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PROGRAMME QUARTERLY & ANNUAL PROGRESS REPORT
Period: Q4 & Annual 2016

Project Name	Support to Emerging Federal States (StEFS)
Gateway ID	00101061
Start date	01-April-2016
Planned end date (as per last approval)	31-March-2018
Focal Person	(Name): Atul Shekhar
	(Email): atul.shekhar@undp.org
	(Tel): +252 699-390-043 (Mogadishu); +254 718-128-068 (Nairobi)
PSG	PSG 1: Inclusive Politics (<i>primary</i>): Achieve a stable and peaceful federal Somalia through inclusive political processes
	PSG 5: Revenue and Services (<i>secondary</i>): Increase the delivery of equitable, affordable and sustainable services that promote national peace and reconciliation amongst Somalia's regions and citizens and enhance transparent and accountable revenue generation and equitable distribution and sharing of public resources
Priority	PSG 1 – Priority 1: Advance inclusive political dialogue to clarify and settle relations between the Federal Government and existing and emerging administrations and initiate processes of social reconciliation to restore trust between communities.
	PSG 5 – Priority 1: Increase the provision of equitable, accessible, and affordable social services by creating a regulatory environment that promotes decentralized delivery and prioritizes key investments that extend and increase access to services.
Milestone	PSG 1 – Priority 1: 1.1. National reconciliation commission established and peace building and reconciliation programmes developed 1.2. Inclusive consultations on the establishment of administrations conducted in at least 10 regions and administrations established 1.3. Inter-regional dialogue on the formation of federal states initiated 1.4. Annual conference on political dialogue with the executive head of states of existing and emerging administrations convened by the FGS 1.5. Decision on the federal model reached
	PSG 5 – Priority 1: 5.4. Functional assignments among ministries and between local, regional, and the FGS are formally established for existing service-delivery policies and programmes as step towards the development of a regulatory framework for service delivery
Location	National and Regional (South and Central Somalia)
Gender Marker	2

Total Budget as per ProDoc	US\$13,991,639
MPTF:	US\$8,313,725
	PBF: US\$1,800,000



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Non MPTF sources:	UNDP Trac: US\$500,000
	UNSOM: US\$283,589
	Switzerland: US\$100,000
	Resources to Mobilize: US\$2,994,325

	PUNO	Report approved by:	Position/Title	Signature
1.	UNDP	David Akopyan, Deputy Country Director	UNDP-Somalia Deputy Country Director	

Total MPTF Funds Received				Total non-MPTF Funds Received		
PUNO	Q4 2016	Cumulative	Annual 2016*1	Q4 2016	Cumulative	Annual 2016*
	1 Oct - 31 Dec 2016	From prog. start date	1 April – 31 Dec 2016	1 Oct - 31 Dec 2016	From prog. start date	1 April – 31 Dec 2016
UNDP	US\$3,335,810	US\$7,897,570	US\$7,897,570	US\$50,000	US\$305,185	US\$305,185

JP Expenditure of MPTF Funds ²				JP Expenditure of non-MPTF Funds		
PUNO	Q4 2016	Cumulative	Annual 2016	Q4 2016	Cumulative	Annual 2016
	1 Oct - 31 Dec 2016	From prog. start date	1 April – 31 Dec 2016	1 Oct - 31 Dec 2016	From prog. start date	1 April – 31 Dec 2016
UNDP	US\$1,255,323	US\$2,628,587	US\$2,628,587	US\$505,771	US\$933,923	US\$933,923

SITUATION UPDATE

The ‘Support to Emerging Federal States’ (StEFS) project which started on 1 April 2016 builds upon and sustains the work implemented in ‘Support to the Federal State Formation Process’ Project Initiation Plan (PIP), which concluded on 31 March 2016. During the year 2016, the StEFS project through United Nations Development Programme (UNDP) together with United Nations Assistance Mission in Somalia (UNSOM) and Federal Government of Somalia has provided capacity support to the establishment of functioning government institutions and promoted inclusive political dialogues, citizen engagement and state accountability within the Emerging Federal States in Somalia. The StEFS project over the period April to December 2016, has contributed vastly towards state formation/building and development of new state structures to deliver increased services amongst Somalia’s regions and citizens.

¹* The StEFS project commenced on 1st April, 2016 and hence reporting period for the year is 1st April to 31st December, 2016.

² **Uncertified expenditures.** Certified annual expenditures can be found in the Annual Financial Report of MPTF Office (<http://mptf.undp.org/factsheet/fund/4SO00>)



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During 2016, the UNDP/StEFS project in the context of key political developments, supported the formation of Hirshabelle Administration, through continuous provision of logistical, human resource, equipment, and advisory support. Similarly, the project supported reconciliation initiatives across Jubbaland, South west, Galmudug and Hirshabelle administrative areas as well as provided infrastructure, capacity development interventions, human resource and technical assistance to South West, Jubaland and Galmudug to become operational Federal Member States. The project funded the baseline perception survey on Federalism to map citizen's opinion on state formation process during the year 2016 and, continued its support to BFC and MOIFA to coordinate the federalism process in the country. With this capacity building support, MOIFA took the lead in the GSS reconciliation process, and the Hiran and Middle Shabelle state formation process.

Nonetheless, the security situation in Somalia has remained a challenge with increased reported use of airstrikes and Improvised Explosive Device (IED) attacks, including Vehicle-Borne Improvised Explosive Device (VBIED). Early in the third quarter of the year, Al-Shabaab seized three towns in Bakool (Rabdhure and Garasweyne) and Lower Shabelle (Merka) region. Significant levels of violence were also reported in Jubaland after AS stole up to 2,500 camels from pastoralists who refused to pay *zakat* (alms), resulting in clashes between AS and a coalition of clan militias and Jubaland security forces. Notwithstanding, the year under review concluded with elections of Members of Parliament (MPs) of the House of the People (HOP) in the Federal Member States (FMS) to mark significant advancements in political development in Somalia towards state formation/building process. 14,025 delegates nationwide voted for Members of the House of the People, while regional assemblies elected Members of the Upper House (UH), culminating with the inauguration of the Tenth Somali Federal Parliament on 27 December and the swearing in of 283 Members of Parliament (MPs). Notably, of the total of 69 MPs elected from the South West, 14 (20 per cent) were women.

