



# RECRUITMENT COMPLETION REPORT

April 1, 2018

MINISTRY OF INTERIOR, FEDERAL AFFAIRS AND  
RECONCILIATION

SUPPORT TO STABILIZATION PROJECT II – ADVANCING GOVERNANCE THROUGH  
GRASSROOTS SUPPORT AND INCLUSIVITY

## Background

Over the last few years, a particular focus in Somalia has been on the Federal Member State (FMS) formation process. As the regional state building process concluded, there is a renewed pressure to begin moving towards the re-establishment of district councils and administrations. The Federal Government of Somalia (FGS) recognized this priority early on and as a result, in July 2013 the Parliament passed relevant legislation (Law for the Administration of Districts and Regions in Somalia). It provides a rapid pathway to formation of permanent local administrations, and this legislation along with adoption of National Wadajir Framework for Local Governance. Further, the majority of the States have also approved their local government legislation based on the provisional constitution that outlines the three tiers of Government; Federal, State and District levels.

Somalia has experienced over two decades of conflict and civil wars that not only eroded the trust and community cohesion but also destroyed economic infrastructure and public service delivery capacity. Under the leadership of the Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR), the FGS and FMSs are committed to establishing the foundation for lasting stability and establishing of inclusive and elected district councils, through agreed frameworks to improve social contract between government and population through provision of service delivery.

Expediting the district council formation process is a key priority for MoIFAR and its State Ministry of Interior counterparts. Local government at the district level is the first interface between citizens and their Government under the provisional constitution. Therefore, district council formation is an essential element of the overall perception of legitimacy of the Government within the overall goals of the Transition Plan.

The second phase of the Support to Stabilization (S2S) project builds upon the first phase, which ran from 2015 to 2018, involved the establishment of initial caretaker administrations and the provision of operational costs to support the caretaker administrations, as well as support to community engagement to lay the foundations for the formation of elected district councils.

It is within this context that MoIFAR and the Ministries of Interior (MoI) of the FMS engage in a coordinated range of initiatives that will establish inclusive and accountable district administrations overseen by elected district councils. The goal of these initiatives and processes is to overcome the socio-political barriers that are hindering the re-establishment of district councils and administrations across the States of Jubaland, South West, Hirshabelle and Galmudug. It is recognized that community leaders and the citizenry at large needs to support the district formation process for any district administration to have a chance to build and enhance their legitimacy. Local reconciliation initiatives and civic dialogue with communities are therefore seen as an essential pre-requisite to building the social cohesion necessary for district council formation processes to succeed.

## Objective

The main objective was to recruit qualified individuals to fill the vacant positions at MOIFAR S2S that are crucial for the project to undertake and deliver on the expanded tasks that include local reconciliation initiatives, civic dialogue with communities and district council formations among others.

## Methodology

The process of hiring the S2S National Project Manager, National Reconciliation Advisor and National Local Governance Specialist at Ministry of Interior Federal Affairs and Reconciliation (MOIFAR) was conducted through a competitive process. The position was advertised via Hiiraan. Online from the period of Feb, 17<sup>th</sup> 2019 till March 2<sup>nd</sup>, 2019. After careful examination, the applicants' relevant experience and educational background, four applicants who had the right qualifications were shortlisted for each position. The short-listed candidates were then invited for interview.

In addition, the written test and oral interviews for all positions were undertaken for the shortlisted candidates between the period of March 28<sup>th</sup> to March 31<sup>st</sup> 2019. A panel of three comprising of MOIFAR Local Governance Director, S2S Senior Stabilization Coordinator and UNDP/S2S Project officer, were charged with the responsibility of undertaking these interviews. During the interviews, each member of the committee rated the candidates' responses to the questions. Following the interviews each member added up the rating they had assigned.

Based on the written and oral interview overall performance of each shortlisted candidate coupled with an examination of their relevant experience and educational background, the panel made a joint decision and recommendation on merit. The successful candidates were notified accordingly by the MOIFAR Permanent Secretary.

## Interview Panel Members

	Name	Title	Organization
1.	Yahye Ahmed Hersi	Director of Local Governments Department	MOIFAR
2.	Ramadan Elmi	Senior Stabilization Coordinator	S2S
3.	Abdullahi Hudow Osman	Project Officer	UNDP/S2S Project

## Outcome

Base on the both the written and oral interviews, below is how the individual short-listed candidates performed for each position;

Position	No of Applicants		Shortlisted Candidates		How Candidates performed
National Project Manager	Total	Women	Men	Women	Abdikarim Mohamed Hussein- 69% Abdu-Nasir Omar Katib – 60% Farhia Mohamed Yusuf – 58% Ibrahim A. Iman – 97%
	20	3	Abdikarim Mohamed Hussein Abdu-Nasir Omar Katib Ibrahim A. Iman	Farhia Mohamed Yusuf	

Position	No of	Shortlisted Candidates	Candidates performance
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	<b>Applicants</b>				
	Total	Women	Men	Women	
National Reconciliation Advisor	9	0	Abdisamad Mohamed Ali Abdulsalam Dakane Mohamud Omar Wehliye Wardhere Miraj Mohamud Yusuf		Abdisamad Mohamed Ali- <i>invited but withdrew</i> Abdulsalam D Mohamud - <i>invited but withdrew</i> Omar Wehliye Wardhere – 94% Miraj Mohamud Yusuf – 73%

<b>Position</b>	<b>No of Applicants</b>		<b>Shortlisted Candidates</b>		<b>Candidates performance</b>
	Total	Women	Men	Women	
National Local Governance Specialist	13	3	Abdirahman Osman Jeylani Abdulrahman Aligab Abdi	Sadia Elmi Zahra Ahmed Abdullahi	Abdirahman Osman Jeylani – <i>invited but withdrew</i> Abdulrahman Aligab Abdi – 91% Sadia Elmi - <i>invited but withdrew</i> Zahra Ahmed Abdullahi - 49%

From the above performance table, the following candidates were recommended for the respective positions:

- 1) National Project Manager – Ibrahim A. Iman
- 2) National Reconciliation Advisor – Omar Wehelie Wardere
- 3) National Local Governance Advisor – Abdulrahman Aligab Abdi.

The successful candidates were notified accordingly by the Ministry’s permanent secretary, subsequently each had to sign an offer letter and contract issued on accepting. The newly recruits who reported on duty as from first week of April 2019 were inducted on S2S project

## Challenges

Getting dully qualified and competent women to fill vacant positions in S2S was a challenge despite efforts made to meet the 30% gender target for the project. Of the 12 shortlisted candidates, three were women out of which only two took the interview while the third one withdrew the last-minute despite being encouraged to do so.

## Conclusion

The recruitment process ensured the policies as well as the human resources procedures in place at the Ministry were complied. This means all candidates selected for the advertised positions met the requirements of the terms of the references, relying on the experience and judgement of multi-agency interview panelists from MoIFAR and UNDP. The candidates, with full induction training were deployed to their respective duty stations at the Ministry. The candidates will work on probation for three months which will follow performance evaluation and overall assessment. In the meantime, the Stabilization Unit will support each to help them deliver their respective mandates towards the Ministry.



Galmudug Council Assessment Mission  
List of Governance Training Participants

<b>Names</b>	<b>Titles</b>
1. Abdullahi Ibrahim Abdi	Regional & Local Governments Director
2. Mohamed Awil Bahat	Hr, Admin and Finance Director
3. Mohamud Abdisalam Abdishakur	Planning and training Director
4. Mahad Mohamed Salad	HR, Admin and Finance Officer
5. Abdikafi Hassan	Planning and Training Officer
6. Maryama Hussein Salad	Young Graduate and Interns
7. Mursal Heefow	MOI Liaison Officer
8. Moallim Nuur	Dhusamareb DC
9. Ali Nuur Jimcale	Galgadud Regional Governor
10. Hon. Mohamoud M. Samatar	Minister of Interior, Galmudug State
11. Omar Wardhere	S2S Reconciliation Advisor
12. Abdirahman Aligab	S2S LG Specialist



# **DUSAMAREB DISTRICT COUNCIL FORMATION A JOINT ASSESSMENT REPORT**

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**By**

**THE MINISTRY OF INTERIOR, FEDERAL AFFAIRS AND RECONCILIATION  
OF THE FEDERAL REPUBLIC OF SOMALIA**

**AND**

**THE MINISTRY OF INTERIOR AND LOCAL GOVERNMENTS  
OF GALMUDUG STATE OF SOMALIA**



*May 31, 2019*







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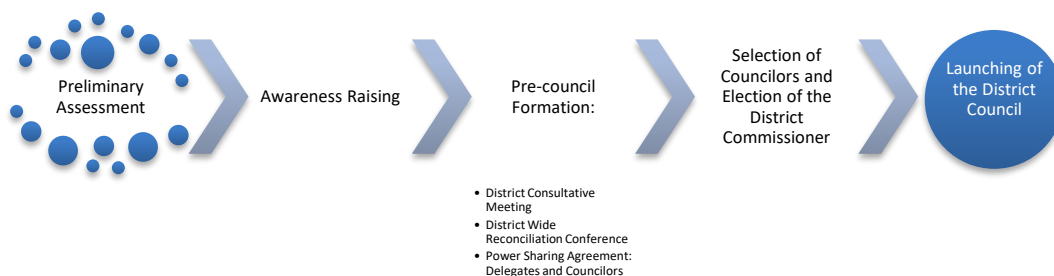
# 1. Introduction

Over the past few years, Somalia has made significant progress in the establishment of permanent governance and security institutions, and successfully concluded the formation process of the Federal Member States (FMS) in 2016. Since then, much of the attention shifted towards the re-establishment of district councils and administrations. The Federal Government of Somalia (FGS) recognised this priority early on, and as a result, the Federal Parliament passed the Law for the Administration of Districts and Regions in Somalia in July 2013. It also adopted the Wadajir National Framework for Local Governance, and later assisted the Federal Member States to establish state-level local government laws.

While local governments are the first interface between citizens and the government, district councils are essential for the overall perception of legitimacy and trust between citizens and government institutions. The Stabilisation Strategy of the Somali Government therefore calls for the development of governance mechanisms and structures, the facilitation of reconciliation and dialogue processes, and addressing of the priority needs of the newly liberated areas to establish foundations for lasting peace and stability.

In fulfilling its commitment to restore and re-establish District Councils across Somalia, the Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR) in partnership with the Ministry of Interior and Local Governments of Galmudug State, conducted a joint assessment in Dusamareeb District. This is the first step in the standardised District Council Formation Process (DCF) under the Support to Stabilisation (S2S) project, as illustrated in figure 1, below:

Figure 1: The Standardised District Council Formation Process



The S2S project, funded by the Peacebuilding Support Office's Peacebuilding Fund (PBF), remains an integral part of the Somali Government's strategy for peacebuilding and stabilisation to newly recovered districts from Al Shabaab. The project is also a gateway for governance and stabilisation, in terms of local council formation and programming, as it provides technical, financial and operational support to these efforts. The overall approach of stabilisation in Somalia is intrinsically linked to state-building and the re-establishment of inclusive governance structures, to extend the authority and capacity of the government institutions, and empowering Somali citizens to actively participate in local governance and development efforts – including the delivery of peace dividends. Hence, both Ministries of Interior committed to engaging various local community groups and key stakeholders of the council formation process at all stages in a consultative, transparent and mutually accountable manner to facilitate an inclusive process and achieve improved governance and accountability outcomes at all government levels in Somalia.

## 1.1 Aims and Objectives

The overall purpose of the preliminary joint assessment was to analyse the current context in Dusamareeb District, through the documentation of the present socio-economic situation, as well as the district's political, security and conflict dynamics. The assessment was also aimed at identifying possible risks and gaps, priorities to inform community engagement, and to facilitate the planning of the next steps in the council formation process.

The specific objectives of the assessment were to:

5. Assess the current political context and governance arrangements, administrative gaps and clan representation, and examine local community perceptions on legitimacy and participation in local governance processes;
5. Assess the security situation, identify significant drivers of conflict and peace in the district and examine citizen perceptions about the security in the district;
5. Assess and document the socio-economic situation, available infrastructure and public services, as well as problems and gaps concerning accessing these services;
5. Identify developmental interventions and cross-cutting issues, stakeholders, partners and local community priorities regarding peace dividend and local capacity strengthening initiatives;
5. Generate a jointly validated assessment outcome report containing more detailed information than previously available to serve as a baseline of the current situation, and making recommendations to the DCF process design and delivery strategy as well as to inform the planning of future interventions.

## 1.2 Structure of the Report

This report is structured as follows:

**Section 1** begins with a short introduction to the assessment, its objectives and how it relates to the district council formation process.

**Section 2** briefly outlines the methodology adopted to conduct the assessment, as well as the characteristics of the community groups involved in the assessment, and a summary profile of Dusamareeb District.

**Section 3** brings in findings from the assessment to explore the general context, security situation, and clan and conflict dynamics in the district. It also outlines existing legal and policy frameworks and public perceptions about legitimacy, participation and their experiences with public services.

**Section 4** explores and documents the current socio-economic situation in Dusamareeb, as well as the available public services and facilities, humanitarian and development interventions, actors and partners in the district. It also identifies community priority areas related to the revival of public assets and infrastructure.

**Section 5** details certain factors emerging from the assessment that may hinder or help to implement the next steps in the district council formation process, and provides recommendations based upon these conclusions on the way forward.

## 2. Methodology

The assessment mainly revolved around community consultations, and field visits carried out between 4-14 May in Dusamareeb town, Eldhere and Mareergur villages. Guri'el town was excluded from the assessment due to its local authority arrangements, and because the Galgadud Regional Administration considers it to be an autonomous district not part of Dusamareeb, since successive transitional governments in Somalia designated it as a new district through presidential decrees.

The assessment employed qualitative research methods, a desk review of secondary data, and site visits to gather location-specific data and information about access to basic services and vital socio-economic features. The assessment team conducted key informant interviews (KIIs) and organised focus group discussions (FGDs) using semi-structured checklists and questionnaires. The selection criteria for respondents took into consideration factors such as knowledge, experience, and influence in the local community or ongoing processes in the district.

### 2.1 Sampling and Fieldwork

The FGDs and consultations involved diverse community members from both urban and rural areas, including local administration officials, women, youth, traditional/religious leaders, the business community and civil society representatives. Officials from MoIFAR explained the objectives of the assessment to the participants and interviews proceeded only after their consent. A total of 12 FGDs and 24 KIIs were conducted during the fieldwork. The table below illustrates the genders and numbers of interviewees in each community sector involved in the assessment.

Table 1: FGD/KII participants

Interviewee Group	FGD Participants		KIIs		
	Male	Female	Male	Female	TOTAL
Community Sectors					
<b>District and Local Authority Members</b>	10	2	6	2	20
<b>Women</b>	0	24	0	5	29
<b>Youth</b>	21	6	2	2	31
<b>Elders and Religious Leaders</b>	24	0	2	0	26
<b>Community Groups (CSOs)</b>	18	14	2	1	35
<b>TOTAL</b>	<b>73</b>	<b>46</b>	<b>12</b>	<b>10</b>	<b>141</b>

An orientation session for 10 enumerators – appointed by the Ministry of Interior and Local Governments of Galmudug – preceded the fieldwork. It focused on qualitative interviewing techniques, and ensured that the enumerators were familiar with the assessment tools. The questionnaire was designed to obtain information on four key aspects in particular: political participation and representation, with a focus on women; clan structures and dynamics; the conflict and security situation; access to and availability of socio-economic services.

The assessment team also visited 20 public facilities and private service providers in Dusamareeb town, and made short visits to Marergur and El-dhere villages. The facilities visited included schools, health facilities, local government premises, a police station, a radio station, the stadium, women centre and community meeting centres. During the field visits, the team interviewed key staff members, officials, and users of the facilities, made observations and reviewed available documentary records. The findings

from the assessment presented in this report concern only Dhusamareeb district, and cannot be generalised further.

### ***Limitations***

**Information deficiency:** One of the main obstacles facing the assessment team was the availability of and accessibility to reliable raw data for the sample selection and profiling of Dhusamareeb District. So the lack of information was a significant constraint to this preliminary assessment.

**Fieldwork timing:** The fieldwork timeline was limited to 10 days, and collecting detailed information within such a short time was challenging. The fieldwork also coincided with the beginning of the holy month of Ramadan, and took place in dry and hot conditions due to the delay of the Gu' rainy season – which limited the ability of the team to move after midday and find respondents.

**Approach limitations:** Because the assessment relied on qualitative data collection methods, and on self-reported responses, respondent bias is probable. Due to socio-political sensitivities in relation to some issues like population figures and revenues, it was also challenging to find adequate information for some topics. Future assessments should therefore use both quantitative and qualitative approaches to increase confidence in their validity.

## 3. Political, Security and Conflict Situation

### 3.1 The Political Context

Somalia has made encouraging progress and maintained a positive trajectory in the last decade with the establishment of a federal political structure and consolidated security gains through a peaceful transfer of power at national and state levels, after two decades of conflict following the collapse of the central government in 1991. The overall security situation and stabilisation has improved in recent years as the Somali security forces and AMISOM made remarkable advances and expanded recovered territories from Al-Shabab. District caretaker administrations were established in the newly liberated areas, and district councils were formed in several districts since then, paving the way for greater peace and stability.

After the election of the current leadership of the Federal Government in February 2017, various roadmaps in the sectors of inclusive politics, security and justice, economic recovery and social human development were introduced and implemented, whereas success in increasing domestic revenues and better public financial management are some of the impressive achievements made as a result. The Federal Government also formed the National Security Council (NSC) to replace the National Leadership Forum, which brings together the top leadership of the Federal Government and each of the FMSs to provide a space for high-level political dialogue, consultation and building consensus.

Nevertheless, the political context in Somalia remains complex and the gains made are still fragile due to several sources of volatility and the political stalemate between leaders of the Federal Governments and the FMSs being at the forefront and continue to undermine progress on state-building, defining suitable federalism type for Somalia and implementing the national security structure. External actors with conflicting agendas and interests often exacerbate tensions and divisions between the FGS and the FMSs, with the diplomatic crisis between Qatar and UAE being a classic example.

Since relations between the FGS and the federal member states (FMS) are based not on subsidiarity, but continuous negotiation between the leaders at both levels,<sup>1</sup> a recent high-level consultation meeting between leaders of the Federal Government, the FMSs and Banadir Regional Administration (BRA) had failed due to several contentious issues. The meeting was convened in Garowe on 5th May – the first of its kind since June 2018 – and lasted for almost a week while intending to ease the political impasse between the parties and to facilitate a negotiated settlement on a set of priority political issues.

Disagreements over the draft bills of the electoral and petroleum laws passed by the council of ministers and submitted to the Federal Parliament in which most of the FMSs accused the FGS of not consulting with them on critical laws and other issues of public interest, and proposed to rename the NSC. The dispute over Galmudug and Jubbaland State elections were also some of the standoff points as the FGS vied to convince the gathering to ensure that Galmudug state election should take place in July this year. But Galmudug state leader insisted that it is scheduled to take place in December 2021 as per the agreement between the state and Ahlu Sunna Wal Jama'a (ASWJ) while the Jubbaland leader argued that the FGS does not have a constitutional oversight and directing role on the state election and warned against any interference to the elections. After that, Puntland State suspended all cooperation with the Federal Government, claiming lack of progress on the constitutional review process, anticipated national elections and the national security plan.

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<sup>1</sup> Think local. Governance, humanitarian aid, development and peacebuilding in Somalia - ECDPM (March 2019).

On the security front, Al-Shabab still constitutes to pose severe threats to the entire governance and political institutions in Somalia with sustained presence in central and southern parts. The implementation of the Somalia Transition Plan (STP), a conditions-based plan aiming to drawdown AMISOM troops and transfer the primary responsibility for security to the Somali security forces might create a security vacuum and reverse the security gains made so far until Al-Shabab are weakened further, governance structures are reinstated and a unified and capable Somali Security Forces are in place. In conclusion, other destabilising factors involve the ‘precarious status of the newly formed states; elite and clan-based political competition, which present obstacles to the transition to an inclusive and multiparty democracy; lack of consolidated political settlement at either national or sub-national level; and weak state capacity’.<sup>2</sup>

### 3.2 Legal and Policy Framework

Article 48 of the Provisional Constitution of Somalia details that: “The structure of the state is composed of two levels of government: (a) The Federal Government Level; (b) The Federal Member States Level, which is comprised of the Federal Member State government, and the local governments”. It further establishes subsidiarity as one of the Principals of Federalism. Article 50 specifies: “Power is given to the level of government where it is likely to be most effectively exercised”.

Other legal and policy frameworks at federal and state levels are listed below:

At the federal level:

- The Law for the Administration of Districts and Regions in Somalia of July 2013 – passed by the Federal Parliament;
- Wadajir Framework for local governance;
- National Development Plan 2017-2019;
- National Reconciliation Framework;

At the state Level:

- Galmudug Interim Constitution approved in May 2018;
- Local Governments Law of Galmudug.

### 3.3 Galmudug Context

The formation process of the Galmudug State – one Somalia’s five Federal Member States – was led and facilitated by the FGS in July 2014 after representatives from Galmudug, Himan and Heeb, and Ahlu Sunna Wal Jama’a (ASWJ) signed the Central Regions State Formation Agreement in Mogadishu, to form a unified interim administration combining Galgaduud and most parts of Mudug regions. The process took place in Adado and was concluded after three months with the selection of the state’s assembly and the election of its president in July 2015. Galmudug is located in central Somalia and shares borders with Puntland to the north, the Indian Ocean to the east, Hirshabelle to the south and Ethiopia to the west. Galmudug comprises ten districts including south Galkayo, and is inhabited by 11 clans, which are all represented in the State Assembly.

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<sup>2</sup> Thinking and working politically in Somalia: a case study on the Somalia Stability Fund, ODI (May 2018).

Since its formation, Galmudug has faced immense political challenges. The ASWJ has withdrawn from the state formation process and formed a parallel administration in Dhusamareb, the designated capital of the state, claiming that the state formation process excluded them from the power-sharing arrangements. Internal political divisions also emerged after the State Assembly initiated a failed attempt to impeach the State President, Abdikarim Hussein Guled in early 2017, as he later announced his resignation due to health reasons in February 2017. The state assembly elected Mr Ahmed Duale Gelle “Haaf” as the new President of Galmudug on May 2017.

The change in the state leadership was an opportunity to reconcile between Galmudug State and ASWJ as they signed a power-sharing agreement in Mogadishu on December 2017 after a series of meetings organised by IGAD in Djibouti and Nairobi. The Somali President, Mr Mohamed Abudllahi Mohamed (Farmaajo) and three of the FMS heads attended a ceremony held in Dusamareeb to celebrate the deal, and the implementation of the agreement commenced in March 2018. Again, another division preceded the signing of the peace agreement as members from the State Assembly led by the Deputy President voted for another president, but President Ahmed Duale rejected the attempt and survived with the backing of most leaders at the FMSs.

As progress in the implementation of the power-sharing agreement continued, where ASWJ unified with Galmudug state, a new constitution was adopted and merging of forces took place, and the political deadlock between the Adado-based group and the unified Galmudug administration continue to this day. The renewed dispute on the state election date represents a new trial for Galmudug, whereas the standpoint of the Federal Government and the Adado group is that mandate of the current Galmudug administration would end in July 2019, thus requesting holding the state elections in due date. But the unified Galmudug administration asserts that their term is four years and the elections would be held on December 2021 as per the power-sharing agreement signed in 2017 or as enshrined in the harmonised state constitution, which is March 2022. Unless the two groups decide to end the divisions within Galmudug and reach a settlement through compromise and consensus building, violence might potentially occur if current tensions remain unresolved.

### **3.4 Dusamareeb District Profile**

Dusamareeb District, named after Dusamareeb town, is the district headquarters and the seat of Galgadud region, which later became the capital of Galmudug State of Somalia. The state administration relocated to the town in January 2018 after reaching a power-sharing agreement in Djibouti, and merged with Ahlusunna Waljama. The city was the base of the 21st division of the Somali National Army, and around 65 government departments and agencies have been present in the city before the collapse of the central government in 1991. Although several clans cohabited in Dusamareeb before the civil war, most of the current residents in the district are from the Ayr sub-clan of Habar Gidir.

Dusamareeb is a landlocked district and one of the seven districts of Galgadud situated in the heart of Somalia (5°32'8"N and 46°23'3"E), and is a possible site with mineral deposits. The vast majority of the district is in the Addun Pastoral Livelihood Zone, while a small portion of the southwest of the district is in the Hawd Pastoral Livelihood Zone.

The local administration estimates that around 200 villages are located in the district, clustered under the main villages of Eel-Dheere, Ballicad, Gadoon and Mareerguur. Dusamareeb town is divided into four neighbourhoods: Dayah, Horseed, Waberi, Wahar Adde, and Bulu Oog. The total population of the



district is estimated at 68,781 people<sup>3</sup>. Access to and ownership of land is associated with clan ownership and customary tenure. The main housing types are bungalows, shelters made from corrugated sheets and barrels, and temporary Aqal shelters, mostly in rural areas.

Historically, the original residents of the Dusamareeb area migrated to the southern regions of Somalia between 1840 and 1897. In the early 20th Century – around 1928 – when the Italian colonial authorities began constructing the road connecting Beletweyne to Bosaso, they established a warehouse in Dusamareeb and recruited the majority of the locals as construction workers. The city expanded further during the second Italo-Ethiopian war, in which the city became a major supply depot for Italian troops. It attained district status between 1941 and 1942, as it was under El-bur District beforehand, and later become the capital of Galgadud Region in 1974.

Pastoralism is the primary occupation in the district's rural areas, although a small number of villagers grow cowpeas during the rainy season. Trade, transportation and construction are the main livelihood activities in Dusamareeb town, yet unemployment is still high. The infrastructure is poor (although there is a functioning airstrip) and recurrent droughts often cause loss of livestock, displacement, disease outbreaks and malnutrition. People obtain water for drinking and washing from boreholes and shallow wells, as well as individually-owned small concrete catchments (berkads).

