue platforms where priorities could inform local decision-making. Targeted capacity-building initiatives aimed to strengthen women's technical confidence and ability to articulate and advance their concerns within formal governance spaces. Although deeper structural barriers—such as entrenched social norms and underrepresentation in formal political institutions—require sustained, longer-term interventions beyond the programme cycle, the measures implemented contributed to reducing procedural barriers, enhancing voice and visibility, and supporting more substantive engagement of women in local governance processes.

Proportion of gender specific outputs in the project	Total number of project outputs	Total number of gender specific outputs
	9 project outputs/sub-outputs	1 (3.1 Engaged citizens, with a focus on women and marginalized groups to practice their rights and perform their responsibilities as "right holders" vis-à-vis local government as "duty-bearers")

Proportion of project staff with responsibility for gender issues	Total number of staff	Total number of staff with responsibility for gender issues
	4	0 -No project staff have standalone or dedicated responsibility for gender issues. Gender considerations are mainstreamed across all project roles, with staff integrating gender-related aspects within their respective responsibilities and in line with programme commitments.

Human-rights based approach

The Dowlad-kaab Programme advanced a human rights–based approach by embedding participation, inclusion, accountability, and equitable access to basic services within local governance and service delivery systems. During the reporting period, the programme strengthened the capacity of local authorities to act as duty-bearers while expanding opportunities for rights-holders—particularly women, youth, and marginalised groups—to engage meaningfully in local decision-making. In line with this approach, emphasis was placed on reinforcing practical administrative and social accountability mechanisms at district level—such as structured dialogue platforms, community monitoring arrangements, and accessible grievance channels—rather than on formal judicial enforcement pathways, thereby supporting context-appropriate and locally accessible means for citizens to hold authorities accountable.

Quantitatively, inclusive planning processes enabled 1,100 community members, including women, minorities, marginalised groups, and children, to contribute directly to District Development Frameworks. In parallel, 3,100 citizens, including 1,355 women, were engaged through civic education on rights, responsibilities, and participation in local governance. Capacity-building initiatives reached 370 local government officials and community representatives, strengthening understanding and application of social accountability principles. Targeted outreach mobilised 550 women, youth, and minority representatives, increasing women’s participation in district consultations to 50 per cent.

Qualitatively, these interventions supported more transparent and citizen-centred governance practices. Community monitoring mechanisms under the Service Delivery Model enhanced accountability, while decentralised education support benefited 3,602 students, including 1,628 girls, improving access to essential services in underserved districts.

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
	Yes
Number of programme outputs specifically designed to address specific protection concerns	Result
	0
A number of programme outputs are designed to build capacity of duty bearers to fulfil their human rights obligations towards rights holders.	Result
	3 (Output 2.1, 2.2, 2.3) reinforced by Output 3

Leave no one behind

The Dowlad-kaab Programme applies a whole-of-society approach to ensure that no one is left behind, with particular attention to women, youth, internally displaced persons, and other marginalised groups. Inclusive and participatory methodologies are embedded across programme interventions, ensuring that diverse community voices are represented in local decision-making processes.

Through participatory District Development Framework (DDF) consultations and community planning forums, citizens from different social groups actively contribute to identifying development priorities and shaping district plans and budgets. These processes enable marginalised groups to influence government decisions and ensure that local development priorities reflect their needs.

The programme also promotes women's participation and leadership in local governance by advocating for increased representation in local councils and providing targeted capacity-building, leadership, and communication training. This strengthens women's ability to participate meaningfully in political and administrative processes and to advocate for inclusive policies.

Through the Local Development Fund (LDF) and Service Delivery Model (SDM), the programme translates inclusive planning into tangible investments in essential services such as education, health, water, and local infrastructure. These interventions particularly benefit marginalised communities, contributing to more equitable access to services and reinforcing trust between citizens and local authorities.

Social contract and legitimacy

Dowlad-kaab has contributed to strengthening the social contract by reinforcing government-led systems that improve the responsiveness, accountability, and legitimacy of local authorities. National leadership by the Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR), combined with implementation through Federal Member States and district administrations, has ensured strong government ownership of decentralisation and local governance reforms.

By institutionalising participatory planning and budgeting processes, the programme has established structured and predictable mechanisms for engagement between citizens and local governments. District Development Framework consultations, annual planning processes, and service delivery coordination forums enable communities to articulate priorities and influence decisions related to both Local Development Fund (LDF) investments and the Service Delivery Model (SDM), reinforcing trust in public institutions.