QUARTERLY & ANNUAL PROGRESS REPORT RESULTS MATRIX

OUTCOME STATEMENT

The StEFS' Primary Project Outcome: *“Advance inclusive political dialogue to clarify and settle relations between the Federal Government and existing and emerging administrations and initiate processes of social reconciliation to restore trust between communities.”*

SUB-OUTCOME 1 STATEMENT

Outcome 1.1: “Somali women and men, girls and boys benefit from more inclusive, equitable, and accountable governance, improved services, human security, access to justice and human rights.”

Outcome 1.2: Countries have strengthened institutions to progressively deliver universal access to basic services

Output 1.1: The political dialogue and consultations around federalism and state formation have been supported

INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR ³	
		THIS QUARTER	CUMULATIVE 2016
a) # of interim federal states with agreed upon charters and approved constitutions	2	1	1
b) # of inclusive mediation processes supported and led by interim FMS/FGS	2 (30% women)	-	4 (26% Women)
c) % of state administration staff trained in conflict management and community problem solving (disaggregated by sex)	50% in 3 interim FMS (30% women)	All States = 2% with 23% Women (SWS =4.31% with 23.33% Women)	All States = 22% with 35% Women (GSS=77.45% with 20.33% Women; JSS= 15.26% with

³ Fill in only the numbers or yes/no; no explanations to be given here.



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			55.38% Women; and SWS=8% with 58.92% Women) *				
d) # of inclusive consultations undertaken on federalism and federal states endorsement process by the FGS	2	1 (40M, 10W)	1 (20% Women)				
e) Additional Indicator: # of community members/leaders and other citizens trained in conflict management and community problem solving (disaggregated by sex)	600 (30% women)	-	182 (20% women)				
UNDP ONLY: sources of evidence (as per current QPR) <i>Sources of Evidence:</i> (1) Conflict Management Workshop (E85) – workshop report, signed participant list and photos; (2) Role of diaspora for State building (E92) – Bid Analysis, Face form, Invoice, Quotations, Payment request, report. Notes for the above indicators: * Refer to the table below;							
State Administration		Total Staff (Paid & Unpaid)	Trained				
			Total	% Total	Men	Women	%Women
Jubbaland State of Somalia (JSS)		426	65	15.26%	29	36	55.38%
South West State (SWS)		696	56	8%	23	33	58.92%
Gulmudug Interim Administration		235	182	77.45%	145	37	20.33%
a) Hirshabelle interim Administration in Q4 2016, and drafted a charter for the HirShabelle interim administration. b) Four (4) mediation processes supported, facilitated and led by FMSFGS in Merka, Balanbale, Gedo and Galkayo between April and December 2016 (with 26% women representation) c) 22% with 35% Women of state administration staff; (77. 45%with 20.33% Women of GSS staff; 15.26% with 55.38% Women of JSS staff; and 8% with 58.92% Women of SWS staff) were trained in conflict management and community problem solving d) One (1) inclusive consultations undertaken between Jubbaland State of Somalia and diasporas on federalism and federal state endorsement criteria (with 20% women representation) e) 182 community members/leaders and other citizens were trained in conflict management and community problem solving (with 20% women representation)							
Output 1.2: The capacity of the FGS, particularly those institutions engaged in the federalism process, is strengthened							
a) # of technical advisors/officers (TA/Os) and interns provided to BFC to assist in policy development and implementation (disaggregated by sex)	2 TA/Os & 3 interns	-	2TA/Os (1M:1W) & 3 interns (2M:1W)				
b) # (and %) of BFC members with access to basic equipment (disaggregated by sex)	9 (100%)	8 (88.89%)	9 (100%)				
c) # of approved draft policy/strategy on federalism and boundary demarcation	1	-	1				
d) # of TA/Os (or desk officers) and interns provided to FGS MoIFA/OPM to assist in policy development and implementation on federalism	2 TA/Os & 5 interns	-	9 TA/Os (7M:2W) & 10 interns (7M:3W) at MoIFA,				



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process (disaggregated by sex)	each		and 2 TA/Os (2M), 1 Intern (1W) at OPM
e) % of MoIFA units that receive office equipment	70%	--	50%
f) # of consultations with regions and emerging states convened and facilitated by FGS/MoIFA	1	2	2
g) Additional Indicator: # of consultative workshops on boundaries and federalism conducted by the BFC	6	-	3
h) Additional Indicator: # (and %) of BFC members trained on framework and policy on boundary and federalism process	9 (100%)	8 (88.89%)	8 (88.89%)
i) Additional Indicator: # of public outreach workshops/events to promote federalism process led by FGS	4	1	4
<p>UNDP ONLY: sources of evidence (as per current QPR)</p> <p><i>Sources of Evidence:</i> (1) Procurement of additional IT equipment, furniture, stationaries and office accessories (E97) - Analysis Sheet, Computer Desktop Specifications, Delivery and Quotations; (2) IGR Forum (E95) - Participant lists, report, invoice, face form; (3) Pre-IGR conference meeting (E96) - Participant lists, report, concept note, payment request; (4) GIS-GPS Training (E76) - Contract, Admission letter, Payment Request Form, Stipends Details, Face form, Invitation Letter, Invoice, signed participant list, proposal and training report; (5) Civic Education (E77)- Participant lists, report, photos.</p> <p>Notes for the above indicators:</p> <p>a) BFC have two (2) technical advisors/officers (1M:1W) and three (3) interns (2M:1W)</p> <p>b) 9 (100 %) of BFC members have access to basic equipment necessary to initiate boundary demarcation process</p> <p>c) Strategic Plan/framework for period 2016 to 2020 have been developed and confirmed.</p> <p>d) MOIFA was supported by nine (9) technical advisors (7M:2W) and ten (10) interns (7M:3W) whilst OPM was also supported by two (2) technical advisors (2M) and one (1) intern (1W) to coordinate emerging states formation process.</p> <p>e) 50% of FGS/MOIFA federal affairs and emerging states secretariat team have office equipment</p> <p>f) Two (2) inclusive regional consultation held for emerging federal states, with FGS/MoIFA coordinating role</p> <p>g) Three (3) consultative workshops on boundaries and federalism conducted by the BFC</p> <p>h) 8 (88.89%) of BFC members (100%) trained on strategic planning, GIS and other areas relevant to boundaries and federalism process</p> <p>i) 4 public outreach workshops/events to promote federalism process were led by FGS</p>			
Output 1.3: Foundational support to State Administrations to ensure an appropriate physical working environment is provided			
a) # of federal member states with baseline assessments conducted prioritizing key infrastructure support for the Cabinet/ministries/agencies of the interim administrations	2	-	2
b) # of new or rehabilitated infrastructure projects	2	2 in progress	3 (1 completed; 2 in