### **3.5 Key Findings**

#### ***Dusamareeb District Administration***

The first district council of Dusamareeb was formed in 1985, nominated with a presidential decree by the central government. After the collapse of the Siad Barre regime in 1991, attempts to revive the local administration in the district began in 1992, when General Mohamed Farah Aided formed a local council consisting of 18 members loyal to him. That administration existed until the Islamic Courts Union (ICU) dissolved it in early 2005, when they took control of Dhusamreeb. Later, Al Shabab occupied the district after Somali troops with their Ethiopian allies vacated the town, which led to a violent confrontation with Ahlu Sunna Wal Jama (ASWJ) getting support from the local community and driven Al Shabab out of Dusamareeb. Since then, ASWJ has ruled the district, and appointed several local administrations including the current one, which was nominated in February 2017 as a transitional administration under the Central State Administration.

The current administration comprises an 11-member executive committee led by the District Commissioner (who is also the Mayor of Dusamareeb town) and his two deputies. The district employs a total of 30 local staff. There are seven to nine village and neighbourhood committees, which report to the local administration in the main four cluster villages of the district and the five neighborhoods of the town. The current administration continued its mandate after Galmudug State relocated to Dusamareeb as penned in the peace agreement between Galmudug State and Ahlusunna in December 2017.

#### ***Perceptions of the local administration's legitimacy and performance***

The arrangement of the current administration is clan-based, as the dominant six sub-clans in the district are represented in the administration. Several respondents felt that underrepresentation of women in the local administration and inequitable distribution of positions to the resident clans in the district was disrupting trust in the local administration within some communities. Contrastingly, all of those interviewed perceived the local administration as legitimate since they were appointed in

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<sup>3</sup> SOMALIA Livelihood Profiles (FEWS NET/FSNAU) – check information under Addun and Hawd Pastoral Livelihood Zones. <https://reliefweb.int/sites/reliefweb.int/files/resources/Somalia-Livelihood-Profiles-30-June-2016.pdf>.

consultation with community elders and leaders, and due to their involvement in safeguarding overall security in the district. Respondents also considered the current administration to have a sound and cooperative relationship with both local communities and the Galmudug State.

In general, those interviewed reported that the performance of the local administration had been improving since the relocation of Galmudug State to the town, in part due to the guidance from the state ministries, and due to the increasing demand for services triggered by the notable increase in the local population. However, local officials interviewed highlighted that the lack of training and competent technocrats, limited financial resources and indistinct roles of local, regional and state authorities were the main reasons for not performing effectively on areas like service delivery and revenue mobilisation.

### ***Representation and inclusivity in the local administration***

Although almost all participants agreed that different community groups were involved in the district decision making processes to some extent, it was noted that traditional elders and religious leaders exercise significant influence over local administration decisions since they assist them in solving disputes and mediating conflicts. Youth also highlighted that they are employed in the local administration and mainly occupy positions at the sub-district levels (neighbourhoods and villages), but felt underrepresented in the district administration as only one member is at the youth age.

The overall level of involvement of women was said to be low, as revealed by most interviewees; this is mainly attributed to the patriarchal nature of the society, as one elder in an FGD group explained, and due to the conservative nature of the society where wives are excluded from political affairs by men. Most of these men insist that women belong to the home, where their primary role is to be mothers taking care of their children and doing home chores rather than wasting time on less essential matters. Other reasons against women's equal participation and representation in decision making and political processes that emerged during the interviews include prevailing beliefs demeaning women's leadership abilities and roles in public life, and that some of the men involved in GBV acts would never be happy giving more roles in politics as well as elderly and traditional leaders.

An interviewed official explained that women's lack of understanding of public affairs was another barrier hindering women from assuming their leadership roles. As only one of the 14 members of the local administration is a woman, the women interviewed consistently complained about inequality in representation and political marginalisation, indicating that the capacities and competencies of some women in the district exceed that of many men. Although civil society groups are also not represented in the administration, they underlined that they often collaborate with them on the implementation of development and aid projects, and invite local authorities to their coordination meetings.

To reflect on the inclusivity and representation in the local administration, the table below details the positions, gender and clans of different officials in the current administration:

Table 2: administration officials

No	Name	Position	Sex	Age	Clan	Sub-Clan
1	Moalim Nur Elmi Abdulle	District Commissioner	Male	35	Cayr	Ayanle
2	Omar Mohamud Mohamed	1st Deputy Commissioner	Male	30	Cayr	Yabardhowre kece (Bilal)
3	Abdiqani Gurey Hassan Nur	2nd Deputy Commissioner	Male	30	Dir	Fiqi Hassan
4	Hasan Tahliil Osman	Local Government Secretary	Male	34	Cayr	Yabardhowre kece (Dhalow)
5	Nuradin Abdi Ali	Economic affairs and Finance Secretary	Male	25	Cayr	Absiye
6	Dahir Moalim Abdulahi	Secretary of Public Works and Housing	Male	30	Cayr	Absiye
7	Ali Shire Halane	Secretary of Social Affairs	Male	50	Cayr	Yabardhowre kece (Bilal)
8	Sheikh Hassan Haji Hussein	Secretary of Justice	Male	52	Cayr	Absiye
9	Abdi Galad Hassan	Secretary of Security	Male	33	Cayr	Yabardhowre kece (Bilal)
10	Ali Mohamed Khayre	Secretary of Media and Culture	Male	45	Sacad	Rer Abdi
11	Fadumo Mohamed Jamac	Secretary of Women and Family Affairs	Female	45	Cayr	Yabadhalo

### ***Services provided by the local administration***

Security was the most cited service provided by the local administration in Dusamareeb, considering it is the centre of the attention of the local and state authorities. The police station and the district court fall under the jurisdiction of the local administration. Interviews revealed that the administration organises garbage collection and disposal campaigns once or twice in every month, registers IDPs and appeals for them once they arrive in the district, rehabilitates roads and offers birth certificates, passports and land registration documents. However, none of the interviewed officials mentioned the last three services and roles of the local administration in its provision.

Interviewees also stated that the local administration is involved in the provision of water as they collaborate with NGOs and direct them to prioritise the rehabilitation of wells and drilling of new boreholes. They are also involved in the provision of education and health services, even though NGOs, CBOs, and private entities manage facilities that provide such services.

With regard to challenges in the provision of public services, participants explained that the presence of Al Shabaab in some areas in the district and several access roads connecting it to strategic towns and trading hubs were significant barricades as they block the flow of goods. Poor road networks, the economic inability of the majority of district residents, the lack of nearby ports and mostly ailing service delivery infrastructure were other issues raised that were considered to be adversely affecting the delivery of public services.

Few respondents considered the lack of support and transfer of funds from the federal government to Galmudug state as a critical problem restraining expansion and enhancement of service delivery in the district. One of the respondents accused wealthy individuals – based in Mogadishu and abroad – from the district for their lack of willingness to invest or contribute to reviving the service delivery infrastructure. Another respondent argued that local administration officials do not get their salaries consistently and hence seemed doubtful that they would deliver whatever they receive to the public without subtraction.

### ***Revenues and financial management***

Community members interviewed identified the local market, small businesses, checkpoints along the main road, the airport, construction sites, petrol stations and livestock sales tax (only USD 0.25 per head) as the primary sources of revenue for both the local administration and Galmudug State. Interestingly, some interviewees stated that locals do not call it tax, but instead use the word ‘support’ as a sign of their solidarity with the administration, and willingness to pay such charges with pride.

However, interviewed officials explained that the local administration was responsible for collecting revenues using state authorised vouchers, while collected taxes were deposited in the single treasury of the state. They further elucidated that around 95% of these revenues were spent on allowances and food rations of the security forces, and that the remaining balance was spent on running costs for the state and the district offices. Moreover, they confirmed that standardised procedures for collecting revenues, forecasting, expenditure management and budgeting were not in place.

Potential revenue sources identified during interviews were: trading licences, property and land tax, property transfer tax, registration of vehicles, issuing birth certificates and local IDs, advertisement signs, registration of NGOs and aid agencies as well as city development contribution. Although increasing revenue sources requires skilled and competent local authority staff, efficiency, transparency and accountability are crucial to winning trust and acceptance from the local community and wider stakeholders.

### ***Security and conflict dynamics***

#### Security situation

The overall security situation in Dusamareeb town and nearby villages is considered to be safe, stable and reliable according to the interviewees and as noted by the assessment team. Although Al Shabab has a presence in small territories in the district, their influence is restricted in areas beyond 40 KMs outside Dusamareeb, mainly in the southwest parts of the district. The general security situation has been improving since the dislodging of Al Shabaab from the city in 2008, although the group still poses a threat to the district. However, the community members interviewed reported that they were not afraid of attacks from Al Shabaab and felt protected after all their attempts in the past to seize the town had failed.

There is no AMISOM force in the district, and Galmudug State Forces (GFS) are directly responsible for security. Though, the interviews revealed that the main security actors in the district were the local and federal police, correctional corps, state and federal intelligence, Somali National Army and Darawish forces – former Ahlu Sunna Wal Jama’a and clan paramilitaries – with support from the local communities. Together they ensure that all residents enjoy security and free movement at all times with a particular focus on primary access routes to Dusamareeb, which are all open.

Recent FIMM data indicates that GSF is a blanket term for what is essentially a mixture of Alhu Sunna Wal Jama (ASWJ) militia, Galmudug Darawish, ASWJ state police and federal police, and a contingent of Somali National Army (SNA) from 21 Division. Former ASWJ militias are based in Dusamareeb and nearby Guriceel, while the SNA are based outside of the city<sup>4</sup>.

### Policing and justice

Dhusamareb Police Station is the central base of the Galmudug Police Force (GPF) and the District Police Command; it is also the primary prison of the district. The station is extensively damaged, and there are only six detention rooms, which are in bad condition but can accommodate around 30 inmates.

The police operate from six partially rehabilitated office rooms equipped with one computer and the police wireless communication system. There are 60 police personnel currently based in the police station, including eight women and 15 custodial corps where only two of them are women. When visited, the Deputy Police Commissioner reported that crimes such as rape and theft were among the least incidents reported to the police, while disputes and conflicts originating from grazing and water sources were frequently reported to them. He also established that homicide and murder due to grievances, retaliation and disputes over resources like water were the main crimes handled. He mentioned that they fight against trafficking and smuggling of persons through searching for public transportation at the main entrance checkpoints in the town, and apprehending of suspected persons within the city.

Despite the lack of proper procedural codes and guiding manuals to follow, the interviewed officer said that the police record and investigate all matters brought to the station as they forward unsettled cases to the court within 24 hrs. He also noted that seriously sick inmates without criminal cases were released with bail, and those with criminal charges were guarded and chained in their hospital beds. The custodial corps is responsible for dealing with those serving a prison sentence. Nevertheless, both the police and the justice court in Dusamareeb are stringently under-resourced, and do not receive sufficient training. As indicated in the FIMM report, formal district courthouse exists in Dhusamareeb, but it is in extremely poor condition. Judicial officers work within the courthouse; however, they follow Sharia and therefore formal justice system is not active in the district<sup>5</sup>.

Although interviewees established that informal, traditional ways of solving disputes and conflicts using Xeer, which is not codified but widely respected, is practised considerably and preferred by many residents, the FIMM report highlighted that Xeer is the most commonly used form of justice and hears criminal cases, domestic cases and disputes over land and water. The decision makers include elders, which make decisions following lengthy discussions between the council members. Whilst most decisions are respected, some are referred to the Sharia system, which makes the final decision on several cases. Therefore, whilst Xeer is the most utilised form of justice, Sharia acts as a higher court where decisions are more respected<sup>6</sup>.

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<sup>4</sup> Fragility Index and Maturity Model, Round 3 Dhusamareb District, March 2019.

<sup>5</sup> IBID.

<sup>6</sup> IBID.

## Conflict and clan dynamics

Recurrent and inherent intra and inter-clan conflicts over control of land, resources – mainly competition for scarce water and pasture – and clan supremacy characterised Dusamareeb in the past. Although there is no ongoing conflict at present in the district, root causes and drivers of the conflict still pose a significant threat on the stability, peacebuilding and local council formation efforts. Some of the conflict's root causes in Dusamareeb emerged from interviews, including, but not limited to, poverty, historical grievances and injustices, marginalisation, desire for revenge, competition for scarce natural resources and land, while its triggers include murder, rape, theft of livestock, land grabbing and pushing boundaries.

Weak law enforcement, governance and justice structures, and possibly elite tensions and shifting political allegiances or alliances, at the state and national level - the tension between the deputy President of Galmudug based in Adado and rest of the state in Dusamareeb being an example - are also some of the factors that could potentially contribute to or instigate conflict in Dusamareeb.

Since clan lineages are a prime driver, and sometimes a mediator of conflict, and influences all aspects of life in Somalia as it dominates political representation and calculations, the assessment team pursued to understand clan composition in the district during the interviews. As a result, respondents stated that all 11 clans that reside in different areas of Galmudug are present in Dusamareeb, but designated that Ayr sub-clans of Absiye, Yabar-Dhowraka'e, Ayanle and Yabadhale are dominant and local clans in Dhusamareeb while all other sub-clans of Ayr exist in the district. Likewise, they noted that minority clans (occupational groups) of Tumaal, Midgo, Madhiban, Yahro, Gaboye cohabit alongside or associated with Ayr sub-clans.

Some of the interviewees highlighted that these groups are considered minorities due to their traditional practices or occupations and for not being related to any of the main four Somali groups, while doubted whether they are a numerical minority in the area. Correspondingly, the clan structure of the majorities continues to exclude minorities from significant political participation and employment; limits their access to justice, denies them their rights to development, education and sustainable livelihoods; and prevents and punishes inter-marriage with members of majority groups, and subjected to hate speech<sup>7</sup>. As this marginalisation and discrimination are perpetrated in almost all over Somalia, Dusamareeb is no exception.

Other stated major clans that reside in the town are Marehan clan of Darod ranked as the third clan in terms of numbers followed by Sa'ad of Habargidir and Dir. Interviews revealed that Saleban, Duduble and Sarur sub-clans of Habargidir, in addition to Murusade, Abgal, Shiqal, Hawadle and Ujeden clans of Hawiye are also present in Dusamareeb town to varying degrees. The other cited clan having a presence in Dusamareeb town was Majerten of Darod who is the dominant clan in the Puntland State of Somalia. However, respondents established that members from various Rahanweyn clans and Jareer (Bantu) reside mainly in IDPs settlement in several locations in the district as they are mostly displaced from southern regions of Somalia.

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<sup>7</sup> No redress: Somalia's forgotten minorities, Minority Rights Group International (2010).

### Local capacities for peace

A local peace committee exists in Dusamareeb and works to solve clan-based disputes, collects money for charity and operates voluntary assistance programmes in the community, but early warning and conflict prevention mechanisms are not in place. Elders and religious leaders are also important actors in solving conflicts. Interviewed local administration officers mentioned that elders, religious leaders and the local administration getting support from women, youth and neighbouring clans succeeded to stop hostilities and reconciled two factions from one of the three Ayr sub-clans that reside in Dusamareeb in 2018. Business people also play a positive role in conflict resolution as they sponsor peace negotiations and contribute to the payment of Diya and other compensation expenses.

Respect to the Xeer and traditional mediation is strong in the Dusamareeb area as conflict parties habitually adhere to and implement outcomes from such mechanisms. One of the elder discussants recounted the historical peace agreement between Ayr Clans and Marehan as a case in point. The accord was an initiative of a group of youth supported by sheikhs, elders, business people and militia leaders, free from external and political interventions, which received no donor support<sup>8</sup>. The accord resulted a lasting peace between the two clans despite that some incidents happen, but it resulted lasting peace and even created better relations between the two clans, made them political allies and united for the fight against Al Shabab.

Another elder praised locals for not occupying any of the lands – even though buildings owned by former residents of Dusamareeb town vanished – while considering it as an incentive for former residents to return and reclaim their properties, which will further social reconciliation among different clans. Moreover, local officials also confirmed that locals protected all public lands from grabbing as the local authority identified now all sites to be documented formally.

When asked to describe community connectors and dividers, interviewed members listed following issues included in below table:

Table 3: community connectors and drivers

Connectors	Dividers
<ul style="list-style-type: none"><li>• Upholding the security</li><li>• Religion and Mosques</li><li>• Traditional knowledge circles</li><li>• Markets and public venues</li><li>• Culture and traditional values</li><li>• Inter-marriages of different clans</li><li>• War against Al-Shabab</li><li>• Community development initiatives</li><li>• Sports and social activities</li></ul>	<ul style="list-style-type: none"><li>• Competition for power and resources</li><li>• Discrimination and abuse</li><li>• Exclusive politics</li><li>• Different political views</li><li>• Personal interests and exploitation</li><li>• Clannism and preconception</li><li>• Personal and economic interests</li><li>• Violent Extremism</li><li>• External interference and influence</li></ul>

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<sup>8</sup> In pursuit of Peace: Challenges and Opportunities in the Central Regions, Interpeace & CRD (July 2012).



## 4. Socio-Economic Situation

### 4.1 Major Economic Activities and Livelihoods

#### **Overview**

In general, livelihood sources in Dusamareeb are less diversified, and it often exposes economic vulnerability and limited capacity to cope with crisis for the majority of the population in the district. Livestock rearing is the primary source of livelihood and employment for the rural community, and commercial livestock production is a significant economic driver in Dusamareeb. Residents in the town are engaged in various income-generating activities. These include trading in crops and commodities, foodstuff, khat, livestock, fodder, textiles, fuel and retail shops. Services like transportation, lodges, restaurants and water supply are also important economic activities in Dusamareeb town.

There are few agro-pastoralists in the district engaged in rainfed farming, as they mostly grow cowpeas and to a lesser extent sorghum and watermelon in rural areas. Investors in areas nearby Dusamareeb town also introduced irrigated small-scale animal fodder grass farming. Women own and manage most of the petty trade and small businesses, and men are mainly employed as casual labour in the town.

#### ***The livestock economy***

Livestock is the backbone of the household income and wealth in most areas in Dusamareeb district. Export-oriented livestock production remains a vital source of livelihood and resilience for many residents in the district as it is one of the places in Somalia known for its pastoral livestock production and marketing. The main types of livestock herded in Dusamareeb are goats, camel and sheep.

#### ***Challenges and opportunities in the central regions***

Resembling other pastoral areas in Somalia, livestock production encounters several constraints. These include water shortages; lack of availability of and access to good pasture; deforestation and other forms of land degradation; and cyclical climatic shocks. Other persistent constraints include animal diseases, with occasional flare-ups of epidemics, and fluctuating market prices for livestock and its products. Pastoralists still use traditional methods of animal husbandry and have limited access to vaccination and treatment services. The town has neither a veterinary clinic nor a livestock officer; the nearest veterinary clinic is in Guri'el, which is run by a local NGO.

The United Nation's Food and Agriculture Organisation (FAO) recently concluded a mass vaccination campaign targeting over a million goats in villages across the Galgadud region comprising those within Dusamareeb district. The vaccination programme started amid an outbreak of sheep measles and sheep and goat pox, and it was aimed at protecting the livestock from disease and cushioning pastoralists from economic losses through sickness and death of their animals<sup>9</sup>.

A significant number of animals from nearby villages are marketed domestically, generating employment for the local population, especially women, who often sell domestic meat and produce animal byproducts, including milk, ghee and skins. As Dusamareeb is an essential trading hub for livestock, the below box illustrates dynamics of the livestock marketing in the district:

**Box no. 1:** Dhusamareeb livestock trading dynamics

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<sup>9</sup> Radio Ergo. <https://radioergo.org/2019/02/18/over-1-million-livestock-vaccinated-in-mass-campaign-in-central-somalia/?lang=en>

Dusamareeb is strategically situated in central Somalia with the primary road leading either directly to Mogadishu or Bosaso port, or sometimes to the far away Barbara port. The town is a vital trading hub for pastoralists, who sell their livestock in the local market or to traders who fill their own livestock lorries or half-emptied trucks transiting in the town from other towns in Galgaduud and Hiran regions, and heading to the main markets in Galkayo or Bosaso. Dusamareeb market does not deal with large-scale livestock trading, compared to other neighbouring towns such as Guri'el because herders in some nearby villages sell their livestock directly to large traders.

Large traders usually have capital, their trucks, and contracts with significant larger buyers. They often commission agents or brokers (dillaal) - they facilitate most transactions in local markets - to collect for them a sizable number of animals. The livestock trading cycle also involves trekkers, hired by pastoralists or large traders to move animals to the market or collection points; loaders, who load animals onto trucks; workers who brand or mark animals after the sale; lorry drivers and officials from the local administration as collectors of animal sales levy.

### ***Trade***

Dusamareeb town is 511 km away from Mogadishu, and the highway that connects the south to the north of the country goes through the city, hence strategically positioning it as an essential route in terms of trade and mobility of goods. Informality and seasonality characterise Dusamareeb market activity, where demand for crops and livestock, its conditions and availability are important determinants to the flow of trading activities.

Significant trades in Dusamareeb town include imports of foodstuff, petroleum, construction materials, and textiles, among other commodities. Trades in Dusamareeb have strong economic and trade links with Mogadishu, Beledweyn, Guriel, Abudwak, Adado, Galkayo, and Bosaso. Vegetables, fruits and other crops originate from Middle and Lower Shabelle, and some of the commodities imported from Ethiopia are potatoes, petroleum and cement.

Residents are mostly engaged in petty trade and marketing of livestock products. Women are generally involved in livestock byproducts and constitute the majority of small tea vendors, owners of vegetable stalls, clothing shops and beauty salons. Men are engaged in more significant trade activities, as they own businesses like wholesale stores, lodges, pharmacies, supermarkets, trucks, fuel stations and retail shops that sell apparel, stationery, electronics and construction materials.

### ***Employment and other sources of income***

A growing youth population characterises Somalia, and nearly 70 per cent of the population is under 30. Unemployment is rampant, especially among youth, and most young people in rural areas and out of major cities face challenges entering the labour market due to lack of skills, linkages to employers, limited capital for investment, or displacement-related vulnerabilities. Dusamareeb is not an exception.

Businesses across town employ few locals through wage-based labour and companies in the service sector employ salaried staff. Those in the public sector, including education and healthcare, often complain about delays or lack of salaries. Self-employment is another source of employment for many locals where men mostly own and operate vehicles and women are involved in petty trade activities. Even though unemployment is rampant, the interviews revealed the existence of employment opportunities in various sectors, but gaps in the required competencies and skills are preventing the

locals from benefitting from these opportunities. These include building skills, electrical installations, welding, general mechanics, pastry, hospitality, food processing, healthcare, education, among others. Interviewed youth groups reported that local and international NGOs offer few of the competitive and highly paid jobs in the district but is offered only to the well-educated people having a good command of English, and most importantly useful connections.

Interviewees also noted that the average salary per month ranges between USD 50 to 200 for the unskilled employees and between USD 300 to 2,000 per month for the skilled ones. Due to the limited job openings, the lack of required qualifications and vocational skills training opportunities, many of the young people in Dusamareeb migrate to Mogadishu, Galkayo and other towns in search of better opportunities. During the assessment, the respondents explained that improvements in security, better government services and education system and political stability would go a long way in providing the community with employment and retaining and reducing migration of young people to other towns and even overseas.

Few of the respondents reported that they depend on remittances from relatives in main cities in Somalia and the Diaspora, but they highlighted that people receiving remittance transfers are declining in general and that support comes mainly during the onset of disasters and times of conflict. Cash and food transfer programmes by NGOs have also contributed to and provide vulnerable households with a temporary source of income as an alternative.

### ***Banking and credit facilities***

Dusamareeb town has three banks, namely Dahabshil, Amal and Salama Bank. The banks offer various saving and credit services to the public. Banks like Amal offer individual saving accounts tailor-made to women and education savings. Also, the banks provide credit services to its customers through Murabaha system of credit where they purchase or develop assets and customers pay the bank a known amount in an agreed duration of time. Proof of income, providing collateral and a guarantor are pre-conditions for accessing credit services.

The town only transacts in US dollar and Mobile banking form of EVC and E-Dahab after the public lost trust in the Somali Shilling due to excess illegal printing of the notes in 2017. This situation has made the local community rely on mobile banking or US dollars alone. Smaller dollar denomination like 1 US dollar is not accepted in the market. With the dependence on mobile banking, this has made life more difficult to the poor, rural and IDP community who most of them do not have telephones. Use of mobile money services is also challenging to illiterate people.

Besides banking, they also offer remittance services through their branches like Amal Express, Dahabshil express and Taaj International. Remittances can be sent and received from both local and international locations. Apart from the modern banking services, the majority of households take out loans in the form of dry food and goods from traders during dry seasons to pay it back depending on the rainfall situation in the subsequent year. Yet, few residents in the Dusamareeb town and main villages – mainly women – still use traditional informal credit and savings method known as Ayuuto or Hagbad, a rotating fund among a group of people who contribute to an equal amount of money according to an agreed schedule and the collected sum is paid to one of the members in a circular form.

## 4.2 Socio-Economic Services and Infrastructure

### ***Roads and Transport***

Dusamareeb has an airport known as Ugaas Nuur Airport, which is the main gateway for the residents and visitors of the district. The airport is a thirty-minute drive from the centre of the town located at the southwestern suburb of the city with a runway length of around 2,890 metres, and occupies an area of 36 square kilometres. Local flights to mainly Mogadishu and Galkayo and flights transiting through Guri'el, Adado, Beletweyne and Jowhar are available in the airport with five airline companies providing services, namely Juba airline, Som Express, Mandeeq, African Express and Galayr Airways. The airlines also provide cargo services and mostly imported food commodities and household goods.

Dusamareeb is connected to major cities such as Mogadishu, Beletweyne, Galkayo, Bosaso, and with emerging towns like Guri'el and Adado among others through its main road that goes through the town. All land transportation heading to the north or south of the country passes through Dusamareeb, and the road improves towards the north where it takes only four hours drive to reach Galkayo and three days drive to Bosaso Port for commercial trucks. The route also links Dusamareeb among others.

The state of the main road, though, is in poor condition, making transportation of bulky goods time-consuming and dangerous. It requires significant rehabilitation work to ease movement of goods and humans and to accelerate local economic recovery and development. Those interviewed specified that poor road infrastructure creates shortages of supplies in the town and surrounding rural areas making commodity prices costly, thus restricting market movements.

The town also has several secondary roads linking Dusamareeb with Abudwak, Balanballe, Herale, Harardhere, and El-Bur. Similarly, feeder roads connect the town to other villages within the district. Respondents also noted that these roads are also in poor condition, and most of them are rough but passable at all times.