Accountability has been further strengthened by linking community-identified priorities to tangible service delivery outcomes. Through LDF-financed local infrastructure and SDM-supported basic services, local governments demonstrate visible responsiveness to citizen needs. Improved transparency in planning and budgeting, clearer intergovernmental roles, and strengthened coordination mechanisms contribute to upward and downward accountability, enhancing the legitimacy of local authorities and reinforcing a more balanced and durable social contract between the state and its population.

Humanitarian-development-peace nexus

Dowlad-Kaab is not designed as a humanitarian intervention, and activities during the reporting period did not explicitly apply a HDP nexus framework. Dowlad-Kaab's primary focus is on longer-term development objectives, specifically strengthening local governance systems, decentralised service delivery, public financial management, and citizen-state accountability.

While implementation occurred in fragile and conflict-affected contexts, and coordination was maintained with humanitarian and resilience actors where relevant, activities were not structured around humanitarian response or peacebuilding outcomes. Instead, the programme contributes indirectly to stability by strengthening institutional capacity, inclusive governance, and local service delivery, which are foundational conditions for resilience and peace. As such, the HDP nexus was not a formal design or implementation feature during the reporting period.

Environment and climate security

Dowlad-kaab systematically integrates environmental and climate considerations into local governance and service delivery to strengthen climate security at the district level. Implemented in a context highly exposed to recurrent droughts, floods, and climate-related shocks, the programme supports local governments to embed climate risk analysis into planning, budgeting, and service delivery processes. Through participatory District Development Frameworks and area-based planning approaches, districts are supported to identify climate vulnerabilities, prioritise climate-resilient infrastructure, and align development investments with environmental sustainability objectives.

Targeted capacity development for district authorities and technical staff has enhanced understanding of climate-sensitive planning and risk-informed decision-making. In parallel, coordination platforms facilitate dialogue among government actors and stakeholders on natural resource management, disaster risk reduction, and climate adaptation. By strengthening the ability of local governments to anticipate, plan for, and respond to climate-related stresses—particularly in the water, sanitation, education, and basic infrastructure sectors—the programme contributes to reduced vulnerability, improved community resilience, and mitigation of climate-related tensions. These efforts support more sustainable local development outcomes while reinforcing the role of local institutions in addressing environmental and climate security challenges.

In addition, the programme supported government authorities in Adado, Jowhar, Baraawe, and Kismayo to address key environmental risk drivers through the updating of solid waste management by-laws. The establishment of clear legal and regulatory frameworks for waste disposal helps prevent the clogging of urban drainage systems and natural waterways, which are major contributors to flash flooding and outbreaks of waterborne diseases. The by-laws further formalise waste collection and land-use regulations, reducing competition over contaminated land and helping to mitigate climate-related conflict dynamics that disproportionately affect marginalised communities. This systemic approach transforms waste management from a public health and environmental risk into a regulated municipal service, strengthening urban resilience to both droughts and floods.

Prevention of corruption

The Dowlad-kaab Programme integrates corruption prevention as a core element of its governance approach by strengthening systems, procedures, and institutional controls at federal, state, and district levels. The programme applies standardised public financial management, procurement, and internal audit frameworks—such as budgeting guidelines, harmonised charts of accounts, and internal audit charters—to reduce discretion and increase transparency in the use of public resources.

During the reporting period, these measures were reinforced through targeted capacity development, regular monitoring, spot checks, and external audits, enabling early identification and correction of fiduciary and compliance risks. Participatory planning processes and transparent allocation of resources under the Local Development Fund (LDF) and Service Delivery Model (SDM) further strengthen downward accountability by allowing communities to track priorities, investments, and service delivery outcomes.

The programme's approach to preventing corruption at district level has also been documented in a publicly available UNDP Somalia article, *How Dowlad-kaab supports anti-corruption at the district level*, which highlights how systematisation, citizen oversight, and institutional accountability mechanisms under the programme help mitigate corruption risks and reinforce public trust.

Project sustainability and exit strategy

Sustainability is a central focus of the Dowlad-kaab Programme and has been pursued by embedding capacity development, systems strengthening, and ownership within government institutions at federal, state, and district levels. Interventions prioritised strengthening core governance functions—such as planning, public financial management, procurement, and coordination—through standardised tools, on-the-job support, and increased reliance

on national counterparts. This approach ensures that skills, processes, and institutional arrangements remain in place beyond the project's investment period.

The programme has deliberately institutionalised participatory planning, budgeting, and coordination mechanisms within routine government systems, reducing dependence on project-specific structures. National and subnational government staff play a leading role in implementation, with UNDP providing technical support rather than direct delivery. This reinforces national ownership and supports a gradual transition toward self-sustaining governance functions.