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undertaken in the interim administrations/states			progress)
c) Additional Indicator: # of new or rehabilitated social infrastructure delivered for one federal member state	1	1 in progress	1 in progress
d) Additional Indicator: # of state-level institutions provided with equipment/supplies to perform duties	3	2*	3
<p>UNDP ONLY: sources of evidence (as per current QPR)</p> <p>(1) 1st milestone payment for Security related works MoIFA office (E94) - 1st milestone report, photos; (2) 1st Milestone of construction of two conference rooms, office space and canteen with kitchen (E78) - Certificate of 1ST Milestone/report, Bid Analysis, Contract draft, GIA declaration of impartiality, photos; (3) 2nd Milestone of construction of two conference rooms, office space and canteen with kitchen (E79) - Certificate of 1ST and 2nd Milestone/report, photos; (4) Additional furniture & Equipment for MOPIC (E84) - Bid Analysis, Face form, Invoice, Quotations, Payment request; (5) 1st milestone payment for rehabilitation of civil service committee office (E89) - 1st milestone, bid analysis, payment request, photos; (6) Additional furniture & Equipment for MOPIC (E90) - payment request, bid analysis, face form, hand-over-doc, invoice, quotations, signed vendor form.</p> <p>Notes for the above indicators:</p> <p>* Procured and delivered Additional furniture & Equipment to ISWA MOPIC. Again, Office equipment, computers and printers were procured for JSS. Furthermore, A vehicle was procured for JSS.</p> <p>a) Two (2) baseline assessments of key priority office infrastructure have been completed for SWS and GSS</p> <p>b) One (1) infrastructure projects constructed and two (2) others in progress; Construction of a multi-purpose facility in Baidoa for SWS have been completed whilst construction of two conference rooms, office space & canteen with kitchen for GSS in Adado, and construction of one conference hall inside of JSS in Kismayo are currently in progress.</p> <p>c) one social infrastructure projects for one federal member (MOIFA) is currently been rehabilitated/ refurbished.</p> <p>d) Three of state-level institutions from (JSS, GSS and SWS) have so far received additional equipment/supplies</p>			
<p>Output 1.4: The capacity of state administrations with a dedicated focus on 'core public sector capacities' is enhanced</p>			
a) # of baseline assessments completed and used to prioritize human resource and other needs	2	1	2
b) # of technical advisors/officers and interns supported in interim state administrations for organizational development and planning processes (disaggregated by sex)	3 TA/Os & 8 interns in each interim FMS	-	<p>SWS: 3 TA/Os (all men)</p> <p>JSS: 2 TA/Os (2M:0W) & 9 interns. (8M:1W)</p> <p>GSS: 3 TA/Os (2M:1W) & 10 interns (6M:4W)</p>
c) % of staff members of beneficiary state	50%	JSS/GSS/SWS: 10%	17% (170M: 54W)



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ministries/agencies that receive trainings on core of government functions (disaggregated by sex)		(93M:37W)	
d) # of coordination structures established	2	1 (in progress) SWS	1 (in progress) SWS
e) % of interim federal member state ministries that have organization structure and terms of reference in place	30%	50%	50%
f) Additional Indicator: # of interim federal member states with strategic plans in place	2	1 Ongoing in SWS	1 Ongoing in SWS
<p>UNDP ONLY: sources of evidence (as per current QPR)</p> <p>(1) Good Governance, Leadership and Management (E80) - Participant lists, Bid Analysis, Invoice, Report, Face Form, Vendor form, Registration certificate, Company profile; (2) Strategic Planning Workshop (E82) - Participant lists, report, payment request form, face for, invoice ; (3) Human Resource Management Training (E87) - Participant lists; (4) Organizational Structure Review (E88) - Participant lists; (5) Women participation of ongoing Political process (E93) - Bid analysis, Quotations, invoice, signed vendor form, report</p> <p>Notes for the above indicators:</p> <p>*Report on the 30% quota for women political participation awareness forum was completed for JSS</p> <p>a) Two (2) separate baseline assessments conducted and report has been developed for SWS and GSS.</p> <p>b) Three technical advisors/officers (all men) at SWS; two technical advisors/officers (all men) and nine interns (8M:1W) at JSS; and three technical advisors/officers (2M:1W) and 10 interns (6M:4W) at GSS</p> <p>c) 17% of the human resources of interim administration (JSS/GSS/SWS:) were trained in core functions (with 170M:54W representation)</p> <p>d) One state administration level PSG WG (coordination structures) is currently being established for SWS</p> <p>e) 50 % of interim federal member state ministries have organization structure and terms of reference in place</p> <p>f) Strategic plans are currently being developed in each established emerging state, but only the SWS strategic plan is nearing completion</p>			
Output 1.5: Civic participation and engagement with interim state administrations is strengthened			
a) % of citizens with improved perceptions on federalism (disaggregated by sex)	N/A*	81% (85%M, 78% W)	81% (85%M, 78% W)
b) # of public outreach campaigns on federalism/state formation	1 in each of 3 interim FMS	2	4 (JSS:1, SWS:2, GSS:1,)
c) # of public accountability forums held by interim federal member states towards citizen and government engagement process	1 in each of 2 interim FMS	2 JSS & ISWA	2
d) # of CSOs and # of citizens participating in state planning processes (disaggregated by sex)	10 CSOs & 300 citizens in each of 3 interim FMS	ISWA: CSOs: 26 of which 17M, 9W; Citizens: 4	CSOs: 93 of which 32M, 61W (SWS: 46 of which 27M, 19W; JSS: 47 of which 5M, 42W), Citizen: 107 (95M, 12W)