### ***Energy and Telecommunications***

Dusamareeb has 24-hour electricity provided by Hillaac Electric Company. The company generates power from diesel generators of around 400 kilowatts per day. Also, the company provides maintenance to the 132 solar street light poles in the town installed by Somali Stability Fund (SSF) in March 2015 through a contracting company called SolarGen - only one pole collapsed since then, and the rest are still functioning.

The company manager outlined some of the challenges facing the energy sector in Dusamareeb, including high costs associated with transportation of fuel – as it costs around USD 35 per barrel to deliver in Dusamareeb – a lack of sufficiently skilled technicians and poor infrastructure, such as the non-existence of a grid system, which causes voltage drops (Box No.2).

#### **Visited Facility: Hillaac Electric Company**

The company is the sole electricity provider in the town, and it uses diesel generators to produce electricity. The prices range between \$0.5/KWh for larger companies, depending on the consumption of the client, to \$1/KWh for the average individual and household consumption.

Hillaac has plans in the future to create a solar power station with a capacity of 0.5 Megawatt. Although it has already acquired the land and conducted pre-feasibility assessment of the project, accessing financing opportunities and high-interest debt is hindering its efforts to advance these plans. The Company is in the process of joining a broader consortium of electricity companies called Galmudug Energy Company (GECO) – a union of leading electricity companies in cities and towns of Galmudug state, which might broaden its service network soon.

Three radio stations are currently based in Dusamareeb town that reach a radius of about 25 square kms. The three radios are Codka Bartamaha aka Radio Dusamareeb, which is owned by local business group, Radio Galgadud owned by a businessperson, and Radio Galmudug owned by the Galmudug state. The radio station covers the town, its outskirts and neighbouring villages. (Box No.3)

#### **Visited Facility: Galmudug Radio Station**

Galmudug Radio is located at the president's office and residence with a total of 22 staff, including administrative staff, technicians and journalists. The station airs news, sports, and programmes on youth, women, civic awareness and religious programs mainly focusing on preventing extremism as well as music and entertainment. Galmudug State also has a TV station that broadcasts news and programmes aligned to those of the state radio, but it is now based in Mogadishu for technical and financial reasons.

Apart from the local radio stations, the interviewed community members mentioned that they listen to the BBC, Voice of America, Radio Mogadishu and Star FM. They also established that number of households having TVs is growing in the city while social media is increasingly becoming a source of information for the locals in Dusamareeb town. Some of the interviewees also confirmed that many young aspirants to the district council positions had already announced their candidacy and started campaigning through social media.

Furthermore, Dusamareeb has reliable telephone connectivity with three service providers in the town. Most people use Hormud Telecom, which also provides internet and mobile money service. Other companies are Somtel and Somnet and they mostly provide Internet services, but their share in the telephone market is less compared to Hormud Telecom.

#### **Education**

The District has a total of 11 primary and secondary schools. Five primary schools exist in the villages of Ceeldheere, Mareerguur and Gadoon, which is also home to the only integrated primary and secondary school outside Dusamareeb town. There are three primary schools – one of the schools' shares the same premises with another secondary school – and four integrated primary and secondary schools in Dhusamareeb town. The table below illustrates primary data of the schools, including available facilities, and the number of students and teachers.

Table 4: Primary and Secondary Education Data

S. No.	Location	Name of the School	No. of Class Rooms	No. of Toilets		No. of Students (Primary)		No. of Students (Secondary)		No. of Teachers	
				Male	Female	Male	Female	Male	Female	Male	Female
1	Dhusamareb Town	Al-Ma'mun	12	2	2	175	109	19	14	14	1
2	Dhusamareb Town	Ablaal	14	6	2	168	112	94	89	10	
3	Dhusamareb Town	Galgaduud (Private)	7	4	4	75		86		9	1
4	Dhusamareb Town	Dusamareeb									
5	Dhusamareb Town	Gurmad	6	1	1	148	94			5	2
6	Dhusamareb Town	Waaberi	6	2	2	82	120			8	1
7	Dhusamareb Town	Midnimo	9	2	2	52	74			3	3
8	Gadoon	Liibaan	3	4	4	155	113	18	14	10	
9	Gadoon	Hillaac	7	3		76	78			4	
10	Eeldheere	Bahrunur	3	3	3	65	89			4	
12	Mareerguur	Al-Ma'muun Primary	3			70	50			3	

Source: Ministry of Education – Galmudug State 2019.

As indicated in the table, the number of male students is slightly higher than that of female students within the district at the rates of 70% to 30% in primary and secondary schools, respectively. This gap is critically higher when female teachers are compared to their male counterparts, as there is a ratio of 1:5 in the district. This is also worse in the villages as there is no single female teacher employed in all the five schools located outside the town. The number of qualified teachers is only 26 out of the 79 teachers as per data provided obtained by the assessment team.

There is a severe shortage of classrooms and other facilities in all the schools. Some of the schools teach morning, afternoon and evening classes as a result. Besides, almost all primary and secondary schools in the district are public schools run by non-governmental and community-based organisations except one private school, but they have limited capacity to offer education to all school-age children due to the enormous demand for education services. Nevertheless, the government supports a few primary schools, and one secondary school in the District. The Ministry of Education of the Federal Government administers the unified national secondary school examinations, but the Ministry has cancelled this

year's exams during the mission and ordered to be retaken due to a leak of papers on social media platforms.

Plasma University is the only higher education institution offering undergraduate degrees present in Dusamareeb town. It teaches degree courses in the fields of nursing, public health and nutrition, public administration, business management and IT. There are a total of 360 students currently enrolled at the university, and 120 of them are female students.

There are no pre-primary schools in Dusamareeb district, but most children at the preschool and primary age attend traditional Quranic schools that offer Quran and basic Islamic teachings exclusively. Although it cannot be a substitute for formal education, it is the only form of early childhood education available to many children in both urban and rural areas within the district. Nonetheless, many youth join study circles in large Mosques run by local scholars to learn further Islamic jurisprudence, Arabic language and Quran interpretation.

Galgaduud Primary and Secondary School alone provides adult literacy classes in the evening as an Alternative Basic Education in Dusamareeb. Technical or Vocational Education and Training (TVET) is almost absent whereas IIDA's child survivors rehabilitation centre is the only institution that provides regular TVET training exclusively available to the 63 adolescent boys presently lodged in the centre supported by UNICEF. Dusamareeb Women's Organisation also organises occasional ad-hoc skills training to the displaced and unemployed women in the town.

Box No 4.

#### ***Visited Facility: Al-Ma'muum Primary and Secondary School***

The mission team examined the general conditions of the structures, the availability of tools and the adequacy of facilities. The school headmaster indicated that the school is one of the few public schools in the district supported by the Ministry of Education of the Federal Government of Somalia as it pays salaries of 10 teachers and the rest five teachers are paid through donations, National Secondary exams were underway in the time of the visit and the school was operating as the sole secondary exams centre in Dusamareeb District.

Students do not pay any tuition fees, and they are required to buy their uniforms, this made the dropout rates relatively low due to the free educational services combined with the availability of essential school materials/books to the students as donors (UNICEF) supports the school with these supplies.

To cover utility and cleaning expenses, teachers run after class tutoring and private classes in the afternoon. Limited toilets, inadequate classrooms, lack of basic labs, missing ICT facilities and digital literacy classes, low internet connectivity, expensive electricity and limited and poor furniture were the main gaps and challenges noticed during the site visit.

#### Challenges of the education sector in Dusamareeb

Parallel to many other areas in Somalia, conflict, drought, pastoralism and poverty are the main reasons that force many children out of school every year in Dusamareeb. Pastoralist children and those living in rural areas have limited access to formal education compared to the children living in urban areas. Several obstacles affect girl's education attainment adversely in the district including the inability to access distant schools, the limited number of female teachers and female specific facilities, as well as cultural beliefs within the society that favours sending boys to the schools rather than girls. Women's group representatives interviewed identified the burden of assisting mothers in household chores as one of the greatest hindrances to girl's enrolment to schools.



Moreover, community members interviewed reported that inadequate facilities, illiterate parents, corporal punishment, domestic and communal violence, drop-out rates, lack of standard curricula and the high number of untrained or unqualified teachers coupled with limited involvement and capacity of the government institutions are affecting the quality of education in the District adversely. Eventually, this might cause many children to drop out of school and place them at risk of child labour, child marriage and recruitment by armed groups.

## ***Health***

### Access to Health Facilities

There are several health facilities in Dusamareeb town, both private and public, with one main hospital supported by Galmudug State - the Dusamareeb General Hospital - which is among the biggest referral hospitals in addition to Hanano and Dayah referral hospitals. It also has two privately run health centres and clinics. NGOs and CBOs manage most healthcare facilities in the district and respond to health and other emergencies. There are various privately owned pharmacies in the town and few are located in the main villages outside Dusamareeb town.

Although the majority of those interviewed acknowledged that NGOs play an essential role in the provision of healthcare services, they labelled their services as not constant and lacking in the provision of specialised services and equipment, since NGO interventions depend on external funding.

Respondents also noted that residents in urban areas have better access to health facilities compared to those living in IDP settlements and rural areas. Similarly, they confirmed that substantial gaps exist concerning the provision of health services in the area due to the limited coverage of healthcare facilities in the district.

Respondents further stated that limited provision of medical supplies, marginal sanitary conditions and distance to health facilities as the main barriers to access health services in Dusamareeb. As a result of these challenges, the interviewed community members stated that they prefer going to the pharmacy when sick rather than to a hospital or clinic and that rural communities predominantly prefer visiting traditional healers due to the inability to cover medical expenses and distance of their locations to the nearest health facility.

In a visit to the two major hospitals at Dusamareeb (Box 2), interviewed healthcare professionals reported high malnutrition rates among children in IDP settlements, in rural areas and from the poor households. Reasons for such prevalent malnutrition include the limited availability of nutritional services, poor breastfeeding practices, and deteriorating food insecurity among these weak groups due to the successive droughts and below average rainfall in the last few years. They also recounted, in addition to malnutrition, that diarrhea or AWD, malaria, stomach and skin diseases, respiratory infections and measles are the most common health problems in the district.

Box No. 5 profiles the two hospitals visited as part of the assessment, and details the status of the facilities and their capacities.

### Visited Facility (A): Dusamareeb General Hospital

An Italian medical team built the hospital shortly before the collapse of the central government from 1988 -1990 to be a regional hospital for Galgadud Region. But it was severely damaged and looted during the civil war in the years from 1990 – 1993. It has three main sections: Outpatient, Inpatient (Male, Female, Children & Maternity wards) and staff residence houses. SAHED – a local non-profit NGO getting support from the Diaspora – rehabilitated, furnished and equipped the Hospital in 2000. They also recruited medical and administrative staff to reopen it.

The hospital has 65 beds (doctors asserted that the hospital can accommodate 80 beds now, but this is still below required bed capacity of regional hospitals, which is 120 beds), CBC and Biochemistry labs, general lab and modern X-rays as well as a TB lab equipped with the latest technology. The Hospital also houses a sub-national cold chain centre, and it has a pharmacy. Overall cleanliness inside the hospital was good, and it has a total of 38 latrines plus one old vehicle that provides ambulance services to the severely ill people in far away areas.

Primary services provided to the public include MCH & OPD, emergency, gynaecology and obstetrics, paediatrics, surgery, internal medicine and tuberculosis treatment services. Patients with complex fractures are referred to specialist hospitals in Mogadishu. The outpatient visit fees range from \$1.5 – 5. That income is used to cover a portion of the running costs and provides the rest of the services free of charge to the patients.

### Visited Facility (B): Hanano Referral Hospital

The hospital was built in 2016 by Swisso-Kaalmo in partnership with IRC. It provides MCH, maternity, emergency, inpatient and outpatient services, and it has a total of 60 beds, a laboratory, an ultrasound and x-rays.

The hospital services an average of 100 – 120 patients per day and all its services are free of charge. There are 12 toilets segregated by gender in the hospital, and it has an incinerator and placenta pit. Swisso-Kaalmo pays for water and electricity expenses. However, there are fears of a significant reduction in the hospital's operations, since Swisso-Kaalmo is considering ceasing its operations soon due to lack of funds.

### Challenges of health sector in Dusamareeb

Apart from aforementioned challenges, one other major problem facing the health sector in Dusamareeb is a lack of or poor coordination mechanisms between service providers, donors and the government institution as portrayed by interviewed professionals. They also indicated that the absence of the district health coordinator or a health department impacts their work and overall health conditions in the district negatively. Since the distance to health facilities constitutes a significant barrier to access medical treatment in the district, the assessment team found that the Federal Government handed over a new ambulance to the former governor of Galgadud Region, but never arrived in the district. Therefore, pursuing and finding easy ways to deliver such essential asset to the district should be a priority for the all stakeholders to improve access to the health facilities for the elderly, children and most vulnerable members of the community.

Another challenge cited was that limited support from the NGOs and diminishing backing from the Diaspora might potentially create a gap in the availability of healthcare service in the district. One doctor stated that some of the international agencies (e.g. UNICEF) used their hospital as a dumping site as they delivered expired or soon-to-expire medications. Other challenges facing the health sector raised during meetings with the health professionals include a limited number of skilled health workers and the

expanding number of people claiming that they are health professionals since accreditation system and regulations are not presently in place. Trust of the local community and their reliance on practitioners of traditional medicine cause medical complications to the patients before they arrive at the hospitals and medical facilities.

### ***Water and Sanitation***

Dusamareeb town has eight wells that provide water to the town residents, which are powered by electrical and solar generators. Piped water is only available in the Dusamareeb, and its network is growing as the majority of interviewed residents stated that they enjoy uninterrupted access to tap water. Most residents, especially those who can afford it, trust purified bottled water as the only source of clean drinking water in the town and main villages of Dusamareeb.

Apart from the water wells, shallow wells have been constructed in strategic villages in the district with the support of local NGOs, to improve access to water and cushion rural communities from shocks caused by droughts and dry seasons. NGOs also have assisted in the rehabilitation of water reservoirs and berkads in the catchment areas in rural parts of the district, although in remote areas in the district people share water with animals.

There are an estimated five boreholes in the main villages of the district that provide steady water supply to its residents and the rural communities during droughts, and when shallow wells dry up. Over the years, communities outside Dusamareeb town have been severely affected by limited access to water, particularly clean drinking water due to the poor rains and droughts. Hence, water is scarce or expensive in many areas in the district, and specifically inside IDP settlements due to the limited water points and facilities. This situation affects the lives of the IDPs unfavourably as women and children walk long distances to fetch water, and it contributes to poor hygiene practices since households prioritise saving the little water they have.

### ***Sanitation***

In urban areas, people have access to sanitation facilities, and the majority of houses have toilets and pit latrines. But local administration officials pointed out that many people living in rural areas and IDP settlements have limited access to proper sanitation facilities. They also stated that residents at the IDP settlements defecate in open spaces not far from their living places; children defecate in front of their shelters and this may lead to the contamination of the flooding rainwater that accumulates as stagnant water. The hygienic conditions may worsen, and it may result in a spread of waterborne diseases in those locations. Moreover, they stated this impacts women and girls negatively due to the limited availability of gender-specific latrines.

Even though aid agencies and NGOs distribute hygiene kits and construct latrines for IDPs and host communities and carries out ad-hoc garbage collection campaigns, yet local administration officers stated that overall situation of sanitation in the district, both in rural and urban areas is marginal compared to other districts under the control of the government in Galmudug State. They also noted that the lack of a solid waste management system, proper dumpsites and storm water drainage lines were restricting factors against the provision of regular garbage collection and containment of waterborne diseases in Dusamareeb town.

### 4.3 Humanitarian, Development and Cross Cutting Issues

#### **Overview**

The humanitarian situation in Dusamareeb and other parts of Galmudug State is considered to be fragile and precarious, where existing humanitarian needs are immense due primarily to the security environment, political situation, socio-economic factors and underdevelopment. Resembling most parts of Somalia, 'ongoing armed conflict and insecurity, as well as cyclical climatic shocks, amid compounding political and socio-economic factors, continue to drive and impact the humanitarian crisis'<sup>10</sup> in Galmudug State.

Unpredictable rains and the long-lasting impacts of its failure increasingly expose the local community to economic vulnerabilities, loss of assets and livelihoods, and frequently cause displacement and strains on basic services in Dusamareeb town and the surrounding villages. Recently, the onset of the Gu 2019 rainfall was delayed following abnormally hot and dry conditions during the 2019 Jilaal season (January-March) and a poor 2018 Deyr season (October-December), only two years after the prolonged 2016/2017 drought. But improved rainfall was observed from mid-May at the time of the assessment.

The operational environment in Somalia remains volatile and challenging where 'safety and security concerns, movement restrictions, active conflict, interference in the implementation of humanitarian activities, and bureaucratic impediments continue to impact the ability of humanitarian actors to reach people in need in a timely manner'<sup>11</sup>. In spite of this, an interviewed official from Galmudug State complained that humanitarian actors had neglected this region for so long as there is no substantial presence of UN agencies, funds or programmes, despite the fact that most areas in Galmudug are accessible and secure.

NGOs getting funds from international donors and UN agencies lead humanitarian efforts in Dusamareeb, and provide services while gaps in funding and operational challenges restrict the scale and impact of their interventions. Interviewed local authority officials emphasised that focusing on strengthening prevention measures and community resilience as well as improving social service infrastructure, especially in the food security and WASH sectors, would probably reduce humanitarian vulnerabilities Dusamareeb and generate better outcomes in the long run.

#### **IDPs**

Clan-related conflict and recurrent droughts are principal drivers of displacement in Galmudug and the number of people - including unaccompanied children - displaced from Al-Shabab controlled areas, escaping extortion and abduction or demands to give up their children to join their ranks, have surged lately in Dusamareeb town. IDPs in the district have challenges in accessing social services, shelter, and housing and land tenure. They also have limited livelihood opportunities, and often live in precarious conditions. Female-headed households, those displaced from distant regions and IDPs from clans other than those of the host community being the worst affected.

The Galmudug Commission for Refugees & IDPs (GCRI) estimates that the total number of IDPs in Dusamareeb district is 14,169 people, living in 21 settlements, of which 11 are located in the town and the rest in various villages. Officials from the commission highlighted that number of IDPs dropped

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<sup>10</sup> 2019 Somalia Humanitarian Needs Overview – November 2018.

<sup>11</sup> IBID.

sharply due to the improved Gu' rainfall and forecasted that around 25% of the IDPs migrated with their remaining animals to remote areas in search of pasture and water.

### ***Protection***

Although the assignment was not intended to examine either the human rights situation or the protection concerns in Dusamareeb, pertinent issues emerged from the interviews and field visits. It was noted that women, children, the elderly, the physically and mentally disabled, people living close to or in areas controlled by Al-Shabab, and marginalised clans or groups who are particularly vulnerable and at risk to face violations to their fundamental human rights and exclusion.

During the field visit, it was observed that more than 100 child survivors in Dusamareeb have been provided with services at the Interim Care Center of Towfiiq Umbrella Organisation (TUOS), where 63 of them between ages of 14 – 17 were transferred to IIDA Centre and vocational skills training on tailoring, carpentry, electricity and basic computer literacy is provided to them. More than 60 children have also reunified with their families or relatives.

### ***Gender***

Although the interim Galmudug constitution underpins women's participation in governance as a founding principle, their political involvement at state and local levels is still disappointing – as manifested in their engagement at local structures – both formal and informal – in Dusamareeb. Women are also disadvantaged and socio-economic opportunities available to them are narrow compared to men due to social norms and cultural barriers as detailed in other parts of this report. Women experience gender-based violence and girls encounter risks of early and forced marriage.

Women also face particular challenges in acquiring property and accessing housing, they are mainly dependent on men since they have fewer financial fortunes enabling them to afford properties and land than men. Due to forced recruitments of Al-Shabab and restrictions on the movement of people in areas under their control, men and boys as well face significant risks and violations against their rights. Consequently, addressing gender inequalities and disparities by applying sensitive approach should be a matter of the utmost importance during the local council formation.

### ***Humanitarian agencies present in Dusamareeb***

Several local and international NGO are based in Dusamareeb district that provide humanitarian emergency services to the community, and very few implement developmental interventions. There are also plans for UN bodies to establish offices in the town where assessments have already been conducted on proposed sites to house UN offices. The main local and international NGOs stationed in Dusamareeb offering services are included in the table below:

<b>LOCAL NGOs</b>	<b>INTERNATIONAL NGOs</b>
IIDA	IRC
DEH	NRC
Towfiiq Umbrella Organsiation (TUOS)	CISP
Daryeel Bulsho Guud (DBG)	Mercy USA
SDRO	WFP
Elman	UNICEF

WISE	Qatar Charity
SSWC	CARE International
SWISSO-Kalmo	
CPD	
KAAH Relief and Development	

### ***Community priority areas for support***

During the interviews, the community and local authority officials outlined their most important priorities in terms of infrastructure and capacity building interventions. The suggestions were made with relevance to the DCF, and with the intentions of fostering trust between the local community and the new council, and of immediately contributing to strengthening the capacity of the local authority and resilience of the public. The table below summarises the prioritised future interventions to be considered by the upcoming council, and should guide funding of development partners in Dusamareeb for the next one to three years.

#	Sector	Proposed Intervention
1	Local governance	<ul style="list-style-type: none"> <li>• Rehabilitate the local government block and equip it with office furniture;</li> <li>• Rehabilitate the police station and build a separate section for prisoners;</li> <li>• Renovate the community meeting hall at the local government block and install an air-conditioning system;</li> <li>• Initiate awareness-raising and civic education programmes on community participation in local governance;</li> <li>• Invest in registering and fencing of public-owned lands and properties.</li> </ul>
2	Social infrastructure and services	<ul style="list-style-type: none"> <li>• Repair the main road of the town and install a new solar lighting system;</li> <li>• Increase the number of wells operated with solar powered pumps;</li> <li>• Strengthen and increase access to healthcare services while preventing closure of functioning health facilities and reopen closed ones;</li> <li>• Rehabilitate Dusamareeb School and build new ones and increase school enrolment while promoting equal access for boys and girls to education;</li> <li>• Rehabilitate the main stadium and transform it into a major sports hub with multipurpose playing grounds to provide a safe space to both boys and girls;</li> <li>• Introduce a systematic garbage collection service in the town and designate a garbage disposal zone in the city outskirts.</li> </ul>

3	Economic empowerment	<ul style="list-style-type: none"> <li>• Rehabilitate local government owned warehouses to enable the local community to benefit from it as storage facilities and as market-sheds;</li> <li>• Mobilise local business people to invest in the airstrip and help them find a model that ensures return on their investment;</li> <li>• Increase access to microcredit services and provide start-up funding to women and youth to support them to start their own businesses.</li> </ul>
4	Skills development and resilience	<ul style="list-style-type: none"> <li>• Provide technical training to women and youth to be employed by the government institutions and the private sector;</li> <li>• Prioritise investment in community resilience by addressing livelihood vulnerability and climatic shocks, as well as finding durable solutions for displacement while linking humanitarian aid with long-term development objectives.</li> </ul>

## 5. Conclusion and Recommendations

The aim of this assessment was to analyse the current context in Dusamareeb district, as the first step in the Standardised District Council Formation Process (DCF), under the Support to Stabilisation project. The assessment was jointly conducted by the Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR), and the Ministry of Interior and Local Governments of Galgadud State. Through in-depth interviews and focus group discussions with key stakeholders, field visits and an extensive literature review, the exercise sought to examine the district's current political, security and socio-economic context, and to identify developmental interventions and cross-cutting issues.

The results of the assessment are elaborated in detail throughout the report, but the following are some of the key findings:

With regard to the current political situation at the state level, there is still tension between the Galmudug state administration and the Adado-based group, most recently in relation to a dispute over the state election date. At the district level, there were concerns among some of the assessment respondents that the level of trust in the Dusamareeb administration was being undermined by the underrepresentation of women and minority clans. Respondents from youth groups also felt underrepresented. Local officials interviewed underlined that service delivery and revenue mobilisation were being adversely affected by a lack of training and competent technocrats, limited financial resources and indistinct roles of local, regional and state authorities. It also emerged that there were no standardised procedures in place for collecting revenues, forecasting, expenditure management and budgeting.



Although the security situation in the district was stable at the time of the assessment, the root causes and drivers of conflict still pose a significant threat to peacebuilding and the district council formation efforts. The key potential sources of conflict include shifting political allegiances at state and national levels, poverty, historical grievances, marginalisation and competition over scarce natural resources.

In terms of Dusamareeb's socio-economic services and infrastructure, the assessment found that the poor condition of the main roads linking the district to major cities was limiting the movement of people and goods, hindering the local economic recovery and development process. Export-oriented livestock production is a major livelihood source within the district, for which such transport links are essential. The livestock economy also faces the same constraints as other pastoral areas across Somalia, including water shortages, lack of availability and access to good pasture, deforestation and cyclical climate shocks.

One of the main findings related to education was the disproportionate number of male and female students and teachers. Across the 11 primary and secondary schools in the district, the numbers of female students and teachers was comparatively low. Other challenges in the education sector in Dusamareeb include poverty and pastoralism – which limit access to schools – engrained cultural beliefs prioritising education for boys rather than girls, inadequate facilities, unqualified staff and the lack of standardised curricula.

In the health sector, respondents identified gaps in the provision of health care services in rural areas and IDP settlements. Urban residents were found to have better access to health facilities, the majority of which are managed by NGOs and CBOs. Other key challenges in the sector include poor coordination mechanisms between service providers, donors and government institutions, the absence of a district health department and health coordinator, and the overreliance on support from NGOs.

### ***Recommendations***

Based on the findings presented in the report, the assessment team has made the following recommendations to facilitate the DCF process design and delivery strategy, and to inform the planning of future interventions:

- The Federal Government and Galmudug State should be engaged to ensure their buy in and support to the DCF process, by improving transparency, mutual accountability and coordination at both levels.
- A rapid stakeholder/actor mapping exercise should be conducted with the aim of producing an engagement strategy and a communication plan to ensure inclusivity and the involvement of relevant stakeholders in the DCF process.
- As alluded to in the report, the lack of female representation in district and state-level political structures was an issue frequently raised by the respondents of the assessment. A dual-track approach to gender mainstreaming should be adopted, targeting men separately to alter their attitudes and behaviours with regard to gender roles and relations, and developing the capabilities of women before bringing them together in an inclusive setting.