Beyond the current timeframe, continuation is envisaged through consolidation and scaling of existing systems, including the Service Delivery Model and Local Development Fund, subject to resource availability. Discussions with government counterparts and development partners are ongoing to support short- and medium-term sustainability through resource mobilisation and alignment with national programmes. While a formal exit strategy will be refined in later phases, the programme's emphasis on institutionalisation, government leadership, and partner alignment provides a clear pathway toward sustained impact beyond the current investment period.

#	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	FMS MoILGs		17-22 May	7	15	22	Training of Trainings on Transformative local leadership	Mogadishu	FGS MoIFAR
2	ALGAPL		02-06 Feb	7	15	22	Recordkeeping, documentation, knowledge management and data analytics	Garowe	ALGAPL
3	District official and staff		Mar - May 2025	72	28	100	Training on the local government budgeting guidelines	Adado, Kismayo, Baraawe, Jowhar	FMS MoILGs
4	District official and staff		Feb - July 2025	43	17	60	Training on the updated internal audit charters	Adado, Kismayo, Baraawe, Jowhar	FMS MoILGs
5	District official and staff		June – July 2025	43	17	60	Training on harmonized chart of accounts	Adado, Kismayo, Baraawe, Jowhar	FMS MoILGs
6	District official and staff		Jan 2025	24	6	30	Local governance finance policy, local government financial management manual and guide to local taxation	Adado Jowhar	FMS MoILGs
7	District official, local councillors and staff		Feb - May 2025	73	32	105	District Transformative leadership training	Adado, Kismayo, Baraawe, and Jowhar	FMS MoILGs
8	District, FMS and FGS		Feb 2025	30	3	33	Engagement workshop on fiscal decentralization landscape in Somalia	Mogadishu	FGS MoIFAR
9	District, FMS and FGS		Feb 2025	24	6	30	Consultation workshop on an optional paper for Somalia Mayors Forum	Mogadishu	FGS MoIFAR
10	Executive Secretaries of Bossaso,		Feb 2025	20	7	27	Executive working group to facilitate inter-districts	Garowe	ALGAPL

	Dhahar, Carmo, Xarfo, Galkacyo, Dangoroyo, Eyl, Burtinle, Ufayn, Galdogob, Qardho						Experience and best practice Puntland		
11	MolFAR, FMS and Local Governments		Nov 2025	23	7	30	Consultation workshop on the constitution and the strategic direction of Somalia Local Government Association	Mogadishu	FGS MolFAR
12	MolFAR, FMS and Local Governments		December 2025	27	3	30	Validation workshop on the constitution and the strategic direction of Somalia Local Government Association	Mogadishu	FGS MolFAR
13	FGS MolFAR, Central Bank, Auditor General, FGS MoF		December 2025	27	3	30	High-level Technical and Experience Sharing between the states on fiscal decentralization to inform implementation approaches of fiscal decentralization component of decentralization	Mogadishu	FGS MolFAR
14	FMS MOPWHRs, District Technical Teams		Feb – Dec 2025	52	16	68	Training on development of area-based plan sensitive to climate change and resilience building	Adado, Kismayo Baraawe Jowhar	FMS MoPWHR
15	FMS MOPWHRs, District Technical Teams		Feb – May 2025	47	8	55	Training on construction manual for the districts	Adado, Kismayo Baraawe	FMS MoPWHR
16	FMS MOPWHRs, District Technical Teams		June– October 2025	22	8	30	Training on infrastructure prioritization framework	Kismayo Baraawe	FMS MoPWHR
17	FMS MOPWHRs, District Technical Teams		Feb - March 2025	18	2	20	Training on GPS and GIS to boost resilience building	Baraawe, Kismayo Adado	FMS MoPWHR
18	FMS MOPWHRs, District Technical Teams		Aug – Nov 2025	21	9	30	Training of Trainer TOT to institutionalize District profile	Adado Baraawe	FMS MoPWHR