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e) Additional Indicator: # of awareness-raising workshops/events on federalism, state building and/or good governance led by interim federal member states	2 in each FMS	1	5 (SWS=1; JSS=2; GSS=2)
f) Additional Indicator: # of citizens sensitized on political participation	At least 100 citizens sensitized in each FMS	-	121 (JSS, SWS, GSS)

UNDP ONLY: sources of evidence (as per current QPR)

(1) Outreach trip to Hobyo by Cabinet delegation (E81) - Participant lists, report, Analysis sheet, Invoice, Quotations; (2) Women on Political Participation Discussion Forum (E83) - Participant lists, report, payment request form, face form, invoice, Analysis sheet, Workshop agenda; (3) CSOs Participation in state formation-building process (E86) - Participant lists, report; (4) Public Accountability Forum (E91) - Report, budget; (5) Baseline Survey on Federalism (E98) - Baseline Survey on Federalism Report; (6) ISWA Accountability Forum (E99) - Report, Bid Analysis, Quotation, Face Form, Request for payment; (7) Federalism Campaign Workshop (E100) - Report, Bid Analysis, Quotation, Request for payment, Invoice.

Notes for the above indicators:

- *No baseline existed prior to inception of the StEFS project on the % of citizens with improved perceptions on federalism*
- a) First round of baseline survey conducted on citizen's perceptions on federalism in at least three emerging federal member states. The baseline survey finding shows 81% (85% M, 78% W) of citizens have improved perceptions on federalism
- b) Four (4) public outreach and federalism campaigns conducted in JSS, SWS and GSS
- c) Two (2) public accountability forums held by JSS and SWS towards citizen and government engagement process with CSO and citizen participation
- d) 93 CSOs of which 32M, 61W from SWS (27M, 19W), JSS (5M, 42W), and 107 citizens (95M, 12W) from SWS and JSS participated in state planning processes
- e) Five (5) awareness-raising workshops/events on federalism, state building and/or good governance were held and led by SWS, JSS and GSS administration
- f) 121 citizens from JSS, SWS and GSS were trained/sensitized on political participation

NARRATIVE

Output 1: The political dialogue and consultations around federalism and state formation have been supported

Since its inception in 1st April 2016, the UNDP StEFS project together with UNSOM advanced its reconciliation initiatives to support the resolution of conflicts that emerged during the state formation processes and promoted political dialogue on federalism and state-building. Federalism debates centered on issues such as administration, fiscal federalism, power sharing and devolution of specific roles were equally promoted. Even though most of the emerging states, namely; the Interim Jubbaland Administration (August 2013), the Interim South West Administration (ISWA) (August 2014) and the Galmudug Interim Administration (July 2015) were formed prior to the inception of the StEFS project but progress could not be made because of the protracted differences among and between the federal member states. The establishment and sustainability of these emerging states calls for political accommodation between clans and sub-clans as well as inclusive political dialogues. The Project initiated several political dialogues, consultations and reconciliation efforts across the new federal member states to support federalism and state formation during the year,



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2016. The political dialogues and consultations under the StEFS project centered around federalism and state formation efforts, as detailed below;

The project effectively supported several political dialogue and reconciliation conferences between Habargidir and Biimaal in Merka district of Lower Shabelle region. Notably, the reconciliation conferences in May and June 2016, reinforced ceasefire deal between Biyimaal and Habargidir in Merka district and surrounding areas of Lower Shabelle region. The outcome of this reconciliation conference further led to formation of a committee to monitor and ensure ceasefire compliance in the Lower Shabelle region. Furthermore, in September 2016, the Ministry of Reconciliation and Constitutional Affairs of South West State of Somalia and AMISOM representatives in Lower Shabelle jointly strengthened the ceasefire reconciliation agreement signed previously with these clan elders. According to third-party monitors, the Merka conferences considered both sides of the conflict and allowed affected community members opportunity to express themselves freely.

The project facilitated peacebuilding and conflict resolution in Jubbaland for the communities to end the political conflicts and commit to the ongoing state building processes. The seven-day reconciliation conference which took place from 30 August to 6 September for more than 250 participants from Garbahaarey, Luuq, Belet Hawo and Dollow of Gedo region was participated by representatives from the state government, women and youth groups as well as traditional clan elders. This conference enabled the Jubbaland administration and traditional elders to speak with one voice in favor of the families of innocent civilians that were killed in the civil war to be compensated and integration of all armed militias into the Jubbaland security forces. Women groups from Jubbaland State of Somalia were particularly gratified as they were involved in the decision-making process and recommended solutions for elimination of the conflict within the Gedo region. These peacebuilding and conflict resolution efforts initiated over the period April to December, 2016 reduced the political conflicts in Jubbaland and thereby committed the communities to the ongoing state building processes.