- Existing institutions and groups involved in peace processes, such as Dusamareeb's peace committee, local elder groups and religious leaders, should be supported and strengthened, and the promotion of peace should be prioritised through the utilisation of a variety of channels and methods, including radio, TV, theatre, posters and community debate forums.
- All segments of society should be reached out to – specifically vulnerable groups and women – and respected and persuasive community leaders can be engaged to deliver key messages.
- Civic education materials on local governance should be used, such as *Wadahal: local government and the people – a civic education resource pack for Somalia* – to properly guide the awareness-raising phase of the process.
- The National Reconciliation Framework (NRF) should be applied to facilitate the district-wide reconciliation process, to ensure that it achieves the objectives of the framework's four pillars:
  - a) To inspire a momentum for reconciliation, dialogue, hope and possibility, fostering a unity through Somali cultural and religious expression as a cross-cutting initiative.
  - b) To foster renewed trust, social cohesion and healing of the past to enable Somalis to lay the foundation for a national reconciliation process.
  - c) To bridge historical divides between people from different clans, communities, cultures, genders and socio-economic and educational backgrounds, thereby fostering social inclusion in order for people to live relatively peaceful and harmonious lives.
  - d) To bring citizens into a public dialogue about important issues underpinning national/local reconciliation and policy priorities.
- The importance of broad clan representation should be ensured and advocated for in the power-sharing negotiations, to consolidate unity among clans in Galmudug, and to improve their sense of ownership to the state capital, laying the foundation for greater development and stability in Dusamareeb in the long run.
- Before accepting their candidacy, all potential candidates for the local council should be required to commit to denouncing violence, and should ensure that they attend an information session clarifying the election process and aims to help them understand the roles and responsibilities of councillors.
- Partnerships should be created with international organisations with expertise on the DCF process, and accessible sources of funding to help address the community priority projects listed in the table above.
- Once formed, the district council should be helped to provide refresher courses through the Local Government Institute, to assist them to prepare an annual plan and budget with clear milestones and deliverables. Likewise, the council should be supported to develop a code of conduct, and formulate and implement a local government service charter, stating their commitment to deliver services to the community.



**Ministry of Interior, Federal Affairs & Reconciliation**  
**Communications & Visibility: Support to Stabilization II Project**  
**Quarters: 1 & 2, 2019**

<b>Date</b>	<b>Type</b>	<b>Description</b>	<b>Reference</b>
Jan. 28, 2019	Stabilization Coordination, CAS Strand 3	MoIFAR convened national stabilization coordination meeting to discuss the issues and challenges of the stabilization intervention across the country. At the core of this efforts is the MoIFAR and State counterparts to deliver the National Stabilization Strategy including initiatives to promote social cohesion, community recovery and local governance. FGS line ministries, FMS representatives, donors and implementing agencies were in attendance.	<a href="https://www.radiomuqdisho.net/shirka-howlaha-xasilinta-dalka-oo-muqdisho-lagu-qabtay">https://www.radiomuqdisho.net/shirka-howlaha-xasilinta-dalka-oo-muqdisho-lagu-qabtay</a>
Feb. 18, 2019	Launching event of Peacebuilding Portfolio Projects in Somalia	MoIFAR co-hosted the launching event of Peacebuilding Fund Portfolio in Somalia. The event highlighted the interlinkages between the new projects and how they address Somali's peacebuilding priorities. The high level event were co-chaired by the Minister of Interior, Federal Affairs and Reconciliation and the Deputy Special Representative of the Secretary General, Resident and Humanitarian Coordinator, with participation from Federal line ministries, the Federal Member States and Banadir Regional Administration, the heads of implementing agencies, civil society partners, donor and the media.	<a href="http://www.so.undp.org/content/somalia/en/home/presscenter/articles/somalia-increases-peacebuilding-efforts-with-launch-of-2019-un-p.html">http://www.so.undp.org/content/somalia/en/home/presscenter/articles/somalia-increases-peacebuilding-efforts-with-launch-of-2019-un-p.html</a>
March 26-28, 2019	MoIFAR and FMS Inter-ministerial coordination forum	MoIFAR organized a two-day working session between MoIFAR, FMS and BRA representatives. The session focused on the roles and responsibilities between MoIFAR and its counterparts regarding local governance and priority districts for local council formation. The forum has agreed the division of the labor amongst the partners and first	<a href="https://he-il.facebook.com/MOILGR/posts/423469178220979">https://he-il.facebook.com/MOILGR/posts/423469178220979</a>



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		priority districts for stabilization operations.	
March 6, 2019	Jubaland stabilization and local governance coordination meeting	With support of MoIFAR, Jubaland Ministry of Interior convened state level and local governance coordination meeting. The meeting has addressed specific state level challenges facing both stabilization and local governance matters.	<a href="http://hiiraanxog.net/2019/03/28/wasiirka-arrimaha-gudaha-xfs-oo-shir-guddoomiyay-kulan-looga-hadlayay-dhismaha-dowladaha-hoose/">http://hiiraanxog.net/2019/03/28/wasiirka-arrimaha-gudaha-xfs-oo-shir-guddoomiyay-kulan-looga-hadlayay-dhismaha-dowladaha-hoose/</a>
March 19, 2019	Launching of event of South West's Stabilization Plan	MoIFAR supported South West to successful launch the state-level stabilization plan. The plan was developed with close coordination with local community and local authorities at districts level and captures stabilization priorities.	<a href="https://youtu.be/OVvhULNSvQc">https://youtu.be/OVvhULNSvQc</a>
March 27, 2019	Hirshabelle stabilization and local governance coordination	Hirshabelle Ministry of Interior organized first stabilization and local governance. State level stabilization and local governance priorities and issues were highlighted. State level ministries, partners and civil societies were in attendance.	<a href="https://youtu.be/votws6a52bU">https://youtu.be/votws6a52bU</a>
March 30, 2019	Hirshabelle stabilization plan launching event	MoIFAR supported Hirshabelle to develop state level stabilization plan in line with National Stabilization Strategy. The plan was launched by the Hirshabelle president and attended key line Hirshabelle ministries, partners, and civil societies.	<a href="https://youtu.be/m_tACwRm3d8">https://youtu.be/m_tACwRm3d8</a>
April 7, 2019	Inter-ministerial stabilization and early	MoIFAR was tasked to lead inter-ministerial taskforces to respond to military operation in L/M Shabelle regions.	<a href="https://twitter.com/TheVillaSomalia/status">https://twitter.com/TheVillaSomalia/status</a>



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	recovery taskforces		/1092110153095282689
April 8, 2019	Lower-Shabelle special and high-level stabilization coordination meeting to support military operation	The meeting is chaired by the Minister of Interior, Federalism and Reconciliation and attended Ambassadors and other dignitaries. The meeting focused on technical level discussions with regard to stabilization activities including security and access conditions, as well as the related international support to the Somali security forces that is essential to sustain the clear and hold phases of the current operations.	<a href="https://twitter.com/MoIFARSomalia/status/1115166628633874432">https://twitter.com/MoIFARSomalia/status/1115166628633874432</a>
April 29, 2019	National Stabilization Coordination Meeting/Strand 3	MoIFAR hosted the stabilization coordination meeting chaired by the Minister and co-chaired by the DSRSG. The meeting was also attended by the key line ministers and representatives from Federal Member States. The meeting has focused Early Recovery Initiatives to the ongoing military operation mainly Lower-Shabelle.	<a href="https://twitter.com/MoIFARSomalia/status/1122788784435814400">https://twitter.com/MoIFARSomalia/status/1122788784435814400</a>
May 1, 2019	Inter-ministerial mission to Sabiid village in Lower-Shabelle	Inter- ministerial team conducted an assessment to Sabiid village that is being recovered from Al Shabaab. The team also provided to the local community food and non-food items as a good will gesture and building trust.	<a href="https://www.youtube.com/watch?v=KEQaJ3BLXgw">https://www.youtube.com/watch?v=KEQaJ3BLXgw</a>



# Combined Delivery Report By Project

UN Development Programme

Report ID: ungl143p

Page 1 of 2

Run Time: 09-06-2019 09:06:44

## Selection Criteria :

Business Unit : SOM10  
 Period : Jan-June (2019)  
 Selected Award Id : 00116525  
 Selected Fund Code : 30000  
 Selected Dept. IDs : ALL  
 Selected Projects : ALL

Award Id : 00116525 SUPPORT TO STABILIZATION PHASE		Period :	Jan-June (2019)		
Project # : 00113637 SUPPORT TO STABILIZATION PHASE		Impl. Partner :	99999 UNDP		
		Location :	Somalia		

Dept: 46801 (Somalia - Central)

Fund : 30000 (Programme Cost Sharing)

64397 - Services to projects -CO staff	0.00	21,269.74	0.00	0.00	21,269.74
73125 - Common Services-Premises	0.00	13,229.64	0.00	0.00	13,229.64
74596 - Services to projects -GOE	0.00	9,115.60	0.00	0.00	9,115.60
75105 - Facilities & Admin - Implement	0.00	2,126.97	0.00	0.00	2,126.97

<b>Total for Fund 30000</b>	<b>0.00</b>	<b>45,741.95</b>	<b>0.00</b>	<b>0.00</b>	<b>45,741.95</b>
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<b>Total for Dept : 46801</b>	<b>0.00</b>	<b>45,741.95</b>	<b>0.00</b>	<b>0.00</b>	<b>45,741.95</b>
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Dept: 46825 (South Central Somalia)

Fund : 30000 (Programme Cost Sharing)

71620 - Daily Subsistence Allow-Local	0.00	880.00	0.00	0.00	880.00
72425 - Mobile Telephone Charges	0.00	309.12	0.00	0.00	309.12
72440 - Connectivity Charges	0.00	180.00	0.00	0.00	180.00
74510 - Bank Charges	0.00	18.09	0.00	0.00	18.09
75105 - Facilities & Admin - Implement	0.00	85.70	0.00	0.00	85.70

<b>Total for Fund 30000</b>	<b>0.00</b>	<b>1,472.91</b>	<b>0.00</b>	<b>0.00</b>	<b>1,472.91</b>
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<b>Total for Dept : 46825</b>	<b>0.00</b>	<b>1,472.91</b>	<b>0.00</b>	<b>0.00</b>	<b>1,472.91</b>
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<b>Total for Project : 00113637</b>	<b>0.00</b>	<b>47,214.86</b>	<b>0.00</b>	<b>0.00</b>	<b>47,214.86</b>
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<b>Award Total :</b>	<b>0.00</b>	<b>47,214.86</b>	<b>0.00</b>	<b>0.00</b>	<b>47,214.86</b>
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Signed By : \_\_\_\_\_ Date : \_\_\_\_\_



UN  
DP

UN Development Programme

Report ID: ungl143p

## Combined Delivery Report By Project

Page 2 of 2

Run Time: 09-06-2019 09:06:45

### Selection Criteria :

Business Unit : SOM10  
Period : Jan-June (2019)  
Selected Award Id : 00116525  
Selected Fund Code : 30000  
Selected Dept. IDs : ALL  
Selected Projects : ALL

Award Id : 00116525	SUPPORT TO STABILIZATION PHASE	Period :	Jan-June (2019)
Project # :	SUPPORT TO STABILIZATION PHASE	Impl. Partner :	None
		Location :	Somalia

	Govt Disb	UNDP Disb	UN Agencies	Encumbrance	Total Exp
--	-----------	-----------	-------------	-------------	-----------

46801 - Somalia - Central	0.00	45,741.95	0.00	0.00	45,741.95
46825 - South Central Somalia	0.00	1,472.91	0.00	0.00	1,472.91

## **Back to Office Report**

### **Meeting with Warsheikh District Administration**

**Venue: Warsheikh District Conference Hall**

**13<sup>th</sup> April 2019**

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**Date:** 15<sup>th</sup> April 2019

**Meeting objective (s): Pre-district Council Formation Activities and Field Visit for S2S II Project**

**1. Warshiekh District Pre-district Council Formation Activities (Social Healing)**

**Attendance:**

- Mr. Yahye Omar Hersi                      Director of Local Governance
- Mr. Omar Mohamed Omar              Warshiekh District Commissioner
- Mr. Osman Muhiyidin Shatah              Chairman of SOYDEN Implementation Partner

**Duration:**

9: 00 pm - 4:00 pm

**Pre-district Council Formation Activities (Social Healing)**

District Commissioner of Warsheikh





Director of Local Governance and Stabilization



Chairman of SOYDEN Implementation Partner



Prepared for:  
S2S II Project  
Department of Local Governance and Stabilization

**Back to Office Report**  
**Meeting with Beledweyne District Administration**  
**Venue Beledweyne District Conference Hall**  
**20<sup>th</sup> March 2019**

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**Date:** 23<sup>rd</sup> March 2019

**Meeting objective (s): Launching Ceremony and Field Visit for S2S II Project**

**1. Beledweyne District Council Formation**

**Attendance:**

- |                             |  |
|-----------------------------|--|
| • Mr. Ahmed Barise Hayder   | Deputy Minister of Interior and Local Government<br>Hirshabelle State of Somalia |
| • Mr. Mohamed Osman Qalafow | DC of Beledweyne   |
| • Mr. Kadar Hassan Afrah    | Mayor of Beledweyne  |
| • Mr. Yahye Omar Hersi      | Director of Local Governance and Stabilization                                   |
| • Mr. Muse Hagar            | Local Government Advisor<br>Hirshabelle State of Somalia                         |
| • Mr. Ahmed Sadiq           | SOYDEN Implementation Partner  |
| • Mr. Abas Mohamud          | SOYDEN Implementation Partner  |

**Duration:**

12: 00 pm - 5:00 pm

**Launching Ceremony Pictures:**

Deputy Minister of Interior and Local Government Hirshabelle State of Somalia



Director of Local Governance and Stabilization



Prepared for:  
S2S II Project  
Department of Local Governance and Stabilization

**Back to Office Report**  
**Meeting with Bulo Burde District Administration**  
**Venue: Bulo Burde District Conference Hall**  
**23<sup>th</sup> May 2019**

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**Date:** 27<sup>th</sup> May 2019

**Meeting objective (s): Pre-district Council Formation Activity & Field Visit for S2S II Project**

**1. Bulo Burde District Pre-district Council Formation Activities (Assessment)**

**Attendance:**

- |                                     |  |
|-------------------------------------|--|
| • Mr. Abdiaziz Abdullahi Abdi Durow | DC of Bulo Burde                               |
| • Mr. Mohamed Fidow Awale           | Mayor of Bulo Burde                            |
| • Mr. Yahye Omar Hersi              | Director of Local Governance and Stabilization |
| • Mr. Abduwahab Ali Osman           | FCA Local Government Officer                   |
| • Mrs. Sainab Mohamed Yare          | FCA M and E Officer                            |
| • Mr. Asad Aden Egal                | TALO Initiative Association                    |
| • Mr. Dhaqane Hassan                | CRD Field Officer                              |

**Duration:**

23 May – 26 May 2019

**Assessment Activities**

Day One Activity 24 May, 2019

Data collection by using Focal Group Discussion and Key Individual Interview method and the instrument used was Questionnaire.



Elders Focus Group Discussion Pictures



Women Focus Group Discussion pictures



Day Two Activity 25 May, 2019

Key Individual Interview

District Commissioner of Bulo Burde



Key Individual Interview

District Security Commander of Bulo Burde



Prepared for:  
S2S II Project  
Department of Local Governance and Stabilization





**Ministry of Interior, Federal Affairs & Reconciliation**  
**Monthly Stabilization Coordination meeting/CAS- Strand 3**  
**Attendance sheet**

Date: April 29, 2019  
 Place: AMISOM VIP Room MIA  
 Mogadishu-Somalia

Morning session

#	Name	Organization	Phone #	Email	Signature
1.	Rouada Oicad	Mandeg-martel HQ	0617507559	Cladrouada@gmail.com	
2.	Aden Farah Geyre	MOI-JSS	0616873924	dg-moi@cladrouada.net	
3.	Muhtar Osman	TIST	0612352006	MuhtarOsman@sondhaq.com	
4.	Valerie Hanger	ATEM TIS+	254 729 448121	valeriehanger@sonthplus.com	
5.	Muhtar Hassanine	AEcom/Trist	0612693358	muhtar.hassan@sonthplus.com	
6.	Amwed Aden Mohamed	SSF	0617332284	Amwed.Mohamed@	
7.					
8.	Adam Hassan Mohamed	MOI-Hirschbelle	0618204441	Stefi.lty.fund.250	
9.	Thomas Kirchner	EU	254 717 565 984	thomas.kirchner@ec.europa.eu	
10.	Duran M. Samatar	SALMUDUS	0617852491	SamatarDura@gmail.com	
11.	Abdulkadir M. Aden	Hirschbelle	0618518628	AbdulkadirMAden@gmail.com	
12.	Muhammed M. Ali	Hirschbelle	0612122912	Xaayreandile@gmail.com	
13.	Abdisaid M. Ali	FGS	0615995025	nsa@presidency.gov.so	
14.	Abdi Jarene	MOI-FAR	0617250470	munster@munster.gov.so	
15.	George Conurel	UN.		george.conurel@un.org	
16.	Mohamed Abukar Abdi	MOI-SULLS	0613170000	M.abukar@SULLS.so	
17.	Abdirazac Jare Mohamed	MOI-SWS	0615763192	AbdirazacJareMohamed@gmail.com	
18.	Farhan Ibrahim Abdi	AMISOM	0617347151	farhan.ibr@amisom.org	
19.	Farhan Ibrahim Abdi	SWS - prison/amt. oflka	0615656496	farhan.ibr@amisom.org	
20.	TEAVES TEMPLETON	U.S. Dept. of State	0619742349	TempletonTH@State.Gov	
21.	Paul Kellett	AMISOM	0617087874	PaulKellett@freid.wa	
22.	ORIPD ODEDA	AMISOM	0612490797	ORIPD@freid.wa	
23.	CHRISTOPHER TUMANA ARIA	AMISOM	0605998007	edgungia@telus.com	
24.	Carl Francis Kalandanda	AMISOM	0613723221	francis.kalandanda@gmail.com	



25.	Sgt Emmanuel Remo	Amisom - Police	0616654761	Nonoekapoz@yahoo.co.uk	
26.	John Ovenson	SWEDEH EMBA	+254 722 317959	John.Stonsing@or.se	
27.	Ali Ibrahim	10M - SSI	0612116730	alubrahim@com.in	
28.	Nelson Kibunge	Police UN		ibrahim@un.org	
29.	Joseph Wandeto	UNMAS Stabilisation Project	0618856458	joseph@un.org	
30.	Diehl Ullrich	UNHCR Head of Mission	0612117246	diehl@un.org	
31.	Arab Mohamed Usman	MOEFAR	0615186440	arab@un.org	
32.	Muhatar Ahmed Mohamed	Albany	0612223222	Muhatar@albanys.com	
33.	Nikolai Rogosnoff	CAS SECRETARIAT	0613097458	ROGOSN@un.org	
34.	Chalis Bishop	UNCOM - Defence Section	0619988200	christopher.bishop@un.org	
35.	James Eberlein	Sah Dty SACS		eberlein@un.org	
36.	Peter Norstrom	UN		norstrom@un.org	
37.	IASO PATRICK	UNSON	0662542124	patrick@un.org	
38.	Ann Pedersen	UNSON		pedersen@un.org	
39.	Simon Davies	UNSON	0618400757	spendavies@gmail.com	
40.	Andriaman Andriaman	MOEFAR	0619579762	andriaman@gmail.com	
41.	Osman Yusuf	NIS Foudhah	0612535393	PM.Son-Li@nisfoudhah.org	
42.	Abd-Haseb Jama	NIS Foudhah	0612535393	Abd-Haseb@nisfoudhah.org	
43.	Abdisamad M. Cansar	MOI JSS	0612000180	qarkoon@un.org	
44.	Basra Ane	MOI JSS	0612597200	BASRA.ANE@un.org	
45.	Sally Chiekh	Capitales	0615817570	sally@un.org	
46.	Safia Kaba	UN	+2017294976	safia@un.org	
47.	Al Bouda	UNSON	618754005	al@un.org	
48.	Speed S. Red	UNSON		speed@un.org	
49.	Omara Hassan	UNSON/CRESTA	612857360	hassan@un.org	
50.	Omara Wethelle	MOEFAR S250	613881666	omara@un.org	
51.	Ahmed Hassan Imam	MOEFAR S25	615552678	Ahmed@un.org	
52.	Abdullah Ibrahim OSM	UNDP/S25	615500413	abdullah@un.org	
53.	Yahya Othman HERSI	MOEFAR	615226859	yahya@un.org	
54.	Yahya Othman HERSI	UN		yahya@un.org	





55.	Musa Osman Hagan	Mel-Hirshabelle			@ma8hagf@hotmail.com	Uthman
56.	Abdi Fatah Qadir Mura	Mol Par F. R. somali	0612229942		Abdi Fatah Mura@gmail.com	Abdi
57.	Major Adhilles Barson	ukusticimic@gmail.com	0612533784		UK MST Clinic Advisor	Adhilles
58.	Deys Ali Shire	Wabder Radio	0615717444		Deysalidoo@gmail.com	Deys
59.	Mohamednur Mohamed	Wadqir Radio	0615836819		Maxamednurcade@gmail.com	Mahad
60.	Omar Mohamed Ahmed	BRA Projects Manager	0613963333		anjero19@gmail.com	Mahad
61.	Abdushakur Abd Ahmed	Mol FGS (URP)	0615639889		ABDI BAKAR WADAL-17@gmail.com	Abdushakur
62.	Abdi Jemad	APIL	0610871783		Abdi Jemad@gmail.com	Abdi
63.	Alkavin Ahmed Suluwiz	BRA Director	0619999597		Alkavin@gmail.com	Alkavin
64.	Abou Barman Hani Abouma	BRA/MOM	0614322411		Abou Barman Hani@gmail.com	Abou Barman
65.	Usumain Wadell	BRA/MOM	0617388644		ibrahim92@gmail.com	Usumain



## S2S Project Team Meeting April 14, 2018 at Village Restaurant

### 1. Introduction

An introductory meeting between MoIFAR/S2S team and UNDP/S2S team took place 14 April 2019 at Village Restaurant, MIA. The intent of the meeting is introducing new JPLG/S2S project manager to MoIFAR/S2S team, and briefing PM with S2S I project: when/where it started; achievements, constraints, and how S2S I lesson learned incorporating into S2S II.

### Opening of meeting

modifier/S2S project manager welcomed the participants (2 from MoIFAR and 3 from UNDP).

### 2. Meeting Proceedings

#### 2.1 S2S I, II Project background discussions

##### 2.1.1 MoIFAR/S2S Project manager / Discussion of work items

Mr. Ibrahim briefly discussed S2S project achievements, challenges and lessons learned.

**Achievements:** National Window is operational, the first-ever intergovernmental transfer of payments, from Central Government (Central Bank of Somalia) to District Administrations were made, Third Party Monitor/ Monitor / Fiduciary Monitoring Agent has been contracted to provide fiduciary monitoring services on the implementation of the National Window S2S project funds, District Peace and Stability Committees (DPSCs) established in 11 districts functional with a total of 244 DPSCs Members (including 31 women), Radio messages have been aired across target districts increasing awareness of local communities on topics of stabilization and the building of inclusive and responsive local authorities, and 20 newly recovered areas have a functional district administration (interim administrations) capable of addressing their mandate on security and supporting district council formation processes.

**Challenges:** Mr. Ibrahim mentioned that in the newly recovered areas, the access is one of the key challenges to project delivery due to the limited safe access routes, attacks by militants against government and AMISOM forces remain a key challenge, at district level, changes of district commissioners by Federal Member States (FMS) without proper coordination with the Federal Government remains a serious issue and threatens the process of stabilization at the district level. Additionally, undefined roles and responsibility of the different levels of government (i.e. Federal Government, Federal Member States, and Regional Administrations) add additional complexity to the stabilization process; and clan disputes in target districts hamper at times the stabilization efforts.

**Other interested groups:** There are other viable and potential districts regarding strategic locations, population, economic feasibility, and established institutions (governmental and otherwise) besides S2S project focused districts: 25 liberated districts in 2014, during the renewed offensive by the SNA and the AMISOM to retake territory from Al-Shabaab in South and

Central Somalia. These realities fascinated other interested organizations in CF including Somali Stabilization Fund (SSF) and Finish Church AID (FCD). These critical ambitions from capable agencies could in return curtail/ limit the scope of expansion for S2S, MoIFAR/S2S project managed added.

**Lesson learnt:** A key lesson learned from the old strategy in newly recovered districts is that building confidence and trust in public institutions through broad-based and inclusive consultative processes promote restoration of good citizen-state relations, and issues of access to and security in the targeted areas have a serious impact on the capacity of the project team to implement specific activities requiring presence directly on the ground.

**S2S II Project:** S2S project is conditionally approved project. This means there are some discrepancies in the project document that need to address and rectified accordingly. These include a) issue of increasing women involvements in all project phases; b) clear-cut monitoring and evaluation plan. PBF also conditioned service delivery of 70% in the first tranche before the project asks the second tranche. We so far utilized around 40% of allocated budget 1st tranche, and it is far lower than what BPF asked for.

### 2.1.2 UNDP/S2S Project Officer

A human being is liable to make a mistake, but the importance is does she/he take lessons from her/his mistakes? We are now working with this project around 4 years, and this means that we are well versed for every bet detail of it, is that where we are as status? I doubt it!!! This project privileges for one BIG opportunity which is “everybody (government institutions at federal and state level, civil society, community-based organization, women and youth group, sheiks and elders and community at large) is in full agreements with ultimate Goal” .... having a locally elected council. Yes, some limitations including time and resources. It is not open-end activity or operations, it is a project.

#### Action:

Since the recruitment process to fill the 3 critical vacant positions concluded: PM, LG specialist, S&R consultant from MoIFAR/S2S team, and recruited staff are already on board, I recommend MoIFAR/S2S team arrange 2 to 3 days workshop. The workshop serves 2 important jobs. First, it inducts newly hired staff on the nature of S2S project, achievements to date, problems encountered and recommended way outs..., etc. Second, it becomes a platform for discussion among S2S staff (MoIFAR/UNDP). This helps staff to have a common understanding of where things are/likely to be, and what next.