19	District official and staff		Feb - March 2025	72	28	100	Consultation workshop on local government budgeting guidelines	Kismayo, Adado, Baraawe Jowhar	FMS MolIGs
20	District official and staff		Feb - May 2025	54	31	85	Consultation workshop on Internal audit charter	Kismayo, Adado, Baraawe Jowhar	FMS MolIGs
211	District official and staff		May - July 2025	63	27	90	Consultation workshop on harmonized chart of accounts	Kismayo, Adado, Baraawe Jowhar	FMS MolIGs
22	District official and staff		Jan – Feb 2025	44	16	60	Consultation workshops on the workflows, job descriptions and organograms of the public works and taxation departments	Kismayo, Adado, Baraawe Jowhar	FMS MolIGs
23	District official, and staff	Private service providers, communities	June – August 2025	87	21	108	Consultation workshop on solid waste management	Kismayo, Adado, Baraawe Jowhar	FMS MolIGs
24	FMS MOIFAR, social sector ministries and districts		March-April 2025	96	48	144	Decentralized Service Delivery Capacity Building for FMS Social Sector Ministries and Target Districts	Adado, Jowhar, Baraawe and Kismayo	UNICEF and FMS MOIFARs
25	FMS MOIFARs and districts		January 2025	46	17	63	A Training of Trainers (ToT) on participatory district planning was delivered to state and district officials.	Mogadishu	UNICEF and MOIFAR FGS
26	Districts and Community-based Committees		Oct-Dec 2025	186	184	370	370 local government officials and community members were capacitated on civic engagement, participatory governance, and social accountability.	Adado, Jowhar, Baraawe and Kismayo	INTERSOM and ARIN NGOs
27		Community Monitoring Groups	Sept-Oct 2025	40	20	60	60 community members were trained on the SDM, community monitoring roles, and available citizen engagement mechanisms.	Adado, Jowhar, Baraawe and Kismayo	UNICEF and FMS MOIFARs
28	FMS	Community Members, Solid waste companies		125	28	153	Consultation and validation workshops on the Solid Waste Management bylaw	Adado, Jowhar, Baraawe and Kismayo	UN-Habitat
Total number of participants				1250	590	1840			

Section 7: Looking ahead: Focus on the future

Following the reporting period, the Dowlad-kaab Programme will continue to prioritise sustainability by consolidating gains achieved in strengthening local governance systems. Capacity development, systems strengthening, and institutional ownership remain embedded within federal, state, and district government structures. Core functions related to planning, public financial management, procurement, coordination, and service delivery are increasingly institutionalised through standardised tools, guidelines, and on-the-job support, with national counterparts playing a growing leadership role in implementation.

In response to the evolving operating environment shaped by the UNTMIS transition and the National Transformation Plan (NTP), the programme will apply adaptive management measures. These include scenario-based planning, prioritisation of core governance functions, and flexible sequencing of activities aligned with funding availability, security conditions, and government readiness. This approach is intended to maintain implementation continuity while managing external risks.

The next phase of implementation will focus on consolidating intergovernmental coordination mechanisms, deepening citizen engagement and social accountability processes, and ensuring the full operationalisation of the Service Delivery Model (SDM) and the Local Development Fund (LDF). These efforts are expected to translate governance reforms into more consistent, inclusive, and accountable service delivery at district level.

Looking ahead, the programme anticipates further impact through strengthened state–citizen relations, improved responsiveness of local governments, and increased trust in public institutions. Discussions on follow-up, complementary, and potential scale-up initiatives have been initiated with government counterparts and the wider donor group. In particular, there has been strong support from the Swiss Agency for Development and Cooperation (SDC) and the Federal Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR) for short-term sustainability and resource mobilisation. Continued partner engagement will be essential to sustain momentum, enable selective scale-up, and reinforce longer-term impact.

Section 8: Human interest story: Voices from the field

From Under the Trees to the Classrooms: How Local Governance through the support of Dowlad-kaab Program Restored Hope in Ballihigis Residents? Adado District, Galmudug State, Somalia.

Every morning in Ballihigis, a small rural community 12 kilometers northwest of Adado town, children once gathered beneath the shade of trees—not to play, but to learn. With no classrooms to shelter them from the scorching heat or seasonal rains, education here depended entirely on resilience.

For years, parents in Ballihigis believed in education but lacked the means to provide it. Walking to Adado town for school was too far for young children. Refusing to let an entire generation grow up illiterate, the community appealed to volunteer teachers who agreed to teach under trees. What began as an emergency solution lasted nearly two years.

Later, through small community contributions and support from the district administration and local philanthropists, two temporary iron-sheet classrooms were constructed. Enrolment grew rapidly. Children advanced to higher grades. Hope returned—briefly.

Soon, the classrooms became overcrowded. Teachers, who had worked for years without pay, could no longer continue. Some students were told to wait at home, unsure if school would ever resume. Once again, classes were divided between trees, makeshift shelters, and iron sheets. Education in Ballihigis was hanging by a thread.

A Turning Point Through Local Leadership

In November 2024, the Dowlad-Kaab Project began its work in Adado District with a clear goal: strengthen local governments to deliver basic services that communities can rely on.

A district-wide assessment revealed the harsh reality—more than 20 schools were closed or at risk of closure, with rural communities like Ballihigis suffering the most. Through inclusive consultations involving the district administration, education authorities, and community representatives, Ballihigis Primary School was prioritized for intervention under the Service Delivery Model (SDM), implemented with UNICEF support.