Furthermore, the StEFS project initiated several mediations activities and political dialogues in Adaado, Dhusamareb and other areas in Galmudug for local communities in these areas, during 2016. On 24th to 27th August 2016, a reconciliation conference that took place in Adaado positively influenced the two sub clans of Samater Agane and Mohamed Agane in Galkayo district of Mudug region to temporarily reach an agreement for reestablishment of peaceful cohabitation in Galmudug and particularly in the districts of Galkayo that were affected by the armed conflicts. The participants reflected on the peace agreement and resolved to involve influential members from the two communities who reside in Mogadishu. These mediations activities and political dialogues ameliorated the temporary political tensions among clans in the Galmudug State of Somalia.

The project supported political dialogues and reconciliation initiatives in Beledweyne and Jowhar which positively impacted the formation of Hirshabelle Interim Administration. The formation of the Hirshabelle Interim state was stalled in the early part of 2016 due to inter-clan tensions. The Intergovernmental Authority on Development (IGAD) initially facilitated an agreement between the FGS leaderships and the various clans but was ultimately unsuccessful. Elders from Hiran mentioned they were not involved in the process and feared it may lead to illegitimate outcome. The StEFS project therefore supported MOIFA FGS to established a High Level Consultative Committee to oversee the process of Hirshabelle State formation through provision of logistical, human resource and equipment's. Consequently, the long awaited the Hirshabelle Interim Administration –was formed in October 2016. Again, in the fourth quarter, the project sponsored a conference on the role of diaspora, which brought together over 50 Jubbaland state diaspora participants from five continents; North America, Europe, Asia, Australia and Africa, at the Mecca hotel in Kismayo Jubbaland. The continued significance of these diaspora in the political and economic spheres have been rationalized and tends to be mutually supportive towards the ongoing state building in Somalia.

Most of the newly established federal member states have capacity challenges at the individual, organizational, and institutional level. The South West State is one of the current existing federal states of Somalia, which has since its



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establishment in 2014 been suffering from these capacity challenges. To address these challenges and to create a common understanding of conflict management and resolution, the project trained 30 participants (23 male and 7 Female) comprised of representatives from key ministries, civil society, youth and women groups from SWS on conflict management at Baidoa between 10th to 12th December 2016. The training equipped participants with the necessary tools and skill needed to make sound decisions, based on comprehensive understanding of conflict management. The training programme increased understanding of conflict management and peace building process and thereby contributed meaningfully to the political dialogue and consultations around federalism and the ongoing state building process in the South West State.

From the summary of key results achieved above; the UNDP and UNSOM through the StEFS project contributed toward increased understanding of federalism, conflict management and peace building processes among civil servants, women's groups, clans in Jubbaland, Galmudug and South West States through the provision of capacity development support during the year 2016 (See Annex 3 and 4 for the remaining results under output 1).

Output 2: The capacity of the FGS, particularly those institutions engaged in the federalism process, is strengthened

The UNDP through the StEFS Project during the year under review espoused coherent approach through capacity building supports to the Emerging Federal States and other federal level institutions that enabled and facilitated the formation and development of new state structures. The project strengthened the capacity of Federal government institutions to oversee, support and provide an enabling environment for the formation of federal member states. The support over the period April to December, 2016 specifically focusses on:

- Boundaries and Federalism Commission
- Ministry of Interior and Federal Affairs
- Office of the Prime Minister

Boundaries of Federalism Commission

The Boundaries and Federalism Commission (BFC) was established in 7th May, 2015 and was ratified by the Somalia Federal Parliament on 6th July 2015 with the core mandate to make recommendations on the demarcation of boundaries of federal member states to the Federal Parliament. In doing so, the BFC ensure alignment of roles and responsibilities through outreach to stakeholders within government; foster dialogue processes involving different communities and stakeholders; seek clarity on federalism models; and support the evolution of a dispute resolution platform. The UNDP supports the BFC since its inception; initially through the PIP project and presently through the STEFS project.

The BFC consists of nine (9) commissioners. While through the PIP project support was initially provided to the BFC to develop its internal organizational structure with a clear personnel establishment, operational procedures and a clear multi-annual strategy, as well as providing material support to allow an appropriate operational capacity. The support gradually moved towards capacity building of the individual staff members and provision of advisory services to tackle technical issues related to the work of the BFC.

Since the inception of the present StEFS project in April 2016, building upon the work during the PIP project, specific support has been provided as follows:

- **Training and Recruitment:** The StEFS projects supported recruitment of Planning and Coordination Advisor to replace the technical officer who was killed in the 25th June Nasa Hablod Hotel attacks in Mogadishu. The Technical Officer in addition to other four support staffs who were hired to assist the BFC, developed Terms of



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Reference and detailed work plan for the commission. Prior to inception of the StEFS project, most of the staff at the various ministries had limited functional and technical capacities. The project during the year under review supported several training programmes on public engagement, communication strategy, federalism and boundaries demarcation issues which exposed participants to the principles and rational of public engagement, when and how to engage stakeholders.