### 2.1.3 UNDP/S2S Project manager

To my experience, Petrus said PBF is a strict donor, and they mean it when they say 70% service delivery is must before the 2nd trench’ is asked. So, 40% coverage is not bad, but it is far below what PBF demands. If because e of one reason or another that District Council Formation is bet sticky and more politically inclined, it is wise to widen the space and do other activities that ultimately contribute to DCF process.

**Other Issues**

It agreed that MoIFAR/S2S team arrange a meeting for all S2S team participating in soonest possible time.

**Table 2 - PBF project budget by UN cost category**

**Note:** If this is a budget revision, insert extra columns to show budget changes.

CATEGORIES	Amount Recipient Agency (MOIFAR/FGS)			Amount Recipient Agency	
	Tranche 1 (30%)	Expenditures/Commitments	Overall % delivery	Tranche 1 (30%)	Expenditures
1. Staff and other personnel	200,500	222,500		114,603	-
2. Supplies, Commodities, Materials	97,862	41,781		3,600	507
3. Equipment, Vehicles, and Furniture (including Depreciation)		-			-
4. Contractual services	399,360	325,083		90,000	-
5. Travel	7,350	13,252		7,500	880
6. Transfers and Grants to Counterparts		-			-
7. General Operating and other Direct Costs	10,913	10,755		48,415	43,615
		-			
<b>Sub-Total Project Costs</b>	<b>715,985</b>	<b>613,371</b>	<b>86</b>	<b>264,118</b>	
8. Indirect Support Costs (must be 7%) GMS charged to UNDP costs only		-		18,488	2,213
					-
<b>TOTAL</b>	<b>715,985</b>	<b>613,371</b>	<b>86</b>	<b>282,606</b>	<b>47,215</b>

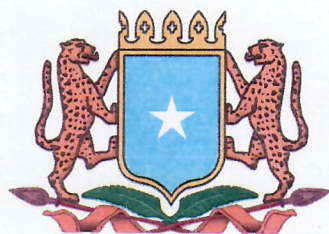
[illegible]

## Q1&2 - 2019 INDIVIDUAL TRAININGS/WORKSHOPS/MEETINGS RECORD

#	Nature of Trainings/Seminars/ workshops/ meetings	Held by	Place/Region/ City/ Country	S2S participants	Dur
					Started
12	Galmudug Ministry of Interior Technica Staff & Officials, Gelgadud Regional & Dhusamareb District administration Training workshop on District Council Formation Process, Local Governance/functions/Service delivery & Decentralizations	MOIFAR S2S Local Governance Specialist	Dusamareb, Gelgadud Region- Galmudug State	Omar W. Wehelie - Senior Reconciliation. Abdurahman Aligab - Advisor Local Governance Specialist	11th May 2019 9.00-12.30

ration
Ended
12th May, 2019 9.00-12.30pm





**Federal Government of Somalia**  
**Ministry of Interior Federal Affairs and Reconciliation**  
**Support to Stabilization Project – National Window**


**TRAVEL AUTHORIZATION LETTER**

<b>NAME OF PROJECT</b>	<b>Support to Stabilization II Project for the Federal Government of Somalia in Newly Recovered Areas</b>
<b>LOCATION TO VISIT</b>	Dhusamareb- Galmudug State of Somalia
<b>DATE</b>	May 4-14, 2019


<b>I. PURPOSE OF THE MISSION</b>
<ul style="list-style-type: none"><li>- The aim of this mission is to conduct a joint-assessment in Dusamareb District with Galmudug State Ministry of Interior and Local Governance as part of the council formation process. The planned assessment will take for about ten days to evaluate the political, security, socio-economic and district-wide development dimensions and status. It will also include the infrastructure and overall interventions that are currently underway in the district of Dusamareb.</li></ul>

<b>II. EXPECTED PARTICIPANTS OF THE TRIP</b>
<ul style="list-style-type: none"><li>- Ibrahim Iman</li><li>- Omar Wardere Wehelie</li><li>- Abdirahman Aligab</li><li>- Yahye Omar Hersi</li><li>- Anab Mohamud Osman</li><li>- Sadia Mohamed Omar</li><li>- Mohamed Abdulkadir Mohamud</li></ul>

\_\_\_\_\_ **Approved and Authorized by** \_\_\_\_\_

**Name:** 

**Title:** *S2S II Project Manager*

**Signature** 

**Date:** *May 3, 2019*





# Stabilization Unit Newsletter

Welcome to the Ministry of Interior, Federal Affairs & Reconciliation.

This quarterly newsletter is an initiative from the Support to Stabilization Project with the aim of providing timely information about stabilization events across Somalia.



Minister Abdi Sabrie & International Partners discussing on enhancing operational capabilities and civic-military relations on April 8, 2019. Courtesy of MolFAR

## INSIDE CONTENTS OF VOL. 04:

- S2S Overview
- Coordination
- New Offensive
- Districts
- Council Formation
- Social Reconciliation
- Geographic Coverage

### S2S Project Overview:

The Support to the Federal Government of Somalia in Stabilization in Newly Recovered Areas Project is part of the Somalia Government's broader stabilization program overseen by the Ministry of Interior, Federal Affairs, and Reconciliation, and funded by the United Nations Peacebuilding Support Office (UN PBSO).

Its primary objective is to restore stability in Somalia's newly recovered districts from Al Shabaab through establishing governance structures and facilitating the delivery of public services. Since the Ministry developed its initial Stabilization Strategy in 2013 and 2014, the efforts to stabilize Somalia have seen major progresses over the past three years, including security, rule of law and reconstruction of infrastructures with an intent to consolidate these gains to ensure presence of state authority across the country.

## Coordination Meetings

Q 1 & 2, 2019



## 2 Strand 3 meetings organized

Stabilization coordinations undertaken by S2S II in Q1 and Q2, bringing together actors and stakeholders for optimum impact.

## New Offensive Launched

Q 1 & 2, 2019

## 3 Newly Recovered Areas

Key strategic locations in Lower Shabelle region, Anole, Bariire & Sabiib were recently recovered from Al Shabaab by SNA

- FGS stepped up military & stabilization operations in L/M Shabelle regions to take Al Shabaab out,
- Interagency & whole government approach used to mitigate risk of civilian displacement,
- MolFAR led all line ministries for community recovery initiatives in stabilization areas,
- Partners supported FGS's rapid distribution of food and non-food items to families
- Under MolFAR, regular coordination meetings with partners are convened in tandem with L/Shabelle Governor and SW state authorities.

## DISTRICTS SUPPORTED

14 in total

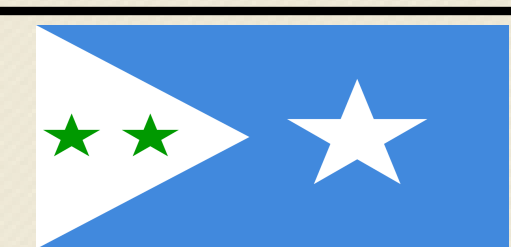


### Operational Support

- 14 District running costs
- 4 Ministries of Interiors at FMS operational support
- 14 Local consultants payments.

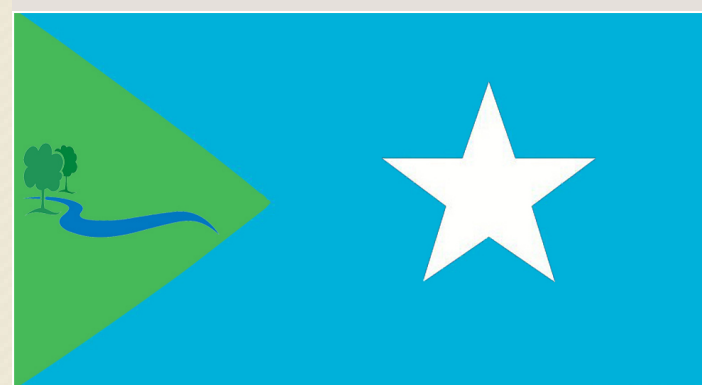
## Council Formation & Planned Activities

2019-2020



**37% of activities completed**

### Dusamareb: Council In-Progresss, GMS



Ball'ad  
Hirshabelle State



Dinsor  
South West State



Bardere  
Jubaland State

Despite S2S focus on newly recovered areas, council formation remain the basis of success for maturing districts under stabilization operations.



## Community stakeholders in session Low-cost/High impact social reconciliation in action



Courtesy of Ali Yusuf, Hudur CLO. February 2019

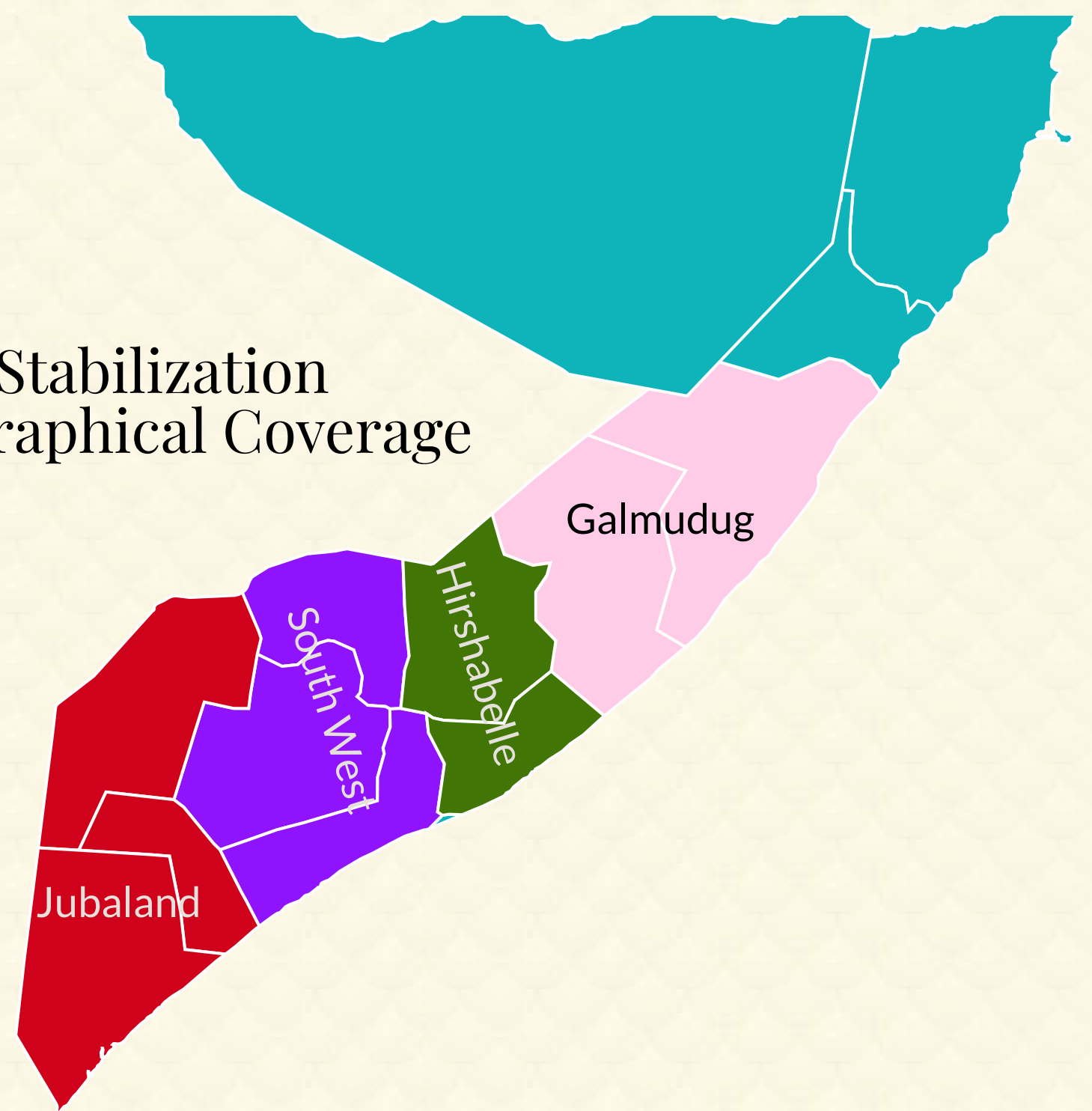
FGS will continue to stabilize Somalia, using an inter-agency approach and creating an space for democratic governance and peacebuilding.

- H.E. Abdi M. Sabrie, Minister of Interior, Federal Affairs & Reconciliation



A high-level inter-agency team to Sabid, Bariire & Anole in L. Shabelle distribute aid & lifesaving supplies to communities in newly recovered areas.

### Stabilization Geographical Coverage







UN  
DP

Project Resource Overview

Year	---	2019
Business Unit	---	SOM10- Somalia
Project/s	---	'00116525'
Budget Department	---	

				Current Yr Available Resources for Spending				Approved Budgets			Current Year Activity and Balances						Outstanding Contributions	
Project	Output	Fund	Donor	ASL	Opening Cash Balance	Revenue Collected	Total	Current Year	Future Years	Total	Commitments	Expenses + full asset cost	Outstanding NEX Advances	Project Advances	Budget Balance	Resource Balance	Past Due	Future Due
				a	b	c	d=a+b+c	e	f	g=e+f	h	i	j	k	l=e- h - i	m=d- h- i- j- k		
00116525	00113637	30000	11363	0	282,607	0	282,607	282,607	0	282,607	0	47,215	0	0	235,392	235,392	0	659,416
Total for Project 00116525				0	282,607	0	282,607	282,607	0	282,607	0	47,215	0	0	235,392	235,392	0	659,416
TOTAL				0	282,607	0	282,607	282,607	0	282,607	0	47,215	0	0	235,392	235,392	0	659,416



UN  
DP

UN Development Programme

Report ID: UNPRORES

## Project Resource Overview

Page 2 of 2  
Run Time: 09-06-2019 08:06:21

Year	---	2019
Business Unit	---	SOM10- Somalia
Project/s	---	'00116525'
Budget Department	---	

### Project Resource Overview Report - data definitions

Data Element	Definition
Report Title	Project Resources Overview
Run Date	Report run date and time
Summary	
Year	Year selected by user
Budget Dept	Atlas budget department code (e.g. B0xxx) selected by user
Project	ALWAYS shows ALL as this will list all projects having the selected fund code
Report Proper	
Project	This is equivalent to the Award ID in Atlas.
Output	All outputs under the Project with the selected fund code
Donor	Entity (providing the resources for an output) ID per Atlas donor reference table+short description
ASL	Authorized spending limit through established allocation, i.e. for UNDP, thru the ALT_DP budget ledger.
Opening cash balance	Total cash resources as at 1 January of the selected year, i.e. for UNDP, thru the AX1_DP budget ledger
Revenue collected	Donor contributions paid/received
Available resources for spending	Total resources available to spend. Calculated field: for ASL-controlled funds this would be equal to the ASL for cash-controlled funds, this is the opening cash balance + revenue collected.
Approved Budgets	Total finalized budget in Atlas (total budget sent to Atlas Commitment Control/KK) for current, next and future years
Commitments	Open or outstanding commitments, i.e. the total \$ value of unreceipted PO lines
Expenses + full asset cost	Expenses, i.e. all 60000 and 70000 series expense accounts but excluding depreciation and amortization expenses + full cost of receipted assets acquired in that year.Note: depreciation and amortization expenses are non-cash expenses and as such will not reduce available resources for spending.From the budget perspective,
Outstanding NEX Advances	Unexpensed portion of NEX advances in the current year, i.e. the sum of account 16005 for periods 1 to 998.
Project Advances	Unexpensed portion of Project advances in the current year, i.e. the sum of accounts 16105, 16106 and 16107 for periods 1 to 998.
Budget Balance	Calculated field: Approved Budget minus commitments minus (expenses+full asset cost) minus current year outstanding NEX advances
Resource Balance	Calculated field: ASL + opening cash balance + revenue collected minus commitments minus (expenses+full asset cost) minus current year outstanding NEX advances minus Project Advances.
Outstanding Contributions Past Due	Contributions receivable balance (i.e. 14015 account per GL)
Outstanding Contributions Future Due	All pending (unpaid not past due) donor contributions; which consists of: <ul style="list-style-type: none"> <li>a. Third Party and Other- These are future amounts expected from donors based on signed agreements (Atlas Contracts Module).</li> <li>b. Govt. Cost Sharing Agreements - Negotiated amount in master contract MINUS all contracts created for Government Cost Sharing under the master contract which is based on cash received from the government. (Atlas Contracts Module).</li> </ul>

End of Report

# S2S II Stakeholder Consultation Workshop – A Report

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29 – 30 January 2019



Federal Government of Somalia  
Ministry of Interior, Federal Affairs and Reconciliation

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## Abbreviations

<b>BRA</b>	Banadir Regional Administration
<b>CBS</b>	Central Bank of Somalia
<b>CLO</b>	Community Liaison Officer
<b>CRESTA/A</b>	Community Recovery & Extension of State Authority/Accountability
<b>DCF</b>	District Council Formation
<b>DG</b>	Director General
<b>DPSC</b>	District Peace and Stability Committee
<b>FIMM</b>	Fragility Index and Maturity Mapping
<b>FMA</b>	Fiduciary Monitoring Agent
<b>FMS</b>	The federal Member States
<b>JPLG</b>	Joint Programme on Local Governance and Decentralized Service Delivery
<b>LG</b>	Local Government
<b>LoA</b>	Letter of Agreement
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MoF</b>	Ministry of Finance
<b>Mol</b>	Ministry of Interiors
<b>MoIFAR</b>	Ministry of Interior, Federal Affairs and Reconciliation
<b>MPTF</b>	Multi-Partner Trust Fund
<b>PBF</b>	Peacebuilding Fund
<b>PBSO</b>	Peacebuilding Support Office
<b>S2S</b>	Support to Stabilization
<b>SFMIS</b>	Somali Financial Management Information System
<b>SWS</b>	South West State
<b>UNDP</b>	United Nations Development Programmes
<b>UNSOM</b>	United Nations Assistance Mission in Somalia
<b>WF</b>	Wadajir Framework

## Introduction

The Support to Stabilization (S2S) project remains an integral part of the Somali government's strategy for peacebuilding and stabilisation to newly recovered districts from Al Shabaab. S2S is also the gateway for governance and stabilization with regards to council formation activities and programming. The areas of support for the Federal Member States (FMS) encompass strengthening of technical, financial and operational capacity<sup>1</sup>.

The government strategy calls for the development of governance mechanisms and structures, facilitating reconciliation and dialogue processes, and addressing the priority needs of each location of the newly liberated areas. With two levels of responsibility, the Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR) of the FGS jointly implements the project in close partnership with Ministries of Interior at the Federal Member States (FMS). Again, MoIFAR is committed to building trust and ensuring transparent and mutually accountable engagement among stakeholders of the project to achieve improved governance and accountability outcomes at all government levels in Somalia.

This report provides background and an overview of the workshop, including its objectives, summary of the presentations, discussions, and suggestions for next steps.

## Overview of the Workshop

The S2S stakeholder's consultation workshop was held from 29-30 January 2019, and it took place at the UN Joint Training Centre in Mogadishu. The Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR) and United Nations Development Programme (UNDP) jointly organised the workshop. It was structured around presentations, question and answer intervals and breakout group work that enabled inclusive participation and practical discussions. This approach to hosting the workshop ensured the delivery of an interactive and consultative process.

Throughout the workshop, participants shared their experiences and reflected on critical lessons learned from phase I of the S2S project. Participants discussed overall challenges observed during the first phase and they proposed mitigation strategies for potential risks, going forward.

Issues related to conditional approval in the S2S II project document were raised by the Peacebuilding Support Office (PBSO) in the United Nations. The stakeholders agreed on a course of action, including priority

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<sup>1</sup> The Peace Building Support Office's (PBSO) Peacebuilding Fund (PBF) made funding to this workshop possible.



plans for better coordination and implementation mechanisms with regards to S2S Phase II. Detailed agenda of the workshop is given in Annex A. 30 participants representing the Federal Member States, Banadir Regional Administration (BRA), MoFAR, Ministry of Finance and the United Nations Assistance Mission in Somalia (UNSOM/CRESTA) participated in the two-day workshop. The list of participants, institutions they represent and their contacts are included in Annex B. Presentations delivered during the workshop are provided in Annex C.

## Objectives of the Workshop

The primary objective of this stakeholder engagement is to generate a better understanding of stakeholder perspectives on crucial issues and implementation mechanism in the project and, consequently, build relationships with key donors, FMS, and support district beneficiaries in both technically and operationally. Specific objectives were to:

- Bring together all the stakeholders in the S2S project to initiate discussions on governance and priority issues for the second phase of the project.
- Examine the challenges and critical issues encountered during the implementation phase as well as drawing lessons learned for better planning and implementations.
- Develop and agree on an implementation plan for the project, which addresses the conditions established for the release of the second and third tranches of funding from the PBF.
- Gather as much information as possible from crucial stakeholders relevant for planning and implementation of the project.
- Engage the S2S vital stakeholders and to allow them to contribute to the overall stabilisation process.
- Agree on implementation and harmonization mechanism amongst the stakeholders in the project to avoid prolonged implementation timelines and challenges.

The workshop sought to bring together and provide an opportunity for S2S stakeholders to discuss critical components of the project in the second phase. A particular focus was placed on identifying the governance structures, required to support nascent administrations. Recommendations were made for improving the coordination, strengthening and implementation of mechanisms required to optimize the impact of the S2S project.



## Session Summaries

### Opening Remarks

The Chief Coordinator of MolFAR, Mr Ali Osman, welcomed participants to the Workshop and hoped that all attendees would partake actively in the discussions. He underlined that the workshop outcomes would provide useful guidance to the execution of the S2S project's Phase II. He further noted the significance of the workshop since it's an opportunity for all participants to communicate their opinions about the project's scope and to articulate their roles in the successful implementation of the project.

*"We hope the workshop participants would gain more understanding about the project components; its approach and requirements as well as roles, responsibilities and relationships among different layers of government. We need to bear in mind that we are owners of the project meaning that we, at all the three layers of government, are responsible and accountable for the project's failure or success."*

**Mr Ali Osman – MolFAR Chief Coordinator**

### Session 1: Introduction and Overview

Mr Ramadan Elmi, the stabilization coordinator from MolFAR, gave a brief overview of the agenda and objectives of the workshop. He noted that the overall objective of the workshop is to make every stakeholder aware about critical components of the project's second phase, identify existing challenges and to explore ways to safeguard gains made so far, thereby confirming that all stakeholders at national, state and district level are collective owners of the S2S project.

He further highlighted that the role of MolFAR is to facilitate, monitor and coordinate the implementation of the project while Ministries of Interior at the state level are responsible for the actual implementation of the project. Moreover, he explained that the project funds would be managed through government window where ministries of Finance at Federal and state level would be responsible for ensuring that proper financial management procedures are followed.

The facilitator also noted that MolFAR and the broader Federal Government are committed to equitable sharing of resources while emphasising that it is essential to discuss how all participating FMS could benefit from this project with an equitable manner and asserted that recommendations or suggestions from participants should be taken very seriously.

Mr Ramadan concluded the session by revealing the need to address conditional details that would guide the implementation of the project's Phase II and release of funds such as improving gender dimensions of the project and fulfilling reporting requirements. Finally, he wished the participants could discuss these issues technically to develop a shared vision on the way forward, thus prompting participants to contribute meaningfully to the subsequent group discussions during the workshop.

## **Session 2: National Stabilization Strategy**

This session provided a concise description of how the National Stabilization Strategy conforms with the project's scope since the government developed a policy document on stabilisation. The moderator, Mr Ramadan Elmi specified that stakeholders from the Federal Member States were consulted with and their inputs were incorporated to the policy document before it was submitted and endorsed by the Federal Government.

The facilitator commended implementation plans developed by states which addressing the four key thematic areas, yet he reminded participants that Somalia today is not short of plans and strategies citing examples like Wadajir Framework (WF), S2S strategy, government roadmaps, Reconciliation Framework. Besides, the facilitator made clear that the Prime Minister's edict was that 2019 is the year of execution and that it is of prime importance for the S2S project to get closer to the communities through achieving project objectives which comprise local council formation and service delivery.

In concluding the session, the facilitator stressed that participants should be explicit about locations where the project might work and be specific when defining criteria that would be used to select these locations. Also, he stressed the need to provide a detailed justification, but not to propose generic reasons like conflict situations and focus on areas that can benefit from the project sustainably and inclusively. Lastly, he cited Hudur District as an example of a successful case and announced that council formation would be a new addition to the project's scope in the second phase.

## **Session 3: Introduction to Phase II, Lessons Learned and Way Forward**

In this session, Mr Ibrahim Iman, S2S project manager, explained briefly the scope and target districts covered during the first phase of the project and highlighted that the project's reconciliation component did not provide any financial incentives reason being to promote traditional peacebuilding Somali processes. Likewise, he explained the role of third-party entities commissioned to support FMSs implement pre-council formation activities – mainly conducting district baseline assessments, awareness-raising campaigns and organising preliminary consultative

meetings. Mr Ibrahim added that role of MoIFAR is to assist state Mols to apply procurement checklists for selecting partner entities (Somali One, Dansom, Horn Africa and SOYDEN), verify work plans of the selected entities and facilitate the release of funds through Ministry of Finance. He also identified a lack of functioning fiscal federalism mechanism in Somalia as the main reason necessitated the deployment of these third-party entities.

Then Mr Ibrahim noted that security, natural disasters, staff capacity and political influence as the main challenges encountered with during phase I of the project. He then discussed specific challenges on the ground, noting that misunderstanding between third-party entities and district administrations was common, inability of contracted entities to submit financial reports as per adopted work plans, limited capacity of the entities where monitoring reports disclosed that Human resource policies, procurement procedures, and data management plans of these entities were particularly weak. Some of these entities do not have a physical presence in the districts they're assigned to conduct activities, hence restraining their ability to be more responsive and increase buy-in from relevant actors at the local level.

The facilitator highlighted that recurrent delays in execution were a critical challenge that posed a substantial risk to the project as it took one year to complete pre-council formation activities in some of the target districts. Likewise, Mr Ibrahim went on to discuss progress made on raising funds for the second phase of the project where donors so far committed to releasing USD 3.3 million and that USD 1.2 Million are missing funds which MoIFAR in collaboration with UNDP would mobilise funds from donors to cover this budget gap. Furthermore, the facilitator emphasised that target districts were final users of funds and direct beneficiaries from Phase I of the project.