For the first time, the community saw their needs translated into action.

From Temporary Shelter to Permanent Learning

In October 2025, construction began on Three permanent classrooms, and Two gender-segregated latrines, ensuring safety, dignity, and inclusion. As the walls rose, so did community confidence. Parents visited the site daily. Teachers spoke of renewed motivation. Children watched as the classrooms that once existed only in their imagination took shape before their eyes.

“Before, we used to sit under trees, and sometimes we were sent home. Now I will get a classroom and a desk. I want to become a teacher so I can help other children.”

— Fatima, 12-year female student, Ballihigis Primary School

More Than Buildings

The impact reaches far beyond bricks and mortar. Children who once learned under trees now sit in structured classrooms. Students previously turned away due to lack of space have been waiting to return. Teachers can plan lessons without worrying about rain or heat. Parents now speak of education not as a risk, but as a promise.

“For a long time, our children studied under trees. Today, we see real classrooms delivered through our local government. This has given us confidence and hope that our children’s future will be better than the one we had.”

Hassan— Parent, Ballihigis Primary School

Equally important, the project has changed how people see their government.

Through the Dowlad-Kaab SDM, the Adado District Administration led planning, oversight, and coordination—demonstrating that when local governments are empowered, they can deliver. Trust between citizens and authorities has grown, reinforcing social cohesion in a community that once felt forgotten.

A Future Worth Investing In

While needs remain and many schools across the district still require support, Ballihigis represents what is possible when donor investments align with local leadership and community ownership.

This is not just a school construction story. It is a story of systems working, communities believing again, and children reclaiming their future.

Dowlad-Kaab did not only build classrooms—it restored dignity, stability, and hope.

Local Transformative Leadership Training



In Adado, the local council and their technical teams benefited from a local transformative leadership training. For Ahmed Ali Rage, a council member and Sa'dia Hussein Mohamud, a district technical officer, now reflects their feedback. Both indicated that before the local transformative leadership training begun, leadership was a vague concept often limited to authority. Now, it is defined by integrity, accountability, and the courage to evolve. Councillor Ahmed reflected *"before this, we had a limited understanding of what it truly meant to lead,"*. Ahmed further added that *"the training opened our eyes to the different styles of leadership and, more importantly, the heavy weight of our responsibility toward the people we serve."*

The transformation wasn't just theoretical. The workshop pulled back the curtain on how honest leadership acts as the glue for public trust. For Sa 'dia, the most impactful lesson was learning how a council's transparency directly correlates to how well it can protect and represent its most vulnerable citizens. Sa'dia shared *"We now see that trust is earned through transparency,"* Sa'ida also spoke about what the training means to her and said *"I feel more confident and better equipped to carry these training sessions into my daily work. This wasn't just a training; it was a practical roadmap for the future of Adado."*

Municipality Local revenue collection



On November 1, 2025, Jowhar District reclaimed its authorities over revenue collection and management. Despite having 23 authorized own-source revenues under Local Government Law No. 04/2018, the local government had very little control over these revenue streams. Through a landmark MoU supported by the programme, the Hirshabelle Ministry of Finance officially transferred tax collection responsibilities to Jowhar local government.

The results were remarkable. In just two months, November and December 2025, Jowhar local government collected USD 28,387 from only four revenue streams namely building permit, Market, business license and public transport levy. Speaking on this, a senior official during an interview conducted by UN-Habitat said, *"Prior to this, our hands were tied,"* shared a senior official during an interview conducted by UN-Habitat.

"Now, responsibility—and the opportunity—is ours. We are no longer relying on transfers; we are building our own revenue sources."

By shifting from a highly centralized revenue collection to a more decentralized fiscal arrangement, Jowhar local government is proving that local revenue is the heartbeat of local service delivery. Speaking on this, Mr. Nur Hassan Sheikh Muse, Director General of MOILG-Hirshabelle said *"Since the Dowlad-kaab Programme started its capacity-building training, we have seen a real shift in how local governments think. They now better understand their role in raising revenue and delivering services to their communities,"*

On the other hand, the Mayor of Jowhar Mr. Osman Mohamed Mokhtar (Baarey) said *When the Dowlad-kaab Programme began, we were starting almost from scratch. The technical capacity-building support has helped us find our footing, and we now welcome further efforts to strengthen our public financial management systems,"*

Annexes

1. Learning products produced by the programme (case studies, reports, research, articles)
2. Annual work plan
3. Risk Matrix - [Risk Matrix.xlsx](#)