- **Establishment GIS capacity:** Closely linked to the above, most of the BFC staff members and commissioners responsible for boundary demarcation neither has an educational background in spatial planning nor do they have practical experience with the application of Geographic Information System. To address this challenge, the StEFS project trained 8 (88.89%) of the members of BFC to acquired practical hands-on skills on Geographic Information System (GIS) and Global Positioning System (GPS). The training programme was delivered by the Regional Centre for Mapping of Resources for Development (RCMRD) Consultancy Services at Kenya from 17th to 28th October, 2016. This training programme enabled the members of Boundaries and Federation Commission Somalia to utilized GIS technology to derived a geo-database, monitor, plan and map Somalia resources. The project provided capacity development training on Strategic planning process and initiated establishment of Geographic Information System (GIS) and Global Positioning System (GPS) platform in BFC for boundary mapping. Equally, the project supported training programmes on data collection for boundary demarcations and also equipped participants with appraisal and reporting techniques. The outcome of the training programme led to the development of a practical guide and tool for mapping boundary issues.
- **Outreach Activities:** The BFC, with the support of the project, organized a series of public consultative activities together the public's views relating to the strategic planning, boundary demarcation and federalization processes. These workshops were important milestones for the BFC as it helped the Commission to collect views from key stakeholders to define the preliminary boundaries for the federal units, administrative and election purposes. Similarly, the project supported BFC to initiate dialogues with Puntland, South West and Jubbaland officials to enhance working relationships on issues concerning boundaries and federalism. From 16 to 28 June, BFC delegates held several meetings in Garowe with the Puntland President, Vice President, Ministers, Deputy Ministers, Deputy Speaker of Parliament, Members of Parliament (MPs) and other government officials (15M:2W). Consequently, the Puntland administration nominated a taskforce to collaborate with the BFC to deliver its mandate.
- **Strategic plan of BFC:** Prior to the inception of the StEFS project, the Boundaries and Federalism Commission had no strategic plan to guide the development tracks and federalism options for the Federal Government of Somalia. To address this challenge, an International Consultant on Technical Demarcation was hired for the BFC to assist the commissioners to develop their five-year Strategic Plan (2016 – 2020). The Strategic Plan for 2016 to 2020 has been developed and a dissemination workshop was organized in Mogadishu on 1st September, 2016 to engage the Federal Government of Somalia and key civil society stakeholders. The workshop allowed the participants (69M:16W) to provide comments and suggestions regarding the strategic plan and eight key result areas.

In addition to the above, the StEFS project sponsored the hosting of a website [www.bfc.gov.so] for the Boundaries and Federalism Commission (BFC). This website is a key portal of information for partners and stakeholders about the Commission's mandate, ongoing activities and development of strategies and/or policies.

Ministry of Interior and Federal Affairs (MOIFA).

The project supported the Ministry of Interior and Federal Affairs (MOIFA) to establish a focal point on federalism at the Ministry of Interior and Federal Affairs to coordinate state building and federalism process. The project also sponsored the hosting of a website [www.moifa.gov.so] for the Ministry of Interior and Federal Affairs which has allowed the ministry to share it activities with partners and stakeholders. The following activities were also supported



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during the year under review;

- **Dialogue on Formation of Inter-Government Relations Forums;** As the state formation/building process advanced and new governance structures emerged within a nascent federal system in Somalia; there was a growing determination to adopt inter-government relations forums as an instrument to support the Somali federalization processes. Premised on the above, the project initiated dialogues on formation of inter-governmental forum for the federal member states and other key entities involved in the federalism process to brainstorm on the way forward on the federalism process in the fourth quarter, 2016. The inter-government relations forums, if formed would serve as a platform for dialogue and negotiation between the Federal Government and Member States, and create an environment for conflict resolution between different levels of government. As such, in November, 2016, the Ministry of Interior and Federal Affairs spearheaded one-day pre-consultative coordination meeting with federal government and relevant federal member's institutions for the establishment of inter-governmental arrangements. A follow-up 3-day dialogue on formation of inter-governmental forums was organized in Mogadishu between 7th to 9th December, 2016 which gathered participants (62 men and 10 women) from the federal government states and core ministries. The participants agreed upon the objectives and duties of the *yet-to-be-formed* inter-governmental relations in Somalia, and unanimously agreed that the consultative meetings were necessary, well facilitated and an important preparation for the formation of the inter-governmental relations.
- **Training and Recruitment:** Capacity challenges are not only uncommon in most of the the various ministries but was also negatively impacting the activities of MOIFA prior to the inception of the StEFS project. To ameliorate this challenge, UNSOM and UNDP through the StEFS project provided capacity development support to MoIFA during the year under review. The project recruited technical experts and technical support staff (2 technical advisors, 3 administrative and finance staff, monitoring, evaluation and logistics advisors, 4 federalism desk officers and 10 interns) to facilitate the state formation process. Again, the staff of MOIFA were trained in areas such as communication, management and boundary demarcation to support the federalism process. These contributed to improved work output of the ministry as accounted above.
- Furthermore, the Ministry of Interior and Federal Affairs received basic office furniture and equipment and other office supplies to ensure the smooth functioning of the ministry's federalism unit. Financial and technical support was also provided to facilitate the implementation of outreach activities, information-sharing and coordination meetings, as well as the implementation of workshops for stakeholders on federalism, governance and the state formation and state building process.

Office of Prime Minister

With Office of the Prime Minister, the project signed Letter of Agreement (LOA) in January, 2016 to initiate a political dialogue on federalization processes and to establish an inter-ministerial committee (in partnership with MOIFA) during the year under review. The project, in collaboration with the Swiss government, funded a federalism study tour to Switzerland for representatives from Puntland, Galmudug, South West and Jubbaland Interim State's and five senior officials from the Federal Government of Somalia (Office of the Prime Minister, Ministry of Interior and Federal Affairs, Boundaries and Federation Commission). This study tour, which encompassed mix of classroom sessions and visits to several institutions in Switzerland, deepened delegates understanding of prevailing federal governance practices, structures and models. This contributed to constructive dialogue amongst participants on federalism and federal governance system in Somalia.

The project further enhanced the capacity of the GS, MOIFA and OPM teams on federalism and state building inclusive of international study tours to Kenya and Ethiopia (supported by Ethiopian government).