He also reminded participants that phase II of the project would be implemented in 18 months period – including the first quarter of 2019. The project would focus on six priority districts as it would work to strengthen the capacity of state Mols, ensure improving fiscal transfer system, continue and enhance support to re-captured districts and those with functioning councils as well as supporting stabilisation conferences at the state level. Participants were then invited to discuss and reflect on the presentation and any other pending challenges.

## Discussion

The discussion focused initially on challenges related to the transfer of funds and lack of standardised procedure on this regard as experienced during the first phase of the project.

Despite the challenges associated with the transfer of funds to target districts, one participant from Jubbaland explained that the project provides funds to support running costs for districts and pre-council formation activities where the Mol succeeded to open sub-accounts for

the target districts at the state single treasury account. He added that they authorise the transfer of funds to districts through Jubbaland Ministry of Finance after reviewing, certifying and sharing expenditure reports submitted by CLOs and district commissioners in target districts with MolFAR.

Participants noted several factors that may have led to problems encountered during the first phase of the project, including the following:

- The project was designed, and the Federal Government was responsible for leading the project since most FMSs emerged after initiation of the project;
- Absence of complete package to support district council formation and not having consistent process for council formation;
- MolFAR dealing directly with caretaker administrations at the district level without knowledge involvement of Mols at the state level;
- Some CLOs not being accountable to the Mols at the state level;
- Some of the contracted third-party entities believe that they are not accountable to state Mols, thus making them less transparent.

To conclude the discussion, participants suggested that FMSs should focus on improving their absorption capacity since it took 40 months to utilise just USD 4.1 million rather than competing for increasing their share of the funds. One participant noted the need to clarify roles and responsibilities of Ministries of Interior at state and federal level. Another participant suggested examining how to make fund allocation process conditional, competency based and flexible without politicizing it because some districts cannot use their budget within the required timelines.

#### **Session 4: Group Discussion on Priority Locations and Gender Inclusivity**

Participants were divided into five groups and were given three guiding topics as a basis for group discussions and presentations. The groups were formed as per the states they represent; attendees from MolFAR joined each of the formed groups. The guiding topics were as follows:

- Priority locations/districts preferred by each state;
- Criteria for selection of these districts; and
- Gender inclusivity





Group discussions with stakeholders from FMS representatives – Courtesy of MoIFAR



The presentations and recommendations from each group concerning the guiding topics including proposed measures to ensure gender inclusivity and ways to address gender dimensions of the project are shown in below table:

Priority District	Selection Criteria	Gender Inclusivity
South West State		

<u>Dinsor</u> <u>Burhakaba</u> <u>Wanlaweyn</u>	<ul style="list-style-type: none"> <li>- Less inter-clan or lack of active conflicts</li> <li>- Accessibility and Security</li> <li>- Maturity in terms of administration</li> <li>- Community cohesion</li> <li>- Community cohesion and readiness to address priority needs</li> <li>- Potentiality (economically) and ability to raise own revenue</li> <li>- Peace dividends/infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gender provisions in the local government laws shall be enforced by all stakeholders – MolFAR, Mols and Ministries of women;</li> <li>▪ Civic education on political inclusion and awareness raising (traditional elders, religious leaders and women should be targeted);</li> <li>▪ Greater involvement of women in decision making at all levels shall be encouraged;</li> <li>▪ Provide incentives to women groups so that they partake in all activities (continuous incentives);</li> <li>▪ Enabling women to hold leadership positions – especially deputy positions – so that they serve as a role model for the rest of women.</li> </ul>
<b>Banadir Regional Administration (BRA)</b>		
<u>Daynile</u> <u>Karan</u>	<ul style="list-style-type: none"> <li>- Limited diversity with less conflict</li> <li>- Availability of facilities</li> <li>- Less conflict</li> <li>- Fully controlled by the government</li> <li>- Readiness for DCF</li> </ul>	<ul style="list-style-type: none"> <li>▪ BRA and all stakeholders should enforce gender policy in the LG laws;</li> <li>▪ Political inclusion and civic education (tradition, women, youth, etc.);</li> <li>▪ Women encouragement at all levels of the programme and giving them incentives (women's economic empowerment);</li> <li>▪ Promoting women leadership (senior levels of government);</li> <li>▪ Women empowerment (capacity building);</li> <li>▪ Support to electoral process of Banadir's women organisation.</li> </ul>
<b>Galmudug</b>		
<u>Dhuusamareeb</u> <u>Galkayo</u>	<ul style="list-style-type: none"> <li>- A category districts</li> <li>- Both of them can be sustainable financially</li> <li>- Can inspire/motivate other districts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy formulation (gender inclusivity);</li> <li>▪ Empowering local women groups;</li> <li>▪ Particular gender empowerment (inclusivity) plans at the state level.</li> </ul>
<b>Hirshabelle</b>		
<u>Warsheikh</u>	<ul style="list-style-type: none"> <li>- Accessible location</li> <li>- Fewer conflicts</li> </ul>	<ul style="list-style-type: none"> <li>▪ 30% of slots are dedicated to women – as per local</li> </ul>



	<ul style="list-style-type: none"> <li>- Better enabling infrastructure</li> <li>- Pre-council formation assessment is completed</li> <li>- Reconciliation committee</li> <li>- Religious leaders</li> <li>- Potential resources</li> </ul>	<ul style="list-style-type: none"> <li>government laws;</li> <li>▪ Organising awareness campaigns;</li> <li>▪ Leadership committed to improving the issue of gender.</li> </ul>
<u>Bal'ad</u>	<ul style="list-style-type: none"> <li>- Accessibility</li> <li>- Infrastructure</li> <li>- Sustainable revenue generation</li> <li>- Manageable conflicts</li> </ul>	
<b>Jubbaland</b>		
For running costs: <u>Afmadow</u> <u>Kismayo</u> <u>Bardhere</u> <u>Garbaharey</u>	<ul style="list-style-type: none"> <li>- Wadajir Prioritised districts</li> <li>- Build on Phase I</li> <li>- Premature districts</li> <li>- Do not have the ability to generate sufficient revenues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Women civic engagement activities (governance and Leadership);</li> <li>▪ Conduct sessions for elders, religious leaders and youth to discuss and emphasise the contextual role of women, political rights of women and benefits of women's political empowerment to the society;</li> <li>▪ Gender Mainstreaming for DCF committees (State level DCF committee and District Preparatory Committee).</li> </ul>
For DCF: <u>Bardhere</u>	<ul style="list-style-type: none"> <li>- Accessibility</li> <li>- Safety and Security</li> <li>- Level of clan cohesion</li> <li>- Maturity (according to FIMM)</li> <li>- The willingness of the community</li> </ul>	

Some of the groups highlighted challenges they faced from the first phase, lessons learnt and priority areas for action as detailed in the following table:

<b>Challenges</b>	<b>Lessons Learnt / Priority areas for action</b>
<b>South West State</b>	
<ul style="list-style-type: none"> <li>▪ Running costs sent directly to the districts without knowledge of the state Mol</li> <li>▪ MolFAR and Ministry of Finance dealing directly with districts without involving the Ministry of Finance at the state level</li> <li>▪ Lack of standard tools for assessing District Council Formations</li> <li>▪ Financial reports directly sent to MolFAR without engaging state Mols</li> <li>▪ CLOs are not reporting to state Mols creating a gap between FMSs and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide logistical support to stabilisation coordination meetings at the state level</li> <li>▪ Provide running costs support to state Mols</li> <li>▪ Support stabilization coordinator, DG and the Minister in executing duties at SWS districts and regions</li> <li>▪ MolFAR/MOF of the Federal Government to send funds through the Ministry of Finance of the state or the state treasury account</li> <li>▪ State Mols rather than DCs to tackle</li> </ul>

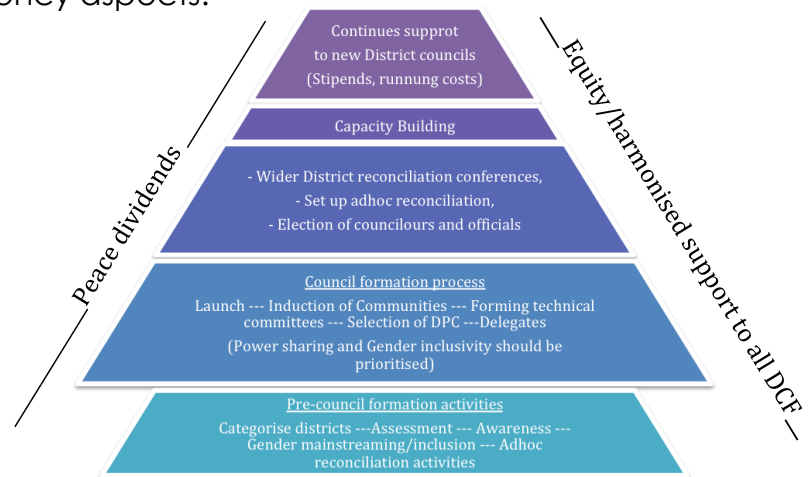
district administrations.	lack of cooperation of CLOs with Mols at the state level should issue work certificate.
<b>Banadir Regional Administration (BRA)</b>	
	<ul style="list-style-type: none"> <li>▪ Requested S2S to support recruitment of seven CLOs to be deployed in the outer seven districts of Mogadishu</li> <li>▪ Providing support in the form of capacity injection (office of the DG) – recruitment of 2 consultants, 10 young graduates</li> <li>▪ Providing office operational costs support.</li> </ul>
<b>Galmudug</b>	
<ul style="list-style-type: none"> <li>▪ Limited support from S2S project</li> <li>▪ Strict conditions for managing funds</li> <li>▪ Lack of awareness and the limited capacity of district administrations</li> <li>▪ Lack of support from S2S to the state Mols.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requested to continue supporting the current two districts (Hobyo and Abudwak)</li> <li>▪ Extending the reach of the project into two new districts (Galkayo and Dhusamareb).</li> </ul>
<b>Hirshabelle</b>	
<ul style="list-style-type: none"> <li>▪ Insecurity</li> <li>▪ Poor coordination (between Mols and CLOs)</li> <li>▪ Weak institutional capacity at the state level</li> <li>▪ Clanism (nepotism) within administrations.</li> </ul>	
<b>Jubbaland</b>	
<ul style="list-style-type: none"> <li>▪ FMS and FGS relations</li> <li>▪ Roles and responsibilities</li> <li>▪ Political challenges</li> <li>▪ Security</li> <li>▪ Accessibility</li> <li>▪ Clan tensions</li> <li>▪ Fiscal transfer</li> </ul>	<p>Lessons Learnt</p> <ul style="list-style-type: none"> <li>▪ Enhanced coordination means better results</li> <li>▪ Women must be included from the beginning of the DCF process (pre-DCF activities should focus on women participation)</li> <li>▪ Districts have the ability for managing running costs</li> <li>▪ Community consultations enhanced via community consensus building activities /stabilisation plan</li> <li>▪ Supported districts are capable of carrying daily duties.</li> </ul>

After group presentations, participants made the following observations:

- Requested to clarify reasons for remitting funds to districts without consent of Mols at the state level.

- In responding to this, MolFAR officials confirmed that all transfers made to districts in 2018 were sent with the consent and direction of state Mols. Besides they emphasised that lack of single treasury accounts across states necessitated dealing directly with district administrations at some states.
- Suggested providing continues support to women in leadership positions to improve the project's gender inclusivity and to enhance its transparency aspects.

In parallel to this, Mr Abdirahman Ali Gab, senior LG advisor to the Mol of SWS highlighted the importance of adopting standardised District council formation process across states explaining key steps to be taken in the DCF. He presented a diagram of his vision as shown in Figure 1:



Participants ended the day by asserting that enhancing coordination, information sharing and communication among stakeholders at all levels would result in early detection of challenges and solving emerging problems on time thus contributing to the success of the project's second phase.

## Session 5: Financial Planning and Budget Execution

This session began with a presentation by Mr Mohamed Muhyadin Farah, head of macro-fiscal policy and analysis at the budget department of the Federal Government of Somalia's (FGS) Ministry of Finance. The facilitator detailed how financial planning relates to work plans of different projects as it allows preparing budgets based on practical forecasts and national priorities. He further clarified that the budget execution phase begins with the approval of the budget followed by commitments, scrutiny, filing through Somalia Financial Management Information System (SFMIS), authorisation, payment and closure of accounts through SFMIS.

Moreover, the facilitator explained that the budgeting process involves planning, preparation, execution and reporting plus auditing. The presenter described the budget execution cycle, which involves – after planning and preparation – following steps:

- Budget approval (e.g. the Federal Parliament approved it on last day of 2018)
- Budget circular to line Ministries

- Training sessions and seminars
- Allotment request by line Ministries
- Approval process
- Entering allotment into the system
- Issuing payments by instalments

In a brief intervention, Mr Jamal Yusuf, S2S Admin and Finance Officer at MoIFAR indicated that one main challenge associated with the project's financial aspect is lack of vendors at districts that can meet SFMIS requirements for registering vendors (bank accounts, registration certificates and company profile). Hence forcing registering district administrations in the SFMIS as vendors, he added that SFMIS has the potential to limit excessive use of cash or to eliminate cash handling, instead, payments have to be made through bank-to-bank electronic or wire transfers.

Next, the presentation featured the significance and advantages of applying national procurement law such as reducing public expenditure, promoting principles of free market competition and enhancing transparency, accountability and trust. The procurement process was also explained as it entails preparing annual procurement plans, requests for bids/quotations, advertisement and selecting winning vendors, acceptance and implementation of contracts followed by contract management, monitoring and validating payments. The facilitator described that the fiscal transfer policy of the FGS is arranged across the two levels of the government – the Federal Level and Federal Member States Level – and that the Federal Government is committed to promoting financial support to the Federal Member States through financial grants from the international community while utilising national administrative and financial systems.

Furthermore, the presenter specified that international financial grants are categorised into on budget and off-budget grants whether it is reflected in the treasury or not and that grants are mainly conditional or unconditional grants whereas fiscal transfers are supposed to be completed in limited time through electronic or wire transfer from the central treasury of the government. He then briefly explained financial transfer process as well as financial reporting requirements indicating that reports are submitted on a monthly and quarterly basis with official signature and stamp and that some of the reports are supposed to be shared with the accountant general within seven days using F16 forms. He further noted that the Federal Government is committed to ensuring expenditure transactions are utilised for its intended purposes.

In the second part of the session, Mr Jamal Yusuf examined several challenges related to the project's financial reporting, including the following:

- Repeated procurement errors instigated probes and prompted prolonged delays in payment, the reason being that reports from

most districts during the first phase were not in line with procurement standards of the Federal MoF;

- Project expenditure codes were changed six times in the last year due to lack of standardised codes based on the project activities adopted by the MoF;
- Delays or failure of contracted third-party entities or district staff to submit narrative and financial reports on time causes unnecessary administrative burden and hurdles to the S2S team at MolFAR.

## Discussion

In the ensuing discussion, some of the raised issues and suggestions were:

- Existence of a two-layer procurement system is reported as being a challenge since FMSs follow their local government procurement manuals, as it is not yet clear whether these manuals are harmonised with the national procurement law. Hence discussants emphasised the importance of ensuring that applicable procurement procedures at all levels of government are made consistent while taking into consideration the local contexts;
- To limit future errors and failures related to financial aspects of the project, it was recommended to organise training for key personnel involved in finances from beneficiary districts, Mols and Ministries of Finance at FMSs on financial reporting requirements and procurement procedures relevant to the S2S by the Federal Ministry of Finance and MolFAR;
- Stakeholders were reminded that funds would be returned to donors if not spent as allocated. It was experienced during the first phase where funds allocated to project activities will be wired back to the PBF as required by the rules of the PBSO;

An official from MolFAR recapped the discussion stating that all stakeholders have shared responsibility in making the second phase of the project a successful endeavour. Ultimately, he reminded participants that first tranche would be 30% of the total budget; the second tranche would be conditional upon completing certain milestones/details in the work-plan and reaching 70% expenditure of the first transfer. The final tranche of 30% will be transferred upon reaching 70% of the total

*“This workshop is one of the technical gatherings where processes, procedures, rules and methodologies that are conditional for implementing the second phase of the S2S project are clarified and discussed in the presence of critical stakeholders, that is the reason we need to highlight lessons learned from challenges and problems associated with the project in the past”*

**Ibrahim Iman, Acting S2S II Project Manager. MolFAR**

expenditure and fulfilment of reporting requirements.

## Session 6: Execution Challenges and Expected Changes

This session framed critical lessons learned from phase I and examined concerns from the donor and implementing partners to explore broader issues that will shape the second phase of the project. Mr Mohamed Salat, the S2S project associate from UNDP, led the session, outlining critical takeaways from the first phase of the project and discussed the overall direction of the second phase. He underlined that:

- S2S is one of the first projects of its kind to utilise national window modality to channel funds from PBF to the government treasury to district administrations.
- Due to the weak national systems in Somalia during the early years of the project, funds were disbursed through UNDP Letter of Agreement (LOA) until late 2016.
- PBSO contracted a Third-party Fiduciary Monitoring Agent (FMA) to assess whether funds are administered according to the agreed criteria between the donor and recipients, to review financial procedures, their application and to propose adjustments.
- Based on factual findings from the monitoring reports, the project board decided to reduce supporting the running costs of districts.
- After all participant districts have made significant improvements by implementing most recommendations from monitoring exercises, the project now utilises National Window (NW) within the UN Multi-Partner Trust Fund (MPTF). It would allow the provision of funding directly to the Central Bank of Somalia (CBS) and, via single treasury account or holding an account to MoFAR, the FMS MOIs and district administrations in the target districts.
- FMSs should focus on implementing similar reforms to enable state Ministries of Finance exercise oversight functions on the expenditure of funds and reporting since the second phase will provide human resource support to FMS Mols.

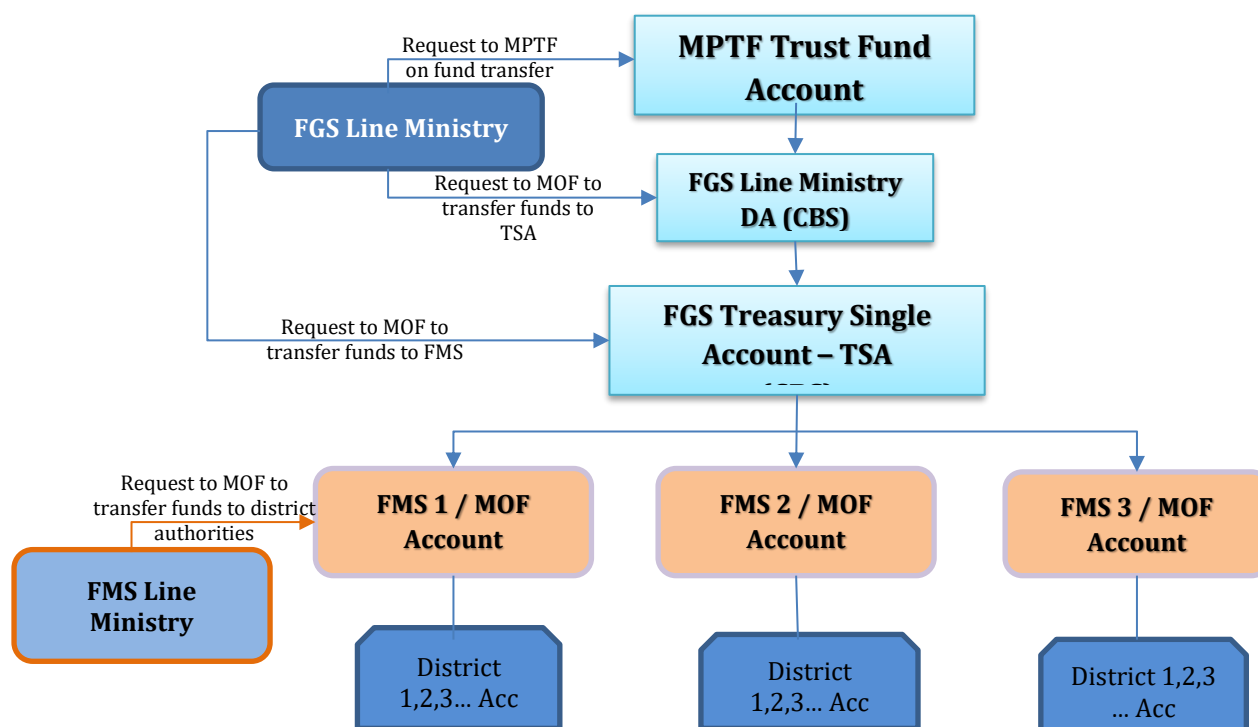
*"The initially planned timeline for the S2S project was 18 months; it took up to 40 months to complete planned activities of the first phase. The projected lifespan was extended several times but be informed that no further extension would be allowed during the second phase of the S2S project, so we have to accomplish conditions of this phase as early as possible" – Mohamed Salat – S2S Project Associate – UNDP*

- Monitoring reports established that fewer challenges are associated with managing running costs at the district level and that much of the problem lies with administering funds allocated to district council formation managed by third-party entities.
- Stakeholders should be particular about roles and responsibilities assigned to different levels of government while FMS Mols are

expected to be explicit on guiding how to and whom will manage DCF processes.

- In this phase, PBSO will pursue reducing risks and errors that may hinder implementing activities planned for phase II of the project.
- On reporting, S2S have semi-annual and annual reports as well as monthly financial reports to be submitted by districts.

Afterwards, the facilitator offered a detailed introduction to the structure of fund flow as exhibited in the below chart:



## Discussion

Participants engaged in extensive discussion on the fund flow chart, which is not fully operational but founded on federalism principles. It was noted that missing role of the MoF at FMSs necessitated the direct transfer of funds to districts administrations in the past, yet one participant enquired which Ministry (MoI or MoF) districts would report to. The response was that districts would submit their reports to MoIs at FMS to verify and attach a cover letter before forwarding the report to the State MoFs.

Other key points that emerged during the discussion included:

- Implementing funds flow will improve and strengthen coordination between Ministries of Finance at Federal and State levels;
- Using SFMIS enabled MoIFAR to generate accurate financial reports and greatly improved the financial integrity and transparency of the project;



- Generating financial and narrative reports at the district level is weak. Therefore Mols at FMS should ensure submitting reports on time to avoid any delays;
- Examining the design of phase II to let technical teams gain an in-depth understanding of its components and conditions is a cornerstone for the success of the project;
- Offering a reward to successful districts might stimulate attainment of project objectives, inspire competition and lead to the completion of activities within planned timelines.

## Session 7: Planned Activities and Particular Conditions

The session delivered brief explanation on regular reporting mechanisms, monitoring and evaluation exercises as well as the importance of engaging higher leadership at different levels (FMSs and Federal) once project teams encounter with barriers they cannot overcome or problems outside their remit.

The facilitator, Mr Ibrahim Iman presented the annual work plan of the project, including projected outcomes, outputs and activities. He also indicated that MolFAR, Ministry of Finance, UNDP and UNSOM/CRESTA/A are the project board members and act as the steering committee of the S2Sproject. He added that changes to the project activities might be proposed if it's not more than 15% of planned activities, however, approval from PBSO's main office will be required if proposed changes are more than percentage described above.

Following PBF coordination mechanisms were discussed. In a quick comment, Peter Nordstrom, PBF coordinator, confirmed the existence of PBF coordination working committee co-chaired by Minister Sabrie, involving implementing UN agencies and stakeholders from FGS and FMSs. He noted that composition and ToR of the committee had changed slightly after an overall portfolio of PBF funded projects in Somalia has grown as the committee is supposed to meet twice a year to provide overall strategic guidance to the PBF, yet he emphasised the need for on-going technical level work detached from high-level coordination.

Likewise, Mr Nordstrom stressed the need to address all concerns related to the M&E, gender and design aspects of the project to ensure that any delay is avoided since the project period is 18 months. He recommended to avoid rolling out project activities in areas where there is uncertainty; he stated that there would be flexible but would not allow 18 months to become 40 months again.

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*"Once we had the first meeting of the new PBF coordination committee to adopt its Terms of Reference, we will know more about the delineation between the decision making roles of that committee and project level*



The facilitator requested from participants to remain dedicated and committed to delivering anticipated results of the project. He urged that DCF activities could be completed within one month in typical situations where it cannot exceed more than three months in areas with exceptional circumstances to meet new conditions and crucial milestones set for the second phase. The second and third tranches shall be conditional depending on implementation level within initial months of the project, fulfilment of reporting requirements and upon reaching 70% expenditure of the first and second transfers.

One participant, however, cautioned risks of backsliding since DCFs are aimed not to cause destabilization and reminded to focus on stabilizing newly liberated areas instead of mere concentration on meeting deadlines or completing DCF activities without delays as a measure of success.

### **Discussion**

Next, the floor was opened to participants for questions and comments on the work plan and the new conditions necessary for implementing phase II of the S2S project. Among raised questions and thoughts shared by participants were:

- How long will it take to transfer the first tranche of the second phase to the states and districts and when actual activities would start?
- What activities would be used for funds allocated to state Mols?
- On outcome 2 of the work plan, who will support capacity building and other plans of districts in post council formation era?

The MolFAR team provided the following responses:

- The project activities were supposed to start earlier than this. However, project activities have to commence in February, and 70% of the first tranche shall be reached within the first three months or until April.
- The project will provide operational support to the FMSs enabling them to organise stabilization coordination meetings at the state level, one for each quarter. However, states should inform MolFAR ahead of time to prevent states holding coordination meetings at on one occasion.
- The project will provide running costs to districts in post council formation, although JPLG was to complement S2S, yet it was established that JPLG supports only A districts or regional headquarters.
- To clarify how JPLG relates to S2S and what can be done to support districts after the formation of councils, Mr Guled Hassan,

MolFAR consultant on Decentralization and Local Governance noted that:

- The responsibility of empowering local governments lies in the hands of Somali Government (State and Federal levels). JPLG and other programmes were supposed to fund districts in post council formation situation, so it's not a failure of S2S or JPLG if any project does not support these districts, but it's perhaps sensible for MolFAR and FMSs to jointly raise funds;
- JPLG has three outcomes that are improving policy and legal frameworks, capacity for equitable service delivery and enhancing accountability and responsiveness of LGs;
- If JPLG cannot support districts in post council formation status, MolFAR and FMSs have to identify alternative programmes that can provide such support or to collaborate with JPLG or S2S on raising new funds for areas where there's gap in funding, as JPLG itself has funding gaps and cannot support every district at this moment.