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Output 3: Foundational support to state administrations to ensure an appropriate physical working environment is provided

One of the main challenges the new Federal Member State administrations were faced with upon their establishment was the almost complete absence of decent working places and equipment to allow staff to operate effectively. Staff were working from home, meetings took place in hotels or private residences and staff took their own computers and other equipment. To provide the state governments with appropriate physical working environments, the project provided the following;

- **South West State;** The project constructed and handed over a multi-purpose office facility for the Ministry of Planning and International Cooperation (MOPIC) of South West State (ISWA), and other ministries that do not have office space in Baidoa. The official handover ceremony took place on 27 September in Baidoa and was attended by 25 delegates (20 male and 5 female), donor community, UNDP, UNSOM, CSOs, State MPs and other ministries from South West. The multi-purpose facility allows the emerging state government to improve work processes as staff shift from working from their homes to operating in a common location on a regular basis. The facility, which comprises a conference center and administrative offices, is currently being used as a major hub for activities related to the 2016/2017 electoral process for voting seats in the lower and upper houses of the country's federal parliament. UNDP also handed over IT equipment to the administration, including laptops, desktop computers, printers and accessories.
- **Jubbaland State of Somalia;** The construction and rehabilitation of office spaces and conference halls have been launched in Jubbaland for the Jubbaland Civil Service Commission, and the State House Cabinet conference hall in Kismayo has also been finalized and physical work is progressing steadily and is planned for completion in first quarter, 2017. The project provided office furniture, equipment, computers and printers for Jubbaland State Administration to have basic working tools and support. In addition to these construction and rehabilitation projects, StEFS has also supported the rental of a vehicle for Jubbaland officials prior to the procurement and handing over of a vehicle to the administration in the fourth quarter of the year, 2016.
- **Galmudug State of Somalia:** In Galmudug, the construction of an office building and a kitchen and conference facility for the Galmudug State House is at the final stage of construction. The contract was awarded in September 2016 following a competitive tendering process and the construction begun in the fourth quarter of the year, 2016. Furthermore, the project procured office furniture, three computer printers and three LCD projectors to GIA. Moreover, the project also initiated rehabilitation/construction of perimeter wall for the Ministry of Interior and Federal Affairs (MOIFA) to provide a secure working environment. The project also provided office furniture and equipment to the Southwest, Jubbaland, Galmudug and Hirshabelle states administrations. The project equally supported security related works for the Ministry of Interior and Federal Affairs office in Mogadishu, Somalia.

Output 4: The capacity of state administrations with a dedicated focus on 'core public sector capacities' is enhanced

The Federal Member States were established in a situation where there was little historical experience to build upon and where institutions have to develop their functions from scratch. The StEFS project supports the state administrations in the area of 'core of government' functions. These are the common government functions that determine the overall coherence and logic of the overall government structures. They include human resource management, public finance management, organisational structure and functional alignment and the associated coordination arrangements as well as administrative process management. The StEFS project supports the administrations in the initial phases of establishing the DMAs (Departments, Ministries and Agencies), the design of the operational systems, as well as the capacities of the staff responsible for specific task areas. To the extent possible coherence between the different federal member



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states and alignment with federal arrangements is sought.

- **Public Financial Management:** The SteFS project supported several capacity building initiatives in the state administrations. Notably, the capacity building initiatives for civil servants of the Federal Member states in Jubaland, South West and Galmudug, enhanced the skills of civil servants in core functions skills. From the 24th to 26th July 2016, the project trained 45 (39M: 6W) civil servants from Jubbaland State Administration on best practices in procurement and public financial management modules which enhanced fiscal discipline, and the efficient and effective allocation of public services in Jubbaland during the reporting period.
- **Planning, M&E:** The project supported the federal member states with the development of strategic plans. It is worthwhile to note that the strategic planning processes that commenced in the Galmudug Administration and the South West Administration with the support of an international expert recruited by UNDP/UNSOM continued throughout the reporting period. Other consultative meetings were held with ISWA Members of Parliament, representatives from ISWA ministries, CSOs, the business community, youth groups, women's groups, international non-governmental organizations, AMISOM and various UN agencies to draft strategic plans for the emerging state that is aligned with the National Development Plan (NDP). The workshop on Strategic Planning which was held from the 26th to 29th of October 2016 at Central Hotel in Adaado district provided adequate and relevant data for the strategic planning development for the states. Meetings such as these contributed to the development of the current three-year strategic plan hat is owned by the emerging state and captures the priorities of its people.
- **Government Structure and Functional Alignment:** The project initiated and conducted ministerial organizational structure reviews and human resource planning for South West State, Jubaland and Galmudug with the support of an international expert on organizational development hired by the project. After two successive expert missions to Baidoa for data collection (from 15th – 22th September 2016) and feedback / validation (from 3rd – 8th November 2016), an organisational structural review was completed by the International expert. The time horizon of three years connected to the SWS Strategic Plan was taken as a guiding principle for the development of organizational arrangements. These consultative meetings addressed the organizational arrangements for service delivery by mapping and clarifying the mandates of public institutions, designing and putting structures in place. Similarly, an organizational structure review and functional description intervention was completed for South West State in the third quarter of the year, 2016. A report on the 30% quota for women's political participation awareness forum was also completed for JSS.
- **Civil Service and Human Resource Management:** In addition to the above, the project supported South West, Jubaland and Galmudug States with human resource and technical assistance. The StEFS project recruited both international consultants and local experts to support the State Administration, and strengthened institutional capacities since its initiation in April 2016. Specifically, the international consultant hired in the second quarter of the year under review for the Jubbaland's Civil Service Commission drafted the "Manual for Recruitment, Promotion and Transfers of Jubbaland Civil Servants" as well as Jubbaland's "Vision 2020" document which is consistent with the draft National Development Plan. Again, in collaboration with UNDP's Strengthening Institutional Performance (SIP) project, an International Consultant was hired and provided guidance on the regional engagement strategy framework for Aid coordination at national and state levels. The final document outlining the vision on regional aid coordination mechanism is currently at the final stage of production.
- **Institutional Capacity Assessment Baseline Surveys:** Institutional Capacity Assessment Baseline Surveys for Jubbaland and Galmudug were completed and the reports are being finalized. The baseline survey generated understanding of current organizational human resources and structure, institutional strategies, institutional core competencies and the physical structures of institutions. The findings of this baseline survey served as key inputs for formulating institutional capacity development initiatives and identifies the capacities that need to be strengthened and optimized. Finally, the project initiated workshop on good governance, leadership and management at Adado Galmudug from 2nd to 4th October 2016 by the Ministry of Constitution



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and Reconciliation for 100 participants (70 Male and 30 Female). The workshop improved participants understanding of good governance, leadership and management. (See Annex 3 and 4 for the remaining deliverables under output 4).