Nevertheless, the session was concluded clarifying that S2S will start district support immediately after it has recovered from AS and ends until the formation of elected/ selected council. Other programmes will start capacitating the elected councils in several areas until they deliver services to citizens. Discussions on this topic among others were examined in the subsequent breakout group discussion session.

## Session 8: Group Discussion on Risks, its Mitigation and Opportunities

In the last session of the two-day workshop, participants were invited to explore risks associated with the S2S project, mitigation measures and opportunities to improve implementation, outcomes and impact of the project. Participants were divided into two groups. Results from group discussions were presented as summarised in the following table:

Risks	Mitigation Measures	Opportunities
<b>Group A</b>		
<ul style="list-style-type: none"> <li>▪ Political change</li> <li>▪ Security and accessibility</li> <li>▪ Clan dynamics</li> <li>▪ Procurement delays</li> <li>▪ Gender inclusivity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Opt for / create alternative options</li> <li>▪ Enhance coordination with line Ministries and security actors</li> <li>▪ Increase social reconciliation/healing</li> <li>▪ Mols must enforce procurement policy</li> <li>▪ Awareness campaigns/activities</li> <li>▪ Gender inclusivity policies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Political will at the district level</li> <li>▪ Funding opportunities available</li> <li>▪ Districts demonstrate the ability to sustain</li> <li>▪ Stability attracts investment (social, political and Economic)</li> </ul>

Group B		
<ul style="list-style-type: none"> <li>▪ Insecurity</li> <li>▪ Inaccessibility</li> <li>▪ Political upheaval</li> <li>▪ Clan conflicts – some clans prefer nomination / traditional processes</li> <li>▪ District council formation not in line with Wadajir Framework</li> <li>▪ Lack of capacity (finance, systems, HR, operations)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity injection to the Ministries of the interior at FMSs.</li> <li>▪ Civic engagement and Political Dialogue</li> <li>▪ Improved security</li> <li>▪ Adherence to the LG laws of the FMSs and Wadajir Framework</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wadajir Framework</li> <li>▪ LG laws</li> <li>▪ Political Will</li> <li>▪ Legitimacy and Funding from Government</li> <li>▪ Accessibility and Security</li> <li>▪ Existing capacity at FGS/FMS</li> </ul>

Group B additionally recommended different roles and responsibilities to be assigned to Mols at Federal and state levels as provided in below box:

Federal Government of Somalia	The federal Member States
<ul style="list-style-type: none"> <li>○ Oversight</li> <li>○ Monitoring and evaluation</li> <li>○ Coordination at the federal level</li> <li>○ Funding</li> </ul>	<ul style="list-style-type: none"> <li>○ Implementation</li> <li>○ State level coordination</li> <li>○ Controlling the DCF process</li> <li>○ Security</li> </ul>

The S2S project manager officially closed the workshop after he thanked participants for the fruitful discussions that took place during the workshop and their active participation before inviting all attendees for a group photo to mark the end of the two-day workshop.

## Conclusion and Way Forward

The workshop proved to be a valuable exercise in capturing the opinions and perspectives expressed by representatives from state Mols, the Federal Government and those that support them. It was acknowledged the many factors affecting the implementation of the S2S, challenges and lessons learned from the first phase; nevertheless, roles of government leaders and third-party entities were discussed in a great deal. Expressed expectations on implementation of the second Phase were high, this was signalled by the immense enthusiasm and willingness of the stakeholders present, the extent of proposed recommendations, and identified priority areas/districts for action.

Throughout the workshop, participants gained a better understanding about the project outcomes, outputs and activities, its flexibility arrangements, roles and responsibilities, financial procedures, fund flow, and conditions set for releasing the three tranches of the second phase as well as monitoring and evaluation approaches. It was made clear that a proactive approach to implementing second phase activities is vital whereas adoption of recognized best practices and lessons learned from the first phase would help reduce risks and delays going forward; in turn, this would contribute to the success of the second phase. The significance of gender inclusivity for the project was highlighted; however, the need for concerted efforts to improve the gender dimensions of the project has been raised.

Overall, It was asserted that the lack of standardized procedures for districts council formation and varied local contexts in the project areas are often a barrier to completing certain activities or meeting the project objectives. A definite recommendation was to kick off the second phase immediately and to follow a standardized DCF process, wherever possible and to engage all relevant programmes and projects to sustain achievements of the S2S after forming district councils. Clear operational linkages and mechanisms to identify and involve relevant stakeholders in post-council formation have to be established.

Along with the discussions, action plans and recommendations emerged throughout the workshop; S2S project should support and consider, if possible, following steps on the way forward:

- Developing well designed, easy to understand explanatory infographics and guides on the scope, procedures, and conditions of the second phase of the S2S; this will, potentially, enable all implementing parties to get unique understanding about the project dynamics and would advance communications among partners.
- Organizing capacity building training on procurement, finance and reporting to target districts, Mols and Ministries of Finance of FMSs; this is critical for reducing risks associated with the S2S, it would also help establish local capacity for sustaining results of the project.
- Creating an online knowledge repository and resources platform to enhance monitoring and learning outcomes of the project. Besides, this would trigger a healthy competition among target districts.
- Identifying successful districts as well as those lagging in coordination meetings - at state and Federal levels - would significantly contribute to the overall success of the S2S and would spearhead its catalytic characteristics.



***Ministry of Interior, Federal Affairs and Reconciliation  
Federal Government of Somalia***

**Stabilization Coordination Meeting Note / CAS Strand 3-SDRF**

**Date:** Monday, 28<sup>th</sup> January 2019

**Venue:** VIP AMISOM, Mogadishu, Somalia  
+ VTC with Nairobi Kenya

**Agenda:**

- 1. Welcoming remarks/Introduction- H. Excellence. Abdullahi Wehliye**
- 2. Transition plan update: (priorities and next steps)**
- 3. Support to stabilization project (S2S) Phase II update**
- 4. FMS implementation of state stabilization plans**
- 5. Partners update**

**1. Introductions and welcoming remarks by State's Minister of Interior, Federal Affairs and Reconciliation, Abdullahi Farrah Wehliye**

The meeting was facilitated and opened by Stabilization Advisor Mr. Ramadan Elmi of the Ministry of Interior and Federal Affairs who welcomed all the attendees to the first Stabilization strand meeting of the year. After a round of introductions, official remarks were made by H.E. Abdullahi Farrah Wehliye, the State's Minister of Interior, Federal Affairs and Reconciliation (MoIFAR). In his opening remarks the State's Minister welcomed all present to the first national stabilization meeting of 2019. The Minister noted with sadness that the start of the year had been marked by terrorist attacks committed by Al Shabaab in both in Somalia and Kenya. Minister Wehliye took the opportunity to offer his condolences to the families and colleagues of the two Somalia Stability Fund staff members killed in the 14 Riverside attack in Nairobi, as well as to the AMISOM and Somalia Security forces who recently lost their lives in the pursuit of peace and stability in Somalia.

The Minister underlined that the Federal Government of Somalia is assigning a greater emphasis to the next major priorities of stabilization: to provide security and stability to the people of Somalia, to establish the foundation for economic recovery and to implement government benchmarks across the spectrum. He noted the importance of restoring core government functions as critical to raising the confidence of the population in its government. The foregoing means setting priorities and putting systems in place so that programs can be collectively planned, implemented and monitored.

The State's Minister highlighted the Prime Minister's initiative of creating clusters within the cabinet to hold institutions accountable for the achievement of the benchmarks in the various roadmaps. He noted that the stabilization working group would be due to review its functions in line with the government's priorities and the security and justice roadmap which captures

MOIFAR's benchmarks. He announced that MoIFAR would be putting into place measures to review and align efforts between the Federal and Federal Member State Ministries of Interior based on implementation of the Support to Stabilization Project and the regular interministerial meetings based on the Wadajir Framework. He noted that community reconciliation efforts are a crucial factor underpinning local governance and community recovery. The minister concluded by calling for all partners to collaborate under the leadership of the government in responding to the needs of the communities.

Ms. Ana Teresa Pedersen of UNSOM CRESTAA, echoed the sentiments of condolence to the colleagues from SSF who passed away in the terrorist attack in Nairobi in January as well as highlighting the continued sacrifices of the Somali National Army and AMISOM forces in bringing peace and security in Somalia. She then drew attention to the progress made in stabilization in 2018 including the increasing cognizance across all strands that that military operations alone are not sufficient to maintaining peace and security gains.

This recognition is reflected not only in the transition plans but also in the various roadmaps put forward by the Government. Ms. Pedersen noted the growing acknowledgement that opening access and maintaining a sustainable hold is crucial to the maintenance of security as well to gaining the political space necessary for extending state authority, delivering services and promoting reconciliation efforts. She remarked that despite political tension, 2018 had seen excellent partnership and cooperation between the MoIFAR and the FMS stabilization teams as well as between the FMS MoIs and their stabilization implementing partners. She highlighted that in 2018, the bi-monthly Stabilization CAS meetings took place without interruption and that quarterly state stabilization meetings took place in Jubbaland and South West State while Hirshabelle State is slated to hold its first stabilization coordination meeting in February 2019. She concluded by encouraging all partners to continue their efforts to achieve their stabilization objectives. She remarked that despite 2019 having started on a sad note, the stabilization community must ensure that January's page is turned with the motivation to continue working in a better and more coordinated way to avoid the repetition of efforts and to ensure that resources are maximized and that continuity is given to the achievements of previous years.

Mr. Elmi closed the round of opening remarks by reiterating the need for greater clarity on what work each specific implementing partner is conducting. To this end he suggested that all upcoming meetings start by action points to encourage a more robust discussion on the issues faced in implementation.

## **2. Transition plan update: (priorities and next steps)**

In the first substantive section of the meeting Ms. Sofia Hassan Mohamed from the President's National Security Office provided a briefing on the Transition Plan. Ms. Mohamed announced that the President of the Federal Government of Somalia and his National Security Adviser would be meeting the leaders of the Federal Member States in Garowe. She further briefed that the FGS and AMISOM met on the 23<sup>rd</sup> of January to discuss the AMISOM CONOPS. She echoed the Minister's opening remarks by announcing that the office of Prime Minister is in the process of creating clusters to ensure the implementation of the various roadmaps. The specific details of the process would be announced by the National Security Adviser's office in due course.

### **3. Support to stabilization (S2S) Phase II (presentation)**

To brief the meeting participants, Mr. Ibrahim Iman the acting project manager of the S2S project provided a detailed presentation on the project. He noted that S2S remains a vital link between the federal and state governments with respect to intergovernmental relations, capacity development and deepening governance and democratic principles at the district levels.

Mr. Iman announced that out of a total budget of \$US 4.6 million, \$3.3 million had already been committed by the Peace Building Support Office of the United Nations. He highlighted the budgetary shortfall of \$1.3 million and sought support from potential donors to continue the key activities in the program.

The key achievements of the program to date have been: the continued provision of human resource and technical assistance to MoIFAR, the operationalization of a National Window audited and monitored by a third-party agency and the adoption of the Stabilization Strategy and Policy in 2018. He also noted that the program addresses reconciliation using traditional Somali approaches which empower elders to deal with conflicts without external intervention before they become intractable. It is expected that the second phase of the program will expand to new priority areas identified by the government in the national and state-level stabilization plans. S2S-2 builds on the governance and stabilization gains made so far, and increases support to districts, particularly in relation to staffing, capacity, and running costs. The new budget has also planned for district council formation in districts that are soon to be recovered.

### **4. FMS updates.**

#### **Galmudug Minister of Interior**

The stabilization update on Galmudug was provided by the Galmudug Minister of Interior. Using the opportunity to introduce himself to the stabilization meeting the recently appointed Minister also expressed his condolences to the Somalia Stability Fund colleagues. The Minister announced the passing of the Galmudug Local Government Act on 15 December 2018. He also noted the completion of the drafting of the State Stabilization Plan which elaborates the state's priority of district council formation in Abudwaq, Blanbale and Hobyo followed by a second phase Dhusmareb, Adaado and Galkayo. The Minister then highlighted challenges to stabilization in Balanbale where inter-clan clashes risk derailing council formation in Galmudug State. He requested that the FGS and donor agencies support district council formation in Galmudug and sustain the approach of the CAS strand coordination.

#### **Jubbaland:**

Ms. Basra Arte the Jubbaland Strategic governance advisor began by highlighting the stabilization coordination successes through the televised broadcast of the state's quarterly stabilization and governance meeting. She reported that the state had held a training supported by the UNDP in



office administrative management for civil servants. The training covered office workplans and agendas. It is intended that the training will provide fundamental bureaucratic skills to a staff that will be taking the lead in the district council formation process. Jubbaland is also in the process of drafting the employee regulation manual for Jubbaland civil servants. Following public consultations Jubbaland has chosen to adjust the 5-year necessary experience mark for some civil service positions to 3 years and to accept diplomas instead of degrees. Ms. Arte also announced that the Jubbaland State would be publishing its human resources manual to be released in the upcoming months.

It was reported that TIS+ had recently conducted consensus building activities in Garbaharey and Burdhubo in early 2019. The Jubbaland representative commended TIS+ for its work with the community consensus building model for identifying priority needs while allowing the State to take the lead.

Ms. Arte concluded by announcing the upcoming third phase of the British Embassy Early Recovery Initiatives which will involve public engagement with the Jubbaland security forces, the upcoming quarterly stabilization meeting and the JSS local government and human resources manual.

### **South West State**

The Senior Stabilization Coordinator for South West State Mr. Abdirizak provided a brief presentation of activities conducted between December 2018 and January 2019. The first activity reported was the bush clearance supported by UNMAS. The bush clearance is intended to reduce the hazards of IEDs along 10 km stretches on the Afgooye and Mogadishu as well as the Baidoa to Burhakaba roads. The state also held community engagement meetings attended by the Minister of Interior in Hudur and Dinsoor with the support of TIS+. The purpose of the meetings was to increase responsiveness and accountability of the state government to its citizen and to identify the priorities of the Hudur and Dinsoor communities. In relation to local governance, South West State has identified five priority districts for council formation and will soon meet with TIS+ and FCA to discuss the next steps for El Baarde, Burhakaba, Wanlaweye, Baidoa and Baraawe. The state plans to hold its quarterly stabilization meeting in the first weeks of February.

The stabilization coordinator thanked MoIFAR for their continued support and further thanked the stabilization partners TIS+, SSF, SSI, and the British Embassy through its ERI and Albany Associates for their activities in the State. In response to the question regarding the follow up of Hudur and El Baarde district council formation, Mr. Abdirizak reported that council members had received capacity building training from UNDP JPLG. He noted however that the councils would still require additional training in their roles. UN Habitat would also be supporting the newly formed councils with infrastructure and soft projects.

### **Hirshabelle State**

Presenting for Hirshabelle State, Mr. Ahmed Mohamed, Stabilization Adviser in the Hirshabelle Ministry of Interior reported that the state had held its first stabilization update in Mogadishu on 24 January 2019. He expressed that the Hirshabelle MoI prioritizes the need to increase its contact

with district administrations, clan elders, and village heads so as to garner trust as well as to understand community needs. The Ministry therefore underlines the need to develop a communication and outreach strategy which includes messaging through the various available media as well as the ability for MoI stabilization staff to travel to the districts to conduct public outreach. The stabilization adviser highlighted the most prominent clan conflicts in the state and the necessity to resolve them. Effective reconciliation would be essential to the implementation of state stabilization efforts as well as improving security and permitting the mobility of citizens goods and services in the districts. Mr. Mohamed noted that the lack of salaries and intermittent payment of police and court agents is the main causal factor in the weak rule of law in the state. Highlighting the passing of the Local Government Law, the stabilization adviser announced that district council formation would begin in mid-February 2019 and be implemented in three phases across the state beginning with Beledweyne, Jowhar, Bulaburte, Warsheikh and Bal'ad. The Ministry noted the necessity to build the capacity of its staff through training on stabilization related issues as well as in how to manage accountability. Finally, the MoI provided a detailed outline of its community recovery priorities which include establishing community policing structures staffed by trained and equipped personnel. These are as follows:

- Constructing police stations
- Developing judicial services and infrastructure such as courts and prisons.
- Holding public events such as sports tournaments and constructing a community hall.
- Training provincial and district administration officers
- Awareness campaigns against all forms of violence.

It was announced that the Hirshabelle Stabilization Plan would be launched in the second week of February concurrent with the holding of the first quarterly stabilization meeting to be held in the state. The presentation concluded by highlighting the security challenges in the state including the recent ambush of AMISOM forces *en route* between Jowhar and Jalalaqsi and the recent threats to SSF contractors in the state.

## **MoIFAR**

Following the round of presentation by the FMS Ministries of Interior, Ms. Sadie of MoIFAR engaged with the presentations of the states to note that the Wadajir framework and local governance strategies have been in place since May 2015. She emphasized, however, that there has been an ineffective process of district council formation which is attributable to the lack of a framework following up on the JPLG council formation process. Ms. Sadie noted for example, that despite Wadajir framework agreements, when Xudur district council was formed in 2017 only one woman council member was appointed and she subsequently left the council. To oversee some of these challenges MoIFAR has established a Performance Management Office in the Ministry to routinely monitor the implementation of the Wadajir framework in district council formation. The strategy for this approach is to be shared in the Wadajir framework forum which will be held in early February.

Mr. Elmi informed the meeting that the presentation on the security and justice roadmap would be postponed until the next stabilization meeting in March. He then proposed that the remainder of the meeting be dedicated to outlining the lessons learned and challenges by implementing partners in 2018.

## **5. Partners update**

### **USAID OTI/ SSI**

In response to the question relating to the specific challenges faced by implementing partners Mr. Adam O'Brien of USAID Office of Transition Initiatives noted the necessity to be clear eyed about challenges and complexities while finding solutions and opportunities to make government real, present and responsive to communities on the ground. Mr. Ali Ibrahim of the Somalia Stabilization Initiative implemented by IOM reported that since 2018 SSI had been working in Jubbaland and South West State as a *first responder* and seeks to support and consolidate security gains in newly recovered areas and in some cases preparing the ground for areas before they are recovered. Addressing the question of challenges faced in implementation, Mr. Ibrahim noted that access and security were the main challenges faced by the program given the areas where SSI works and the type of activities they conduct. Additionally he cited complexities arising from the absence of local administration, unreliable access, and the absence of reliable partners on the ground. SSI has been working with communities and community representatives to extend government services and presence and support grassroot reconciliation and youth activities and engagement in newly recovered areas. Another challenge is the pace of recovery of districts and that some of districts fall back into the hands of Al Shabaab. Mr. Ibrahim concluded by noting that SSI's program forms the foundational upon which other partners can build.

### **Finnish Church Aid (FCA)**

The FCA representative noted that however imperfect the district formation processes may be perceived to be, two district councils had been formed as the result of FCA's work. He noted the district council formation process provides an important starting point for all other stabilization engagement. FCA is still working with all 4 Federal Member State States and highlighted that more coordination is needed. He noted that a particular lesson learned from the Hudur process is the need to ensure the representation and participation of more women in local governance structures.

### **Albany Associates**

Mr. Mukhtar Mohamed of Albany Associates noted that the outcome of research and public outreach implemented by Albany Associates on behalf of the UK Early Recovery Initiative is that often insufficient attention is paid to the pre-district council formation process as well as the complexities at the village level including mistrust between local communities and local communities and the government.

### **TIS+**

TIS+ Chief of Party Mr. Iftiqar Shaheen started by noting that that 2018 saw more state ownership of stabilization strategies and there were quite a lot of notable achievements. With regards to

challenges TIS+ again cited security and access. In 2018 the program faced the serious challenges of transporting 15 metric ton graders to Dinsoor and Bardheere. Mr Shaheen proposed that a solution would be to focus on opening the targeted MSRs. The second challenge noted is the necessity for better and more predictable planning. TIS+ gave the example of a planning and sequencing related challenge from 2018 in that some of the program's activities were reliant on district council formation by the states. He also noted the necessity for greater connectedness between stabilization and military planning.

## **NIS foundation**

Mr. Jama of the NIS foundation noted the continued challenges in the district formation process. The NIS foundation has the resources from the EU to conduct district formation to support infrastructure after FCA has formed the district council. He noted that several districts councils are currently lacking basic infrastructure and office furniture. He reiterated that Jubbaland has provided a good example in that the Jubbaland military authorities precede the bush clearance activities and provide adequate space for actors to work.

## **AMISOM**

Dr Opiyo of AMISOM highlighted that failure to reach out by the stabilization actors is a key challenge. He noted that some organizations do their activities without engaging AMISOM and SNA commanders at the Forward Operating Bases. He commended the SSI program for reaching out to commanders in Lower Shabelle and receiving escort. Failure to coordinate makes it impossible to reach these difficult sections. As an example of positive progress AMISOM announced that MoIFAR would be involved in all AMISOM CONOPS planning henceforth.

## **UK Embassy**

Mr. Jim Haggerty from the UK Embassy drew attention to its engagement in activities beyond the Early Recovery Initiative. Other actions undertaken are stabilization human rights program include working with security forces and members of the Ministry of Defence on questions of gender and protection of civilians, and the training of trainers with AMISOM and the Somali National Army. The UK embassy also works closely with UNICEF in 24 districts across all states to empower communities to act against violence against children and to encourage participation by women in politics and society. The UK Embassy also supports the Fragility Index and Maturity Matrix (FIMM) analytical tool which would be discussed in the afternoon's technical session.

## **CRESTAA:**

Mr. Iain Patterson of UNSOM CRESTA/A acknowledged the need to place the district council formation into perspective and suggested that the upcoming inter-ministerial meeting would provide an opportunity to discuss these issues in greater depth. He noted that stabilization partners were seeking guidance from the Federal Government regarding the transition priorities. He

observed that there was a degree of ambiguity over whether activities around the Baidoa corridor were to proceed or if the government would set other priorities in relation to routes and locations. He noted that the beginning of the year provides an opportunity to align project budgets before military plans are executed.

Ms. Ana Teresa Pedersen emphasized the necessity for a common understanding and commitment to a sustainable hold and what a commitment to a sustainable hold entails.

## **6. AoB and next steps**

In closing the MoIFAR State's Minister noted that in future all stabilization activities should be conducted in keeping align with the government's priorities. He underlined that investments should appeal to the needs of people and that all work must involve close coordination with the FGS, with the FMS, donors and implementing partners. The State's Minister concluded by saying that the necessities of recovery, place great pressure on Somalia to continue to seek and to achieve more than it currently has.

Outcome(s)	Output(s)	Activities	Sub-Activity	Budget Code	Expenditure up to May 2019	Expected Expenditure June 2019
1: Federal, State and District-level administrations have capacity to oversee, coordinate and implement stabilization activities	1.Empowering local governments leads to higher levels of legitimacy.	1: Capacity/human resources support at federal level (MOIFAR)	Salaries for MoIFAR Staffs	2231	\$ 74,500.00	\$ 18,500.00
			Allowances for MoIFAR Staffs	2112	\$ 20,000.00	\$ 5,000.00
		2: Capacity/human resources support at District level	Salaries for District Staffs (CLOs)	2231	\$ 72,000.00	\$ 10,500.00
			Allowances for District Staffs (CLOs)	2112	\$ 19,200.00	\$ 2,800.00
		Sub-total 1			\$ 185,700.00	\$ 36,800.00
	2: Financial support enables local governments to operate	1: Provide Operational capability to MOIFAR and MOIs levels of governments	Office petty cash	2211	\$ 1,000.00	\$ 1,000.00
			Advertisement expense	2215	\$ 3,750.00	\$ -
			Wages for Office cleaner and Drivers	2112	\$ 7,700.00	\$ 1,100.00
			Fuel and lubricants	2213	\$ 1,661.00	\$ 440.00
			Repairs and maintenance	2214	\$ 1,130.00	\$ -
			Support MOIs with Operational Cost at JSS, SWS, HSS & GSS.	2631	\$ 12,000.00	\$ 12,000.00
			Indirect Cost-1.5% Bank charges on the government funds	2241	\$ 10,755.00	\$ -
		Sub-total 2			\$ 37,996.00	\$ 14,540.00
		Provide financial support to districts to enhance their capability in serving their citizens	Prvision of Districts Administration running cost support	2631	\$ 59,000.00	\$ 14,000.00
	Sub-total 3			\$ 59,000.00	\$ 14,000.00	
2: An enabling environment conducive to social cohesion, trust, civic participation and development led by the community is established in	3. Reconciliation leads to district formation and stability	Assessments through community consultations & nomination of District Preparatory Committee	Dhusamareb District Council formation Assessment	2222	\$ 25,550.00	\$ 200,000.00
			Sub-total 4			\$ 25,550.00
	will attract new partners and align action	Support CAS strand 3 FGS and FMS Coordination stabilization meetings	Accommodation lunch and refreshments Expense	2222	\$ 19,642.75	\$ 6,258.00
			Travel Expense	2216	\$ 8,924.00	\$ 3,888.00



## PBF PROJECT PROGRESS REPORT

**COUNTRY:** Somalia

**TYPE OF REPORT:** SEMI-ANNUAL, ANNUAL OR FINAL Semi-Annual  
Report

**DATE OF REPORT:** January to June 2019

<b>Project Title:</b> Support to Stabilizations (S2S)	
<b>Project Number from MPTE-O Gateway:</b>	
<b>PBF project modality:</b> <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	<b>If funding is disbursed into a national or regional trust fund:</b> <input checked="" type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund <b>Name of Recipient Fund:</b> Federal Government of Somalia
<b>List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc):</b> Federal Government of Somalia, Minister of Interior, Federalism and Reconciliation; State Governments; District Governments; Interim District Administration; and Civil Society Organizations <b>List additional implementing partners, Governmental and non-Governmental:</b> UNDP	
<b>Project commencement date<sup>1</sup>:</b> January 2019 <b>Project duration in months:<sup>2</sup></b> 18	
<b>Does the project fall under one of the specific PBF priority windows below:</b> <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	
<b>Total PBF approved project budget* (by recipient organization):</b> FGS-MOIFAR: \$ 715,985 UNDP : \$ 282,607 : \$ : \$ Total: 998,592 <i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account</i> <b>How many tranches have been received so far:</b> 1 (one)	
<b>Report preparation:</b> Project report prepared by: S2S Project Team Project report approved by: Did PBF Secretariat clear the report: Any comments from PBF Secretariat on the report:	

<sup>1</sup> Note: commencement date will be the date of first funds transfer.

<sup>2</sup> Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.



Has the project undertaken any evaluation exercises? Please specify and attach: End of project evaluation undertaken with a completed report.

#### **NOTES FOR COMPLETING THE REPORT:**

- *Avoid acronyms and UN jargon, use general / common language.*
- *Be as concrete as possible. Avoid theoretical, vague or conceptual discourse.*
- *Ensure the analysis and project progress assessment is gender and age sensitive.*

### **PART 1: RESULTS PROGRESS**

#### **1.1 Overall project progress to date**

Briefly explain the **status of the project** in terms of its implementation cycle, including whether all preliminary/preparatory activities have been completed (1500 character limit):

The S2S Project is transiting from the planing to the implementation phase. The S2S team addressed the shortcomings PAC noted on the Project document, and engaged the services of SOMATECH for end of project evaluation of S2S-1. Initial and final evaluation reports have been received. Recruitment process to fill three key MoIFAR vacancies took place with six candidates (2 F, 4M) short-listed for interviews. Following due process 3 candidates were selected.

End January 2019 a two days (MoIFAR, MoI FMS, BRA) workshop was conducted with the objective of stakeholders gaining a better understanding of the project. The issues of women civic engagement activities (governance and Leadership) were emphasized. Participants suggested conducting sessions for civil society groups focusing on contextual role of women, political rights of women and benefits of women's political empowerment to the society; as well as gender mainstreaming for state level DCF committees and District Preparatory Committee.

S2S provision of running cost at federal level maintained. Two national stabilisation coordination/Strand 3 meetings conducted: FG, FMS & partners discussed issues and challenges of the stabilization intervention. FMS MoIs held their quarterly State Local Governance & Stabilization Coordination meetings. The process of Dhusamreeb district council formation initiated.

Considering the project's implementation cycle, please **rate this project's overall progress towards results to date:**

on track

In a few sentences, summarize **what is unique/ innovative/ interesting** about what this project is trying/ has tried to achieve or its approach (rather than listing activity progress) (1500 character limit).

S2S engages with Somali societies and its institutions:

- the district councils being formed with S2S support are key to implement the FG vision of one person-one vote in 2020;
- Having elected councils helps build trust among community leaders; and
- Building trust and creating consensus between grassroots communities and their councils leads to the communities being comfortable with the councils representing them and acting on their behalf bringing legitimacy to the councils.

Despite the prevailing insecurity, continued fighting with insurgents, and political volatility in S2S project coverage areas, the S2S project has managed to maintain a positive perception and relations with the FG, the FMS, and the community at large.

It has implemented over two dozen reconciliation initiatives at district level through community liaison officers including in Garbaharay, Abudwak, Barawe, Baidoa and Jowhar. Pre-council formation activities are underway in four districts Abudwak, Hobyo, Garbaharay and Kismayo.

MoIFAR and Ministries of Interior at State level have aligned stabilization strategies and optimized coordination mechanisms being the only CAS stand with regular meetings at Federal level and in three of the four target States.

In a few sentences summarize **major project peacebuilding progress/results** (with evidence), which PBSO can use in public communications to highlight the project (1500 character limit):

The S2S Project helped integrate approaches to peacebuilding by strengthening the partnership between the Federal Government, the Federal Member States, civil society and the UN, aligning stabilization strategies and optimizing coordination mechanism at Federal level as well as at State level. Two national stabilisation coordination/Strand 3 meetings conducted brought together the FG, FMS & partners to deliberate on issues and challenges of the stabilization intervention across the country in line with the objective of MoIFAR and State counterparts delivering the National Stabilization Strategy including initiatives to promote social cohesion, community recovery and local governance.

S2S Project activities undertaken following liberation of district include training and establishing police forces, caretaker administration, and District Peace and Stability Committee (DPSCs), the latter which facilitated the numerous interventions and support from both local and international NGOs.

S2S has implemented over two dozen reconciliation initiatives at district levels, through Community Liaison Officers including in Garbaharay, Abudwak, Barawe, Baidoa, and Jowhar. The pre-council formation activities are underway in four districts: Abudwak, Hobyo, Garbaharay and Kismayo. District Council Formation activities are ongoing Jubaland, Southwest State and Galmudug state.

In a few sentences, explain how the project has made **real human impact**, that is, how did it affect the lives of any people in the country – where possible, use direct quotes that PBSO can use in public communications to highlight the project (1500 character limit):

The experience in conflict mapping and establishment of the DPSCs demonstrated the importance of inclusive approaches to build local consensus to identify other activities and improve the sustainability of stabilization interventions. This resulted in tangible peace dividends in the communities served to reinforce the credibility and legitimacy of the Government to the population and counter the extremist narratives of Al-Shabaab.

Public Quotes:

“As youth, we feel more liberty and freedom than ever before because of local authority in place in Bardhere. During Al Shabab, I couldn’t express ourselves and intentions democratically. Now, I am confident that I can run for a public office in the district and not face any consequences from Al Shabab.”

Unemployment is a big problem. However, with increased peace and stability in the district, Hassan, from Hudur, finally got a job from ACF, which enabled him to send 9 of his children to school. According to Hassan, “This wouldn’t have been possible without S2S intervention in Hudur, through establishment of governance and peacebuilding support.”

“My taxi used to have two drivers from different clans. When hired and crossing to the other side of town it required a driver from that clan. We meet at the border, handover the key to the other driver and continue with the fare. In that process I always carry my gun for protection. But after peace and stability restored through in placed local authority that was no longer necessary.

If the project progress assessment is **on-track**, please explain what the key **challenges** (if any) have been and which measures were taken to address them (1500 character limit).

Bal'ad district in Hirshabelle was briefly taken over by Al Shabab on March 18, just one day before S2S technical staff team planned to undertake the Council Formation Process. S2S project experienced four months delay in the first instalment, which disrupted activities and overall momentum of the project. The month of Ramadan has been slow and less productive, which impacted project implementation and timelines for key activities, regarding District Council Formation process.

The political environment across the country has been quite polarizing for both federal and member states, especially around inter-governmental relations between various layers of government. Despite that, the project team maintained good relations with technical and ministries of interiors. Security in the capital has been less than ideal throughout this reporting period, particularly in the MoIFAR headquarters, which impacted the coordination meetings with donors and implementing partners. The deadly attack on MoIFAR last year resonates with partners, and as a precaution they avoid MoIFAR. Recruiting women is a challenge. Two female candidates applied recently but due to the lack of relevant qualifications and lack of work experience they were not recruited.

If the assessment is **off-track**, please list main reasons/ **challenges** and explain what impact this has had/will have on project duration or strategy and what **measures** have been taken/ will be taken to address the challenges/ rectify project progress (1500 character limit):

N/A

Please attach as a separate document(s) any materials highlighting or providing more evidence for project progress (for example: publications, photos, videos, monitoring reports, evaluation reports etc.). List below what has been attached to the report, including purpose and audience. SOMETECK; Initial and Final S2S 1 final evaluation reports; Stakeholder Workshop report; Staff meeting report; Selected Candidates for 3 MoIFAR vacant positions' written and oral scores; Stabilization Coordination meeting; snapshots; publications etc.

## 1.2 Result progress by project outcome

*The space in the template allows for up to four project outcomes. If your project has more approved outcomes, contact PBSO for template modification.*

**Outcome 1:** Federal, state and district-level administrations have capacity to oversee, coordinate and implement stabilization activities.

**Rate the current status of the outcome progress:** on track with significant peacebuilding results

**Progress summary:** *Describe main progress under this Outcome made during the reporting period (for June reports: January-June; for November reports: January-November; for final reports: full project duration), including major output progress (not all individual activities). If the project is starting to make/ has made a difference at the outcome level, provide specific evidence for the progress (quantitative and qualitative) and explain how it impacts the broader political and peacebuilding context. Where possible, provide specific examples of change the project has supported/ contributed to as well as, where available and relevant, quotes from partners or beneficiaries about the project and their experience. (3000 character limit)?*

Output 1.1 Empowering local governments leads to higher levels of legitimacy

The S2S Project team addressed the shortcomings PAC noted on the Project document with regard to key PBF quality criteria.

MOIFAR has engaged the services of SOMATECH to carry out an end of S2S-1 Project evaluation that assessed the effectiveness of the implementation strategy and the results. Outcomes of the evaluation are being incorporated in the current S2S project. This included the implementation modalities, UNDP/FGS, Ministry of Interior, Federal Affairs & Reconciliation (MOIFAR); Ministry of Finance (MOF) Federal member states, and district administrations roles and responsibilities, coordination, partnership arrangements, institutional strengthening, beneficiary participation, replication and sustainability of the program.

The recruitment process to fill three critical vacant positions with MoIFAR was undertaken. The posts were advertised on Hiiran Online, a widely subscribed website. Of ten shortlisted candidates six undertook oral and written interviews, with 4 failing to appear. The interview panel consisted of three officers (two MoIFAR and one UNDP) who through due process selected three candidates .

A two-days workshop was conducted on 29 – 30 January 2019, with the objective of ensuring stakeholders would gain a better understanding of the project components; its approach and requirements as well as roles, responsibilities and relationships among different layers of government. During the workshop issues of women civic engagement activities (governance and leadership) were emphasized. Participants recommended sessions be conducted for elders, religious leaders and youth to discuss and emphasize the contextual role of women, political rights of women and benefits of women's political empowerment to the society well as gender mainstreaming for DCF committees (State level DCF committee and District Preparatory Committee).

Output 1.2 Financial support enables local governments to operate

S2S funding at federal and state level was provided for running cost such as the holding of coordination meetings. Two national stabilisation coordination/Strand 3 meetings were held which brought together the FG, FMS & partners to deliberate on issues and challenges of the stabilization intervention. FMS Ministries' of Interior of Jubaland, Hirshabelle & South West held their quarterly State Local Governance &

Stabilization Coordination meetings. The initiation of the process of Dhusamreeb district council formation was also funded.

**Outcome 2:** An enabling environment conducive to social cohesion, trust, civic participation and development led by the community is established in accessible districts.

**Rate the current status of the outcome progress:** on track with significant peacebuilding results

**Progress summary:** *(see guiding questions under Outcome 1)*

Support to CAS Strand 3 FGS and FMS coordination stabilization meetings: Two National stabilisation coordination/Strand 3 meetings that brought together the FG, FMS & partners to deliberate on issues and challenges of the stabilization intervention across the country were held on 28 February and 29 April, 2019. At the core of these efforts are MoIFAR and State counterparts to deliver the National Stabilization Strategy including initiatives to promote social cohesion, community recovery and local governance.

FMS Jubaland, Hirshabelle and South West held quarterly Local Governance and Stabilisation Coordination meetings on 6 March, 27 March and 16 April, 2019 respectively.

FMS Hirshabelle and South West launched the state stabilisation plans that are aligned to the National Stabilisation Strategy on 30 March and 16 April respectively .

Following the ongoing military offensive, MoIFAR S2S coordinated and mobilized multipartner engagement for the Newly Recovered Areas of Sabiid and Bariire. S2S supported the deployment of caretaker administrations including security. By extension a conducive and enabling environment was created and saw the distribution of aid and non food items to the residents. This in-turn resulted in a sense of hope and a feeling of security among the communities who were otherwise desperate and traumatized.

Several productive coordination meetings for the newly recovered areas were held including the Inter-ministerial stabilization and early recovery taskforces held on 7 April and Lower-Shabelle special and high-level stabilization coordination meeting to support military operations on 8 April followed by Inter-ministerial mission to Sabiid village in Lower-Shabelle on 1 May, 2019.

**Outcome 3:** N/A

**Rate the current status of the outcome progress:** Please select one

**Progress summary:** *(see guiding questions under Outcome 1)*

N/A

**Outcome 4:** N/A

**Rate the current status of the outcome progress:** Please select one

**Progress summary:** *(see guiding questions under Outcome 1)*

N/A

### 1.3 Cross-cutting issues

<p><b><u>National ownership:</u></b> How has the national government demonstrated ownership/ commitment to the project results and activities? Give specific examples. (1500 character limit)</p>	<p>Support to Stabilization Project fully implemented through the National Window and is subject to tight control and is overseen by different institutions with new designated bank account in Central Bank of Somalia.</p> <p>The ongoing military offensive in Lower Shabelle has been robust with support to communities and the Somali National Army, using a whole-of-government approach, including federal member states and federal line ministries. Also, S2S II supported early recovery intervention in the newly recovered areas, which improved the perception of governance and restored public trust in the federal government. Leading a high-level inter-ministerial delegation, MoIFAR through S2S II managed to distribute much-needed humanitarian aid to local communities in Sabiid, Anole and Bariire localities. The exercise was the first of its kind, where the highest leadership in the Government has instructed MoIFAR to support military operations in newly recovered areas, while ensuring prevention of human displacement from target communities under Al Shabaab.</p> <p>The collaboration of FG and FMS line ministries in the coordination of stabilisation activities, peacebuilding, awareness campaigns led to the deployment of village administrators, governance training and facilitation of &amp; participation in the community led district council formations process.</p> <p>FMS participated discussions on stabilization efforts and creating lines of communication between 3 levels of governance.</p>
<p><b><u>Monitoring:</u></b> Is the project M&amp;E plan on track? What monitoring methods and sources of evidence are being/ have been used? Please attach any monitoring-related reports for the reporting period. (1500 character limit)?</p>	<p>The S2S Project team addressed the shortcomings PAC noted on the Project document regarding key PBF quality criteria including improving the gender dimensions of the Project; Developing a more specific projection of the project's scope, budget gaps, and efforts to address these with other donors.</p> <p>In this reporting period, the team monitored three districts in Hirshabelle under S2S priority areas for governance and stabilization. These districts are as follows: Beledweyne, on March 20-23; War sheikh, on April 13-15; and Bulo Burte on May 23-26, 2019. One thing in common for these districts is that Hirshabelle Ministry of Interior has identified as areas of priority for District Council Formation (DCF) process. Director of Local Governance</p>



	<p>and Stabilization, Mr. Yahye Omar Hirsi, lead the delegation each time, together with implementing partners from Finnish Church Aid and Somali Stability Fund, to assess feasibility of DCF process in each location as well as coordination of support from MoIFAR during that process.</p>
<p><b><u>Evaluation:</u></b> Provide an update on the preparations for the external evaluation for the project, especially if within last 6 months of implementation or final report. Confirm available budget for evaluation. <i>(1500 character limit)</i></p>	<p>Government (MoIFAR) is aware every PBF project needs to undertake an independent evaluation, the funds for which must be included and clearly visible in the project M&amp;E budget to be approved by PBSO.</p> <p>S2S team drafted ToR for project evaluation to provide an impartial assessment of the project in accordance with the OECD DAC evaluation criteria and UNDG Guidance. It was advertised on multiple websites to award the contract through a competitive process to ensure getting the best consultant to carry out the evaluation. Finally the contract was awarded to SOMETECH, an evaluation firm.</p> <p>MOIFAR has engaged the services of SOMATECH to carry out an end of Project evaluation that will assess the effectiveness of the implementation strategy and the results. This will include the implementation modalities, UNDP/FGS: Ministry of Interior, Federal Affairs &amp; Reconciliation (MOIFAR); Ministry of Finance (MOF) Federal member states, and district administrations roles and responsibilities, coordination, partnership arrangements, institutional strengthening, beneficiary participation, replication and sustainability of the program.</p> <p>The S2S first phase end of project evaluation has been completed with lessons learned and recommendations. These recommendations and lessons learned will be used for the second phase of the project to improve implementation and build the knowledge base of MoIFAR for project management.</p>
<p><b><u>Catalytic effects (financial):</u></b> Did the project lead to any specific non-PBF funding commitments? If yes, from whom and how much? If not, have any specific attempts been made to attract additional financial contributions to the project and beyond? <i>(1500 character limit)</i></p>	<p>On February 27, 2019, the project team met with Norwegian Embassy representatives for Somalia, with interest in stabilization portfolio and programming in Somalia. The S2S team provided background details of the project, it's significance as a flagship project for governance and stabilization in Somalia, including peacebuilding and community recovery initiatives. The project team noted the budget gap of 1.3 million in S2S II programming, which should be addressed within the remaining period of project lifecycle. The Norwegian representatives expressed both interest and commitment in S2S II as part of their strategy to support government-led initiatives in stabilization and peacebuilding operations as they currently do as a donor in global PBF operations at United Nations.</p>

<p><b>Catalytic effects (non-financial):</b> Did the project create favourable conditions for additional peacebuilding activities by Government/ other donors? If yes, please specify. <i>(1500 character limit)</i></p>	<p>The community led district council formations processes entails creating a conducive environment among the target population to resolve own conflicts for sustained peace &amp; security</p> <p>The DCF process utilises a bottom-up approach culminating in the target communities electing own leadership promotes &amp; augurs well with the FG democratization agenda of the country.</p> <p>The establishment of community owned functional local governments that deliver services to their grass root population legitimizes the government of the day and fortens inter- governmental- community relations</p>
<p><b>Exit strategy/ sustainability:</b> What steps have been taken to prepare for end of project and help ensure sustainability of the project results beyond PBF support for this project? <i>(1500 character limit)</i></p>	<p>On April 29, 2019 and on the sidelines of the Stabilization Coordination Meeting, MoIFAR leadership, Minister Abdi M. Sabrie, met with Deputy SRSB George Conway to discuss the way forward for S2S II, including sustainability and primary objective of the project. Both agreed on the need to fundraise and identify alternative sources of funding to the project because of it's significance on governance and stability. The technical team were asked to prepare for resource mobilization strategy as part of S2S project sustainability in the long run.</p>
<p><b>Risk taking:</b> Describe how the project has responded to risks that threatened the achievement of results. Identify any new risks that have emerged since the last report. <i>(1500 character limit)</i></p>	<p>Council formation process proved more risky than any other activity so far in the districts because it entails politics and sensitive power sharing agreements between various stakeholders. With high-level networks and project relations in Galmudug, both political and clan powersharing issues were addressed through negotiations and compromises between local stakeholders. The first activity was implemented smoothly and without any obstacles from local communities. It also identified a joint problem-solving approach between MoIFAR and Galmudug Ministry of Interior and Local Government, which effectively responded to political risks that could derail council formation process in Dusamareb.</p>
<p><b>Gender equality:</b> In the reporting period, which activities have taken place with a specific focus on addressing issues of gender equality or women's empowerment? <i>(1500 character limit)</i></p>	<p>In compliance with national commitments undertaken within New Deal Compact, S2S ensured that women form a minimum of 30% of District Peace and Stability Committees, interim and permanent local administrations. To the extend, women's representation was encouraged in training and workshop activities.</p> <p>S2S Project helped integrated approaches to peace and stability. S2S II project emphasized on Gender provisions in the local government laws enforced by all stakeholders – MoIFAR, MoIs and Ministries of Women; Civic education on political inclusion and awareness raising (traditional elders, religious leaders and women should be targeted);</p>

	Greater involvement of women in decision making at all levels shall be encouraged; Provide incentives to women groups so that they partake in all activities (continuous incentives); Enabling women to hold leadership positions.
<b><u>Other:</u></b> Are there any other issues concerning project implementation that you want to share, including any capacity needs of the recipient organizations? <i>(1500 character limit)</i>	The project experienced four months delay in the first instalment, which disrupted activities and overall momentum of the project.

**1.3 INDICATOR BASED PERFORMANCE ASSESSMENT:** *Using the **Project Results Framework** as per the approved project document or any amendments- provide an update on the achievement of **key indicators** at both the outcome and output level in the table below (if your project has more indicators than provided in the table, select the most relevant ones with most relevant progress to highlight). Where it has not been possible to collect data on indicators, state this and provide any explanation. Provide gender and age disaggregated data. (300 characters max per entry)*

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
<b>Outcome 1</b> Federal, state and district-level administrations have capacity to oversee, coordinate and implement stabilization activities.	Indicator 1.1					
	Indicator 1.2					
	Indicator 1.3					
Output 1.1 Empowering local governments leads to higher levels						

	<b>Performance Indicators</b>	<b>Indicator Baseline</b>	<b>End of project Indicator Target</b>	<b>Current indicator progress</b>	<b>Reasons for Variance/ Delay (if any)</b>	<b>Adjustment of target (if any)</b>
of legitimacy;  List of some of the activities under this Output:  1.1.1 Capacity/human resources						
Output 1.1 Empowering local governments leads to higher levels of legitimacy;	Indicator 1.1.1 # of Staff at district, FMS and federal level recruited and in place to support stabilization activities.	FGS 3; FMS 0, Districts 14	FGS 6, FMS 10, Districts 18.	FGS 4, FMS 10, Districts 18.	Previous monitoring consultant moved to project manager's position, and new monitoring consultant not yet recruited.  S2S Coordination consultant not financed under S2S II.	New monitoring consultant will hire.
	Indicator 1.1.2 Government effectively	Average 9-13	18 districts reports	Monthly, quarterly, semi-annually and		

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
				yearly reports  Over 70% staff members' performance appraisal received satisfactory rating		
Output 1.2 Financial support enables local governments to operate	Indicator 1.2.1 Value (in \$) of resources expended by district administrations.	\$50,000	\$100,000	At least 4 fiduciary monitoring visits conducted		
	Indicator 1.2.2 Number of fiduciary monitoring visits with reports and recommendations for improvement	10	15	Monitoring reports	All the target districts have financial procedures and Standard operating (SOPs) in place	
	1.2.3 # of financial procedures adopted and	adopted and implemented 4 sets of the PBF	FGS's PFM procedures.	Financial manuals, SOPs etc of the peace process (M/W)		

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
	implemented	financial procedures				
Output 1.3	Indicator 1.3.1					
	Indicator 1.3.2					
Output 1.4	Indicator 1.4.1					
	Indicator 1.4.2					
<b>Outcome 2</b> An enabling environment conducive to social cohesion, trust, civic participation and development led by the community is established in accessible districts.	Indicator 2.1					
	Indicator 2.2					
	Indicator 2.3					



	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
Outcome Indicator 2 Social cohesion improved and trust increased.						
Output 2.1 Coordination mechanisms strengthened to attract new partners and	Indicator 2.1.1 Fair	Excellent				
	Indicator 2.1.2 # of stakeholders participating in every 2-month			Monitoring agency performance reports		

	<b>Performance Indicators</b>	<b>Indicator Baseline</b>	<b>End of project Indicator Target</b>	<b>Current indicator progress</b>	<b>Reasons for Variance/ Delay (if any)</b>	<b>Adjustment of target (if any)</b>
align actions	coordination meetings organized at FGS level.					
Output 2.2 Reconciliation enhanced efforts to support district council formation and stability	Indicator 2.2.1 # of state stabilization coordination meetings organized at FMS level	3	4	Meeting minutes and attendance sheets		
	Indicator 2.2.2 # of gender-fair DPSC established with approved ToRs	4 DPSCs formed in 4 districts	1 per district 4 new districts.			
	# of gender-fair DPSC established with approved ToRs					
	# of coordination					

	<b>Performance Indicators</b>	<b>Indicator Baseline</b>	<b>End of project Indicator Target</b>	<b>Current indicator progress</b>	<b>Reasons for Variance/ Delay (if any)</b>	<b>Adjustment of target (if any)</b>
	meetings between DPSCs and peace dividend providers  2.2.3 Preliminary consultative meetings  2.2.4 Wider district peaceb					
Output 2.3	Indicator 2.3.1					
	Indicator 2.3.2					
Output 2.4	Indicator 2.4.1					
	Indicator 2.4.2					
<b>Outcome 3</b>	Indicator 3.1					
	Indicator 3.2					
	Indicator 3.3					

	<b>Performance Indicators</b>	<b>Indicator Baseline</b>	<b>End of project Indicator Target</b>	<b>Current indicator progress</b>	<b>Reasons for Variance/ Delay (if any)</b>	<b>Adjustment of target (if any)</b>
Output 3.1	Indicator 3.1.1					
	Indicator 3.1.2					
Output 3.2	Indicator 3.2.1					
	Indicator 3.2.2					
Output 3.3	Indicator 3.3.1					
	Indicator 3.3.2					
Output 3.4	Indicator 3.4.1					
	Indicator 3.4.2					
<b>Outcome 4</b>	Indicator 4.1					
	Indicator 4.2					
	Indicator 4.3					
Output 4.1	Indicator 4.1.1					
	Indicator 4.1.2					

	<b>Performance Indicators</b>	<b>Indicator Baseline</b>	<b>End of project Indicator Target</b>	<b>Current indicator progress</b>	<b>Reasons for Variance/ Delay (if any)</b>	<b>Adjustment of target (if any)</b>
Output 4.2	Indicator 4.2.1					
	Indicator 4.2.2					
Output 4.3	Indicator 4.3.1					
	Indicator 4.3.2					
Output 4.4	Indicator 4.4.1					
	Indicator 4.4.2					

## PART 2: INDICATIVE PROJECT FINANCIAL PROGRESS

### 2.1 Comments on the overall state of financial expenditures

Please rate whether project financial expenditures are on track, delayed, or off track, vis-à-vis project plans and by recipient organization: *on track*

How many project budget tranches have been received to date and when do you expect to request the next tranche if applicable: 1 (one) and expecting to ask the second tranche in June 2019.

What is the overall level of expenditure/ commitment against the total budget and against the tranche(s) received so far: The government have expensed/committed a total amount of \$ 613,371 against the 1st tranche received and UNDP has expensed a total amount of \$47,215 against the 1st Tranche received.

If expenditure is delayed or off track, please provide a brief explanation (500 characters limit): For UNDP, the expenditures is very low due to ongoing procurement process of the fiduciary monitoring agent and Staff salaries not charged to S2S II funds.

Please state what \$ amount was planned (in the project document) to be allocated to activities focussed on gender equality or women's empowerment and how much has been actually allocated to date: N/A

Please fill out and attach the project document Excel budget Annex showing current project financial progress (expenditures/ commitments to date), using the original project budget table in Excel, even though the \$ amounts are indicative only.