Output 5: Civic participation and engagement with interim state administrations is strengthened

The sustainability of emerging states administrations in Somalia depends on the involvement and support of the broader citizenry, through civic engagement with the emerging state structures. The outreach and engagement activities are as much as possible directly integrated with the areas described above. Outreach and engagement was an important aspect of the PIP project which concluded in March, 2016 and the StEFS project, since its inception in April 2016. The project continued the civic engagement support by funding several forums for civic engagement and facilitated CSO involvement in governance processes to increase public awareness of federalism concepts and the role of state administrations. Outreach activities that facilitated dialogue and increase accountability of state administrations towards their citizens were also supported. The StEFS project explicitly strengthened the following civic engagement efforts since April 2016;

- **Setting the baseline on perceptions of federalism;** During the year under review, the project conducted a baseline perception survey on federalism to map citizens' opinions on the state formation process. The Baseline Perception Survey on Federalism was conducted in consultation with federal and emerging state governments to help government structures better understand the methodologies used to measure public perceptions. The survey established baseline for measurement of the state formation and federalism process and compared this baseline with the overall outcome of the StEFS projects. The inception report on citizens' perceptions on federalism in South West, Jubbaland and Galmudug State was finalized in the second quarter of 2016, whilst the baseline survey was completed in December, 2016. The results of the survey demonstrated state administrations can make informed decisions about matters that impact their citizens with an evidence base government performance.
- **Civic Engagement in Planning;** The StEFS project supported civic participation and engagement initiatives through the engagement of CSOs in drafting strategic plans for South West, Jubbaland and Galmudug Administrations. Notably, the outreach trip to Hobyo by a Cabinet delegation (56 males, 44 females) from 9th to 12th of November 2016 facilitated civic dialogue processes rooted in best practices in peace-building and conflict sensitive approaches. Again, consultative meetings, such as one held from 27th to 29th August in Baidoa, engaged both international and national CSOs, participants from key ministries, and UN agencies, namely UNICEF, UNOCHA, UNDP, DRC and NRC. Collectively they have greatly contributed to the discussions on security, infrastructure, economic and governance. Similarly, the project engaged Galmudug citizens and civil society organisation in state-building through the assistance of an International Consultant hired by the project to support the development of the Strategic Plan (2017–2019) for GIA and to align it with the Somalia National Development Plan (2017-2019 NDP).
- **Women's Engagement;** Somali women's substantive involvement in politics is predicated upon creating an environment where issues such as gender-based violence and women's economic security can be openly discussed and addressed. Social barriers, however, stand in the way of women's political participation in many parts of South and Central Somalia where this Project is implemented. Recognizing this, decisive efforts were embarked upon during the year under review to empower and enable women to take up positions in all levels of government. Notably, the women's political participation discussion forums, such as one held from 15th to 20 of Oct 2016 in Adado district, engaged key religious leaders, elders, members of civic society, women groups and youths. By fostering knowledge and experience sharing, participating women became more aware of the importance of their active political engagement. Beyond awareness raising, capacity development is also needed to empower more women to become political leaders and change-makers. The sensitization workshop



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in Baidoa was an initial step in strengthening and broadening the engagement of Somali women in politics.

- **Media and CSO Capacity Building;** Media and CSOs representatives from Kismayo, Jubbaland, were trained to support the peacebuilding and good governance efforts through constructive journalism. From the 15th to 17th June, 2016, forty journalists (34 males and 6 females) participated in a workshop on media ethics and standards, good governance, public accountability and peace and conflict prevention held in Kismayo. The third-party monitoring report indicated that the three-day training workshop enhanced the knowledge and skills of journalists in Jubbaland to integrate peacebuilding and good governance messages into their reporting.
- **Public Accountability Forum;** The project initiated the establishment of Public accountability forums with an objective to bring newly emerged states closer to their citizens and thereby enhance their legitimacy and the level of trust between them and the citizens. In this context, the first Public accountability forum was organized in Kismayo by the Jubaland State President's office and the Ministry of Planning and International Cooperation. The three-day Public Accountability forum was held from 24th to 27th October 2016, with participation from Jubaland ministers, parliamentarians, CSOs and the public. This forum enhanced citizen's engagement with the government and promoted an interaction between the state officials and the other stakeholders. The forums informed the public on the development track record of the government for the last three years and served as a feedback mechanism from the citizenry on progress made by the government over the last three years. Again, the project supported public accountability forum at the South West State on the 29th December, 2016 which engaged 47 (28M; 19W) participants from key ministries, parliamentarians, CSOs and the public.

Other Key Achievements

A Letters of Agreement (LOA) between UNDP-Somalia and the Intergovernmental Authority on Development (IGAD) was signed on 22nd October, 2015. This LOA was amended under a *No Cost Extension* to extend IGAD support under the StEFS project to cover reconciliation efforts and political dialogues between the federal government of Somalia and Galmudug State Administration. Such partnership between the StEFS project and IGAD not only catalyzes financial and technical resources, but also ensured the international community support one direction of state formation and capacity building efforts. The *No-Cost Extension* up to 31st December 2016 enabled IGAD to implement activities that could not be implemented over the original term of partnership, due to conflict and general insecurity in Somalia.

During the year under review, IGAD facilitated a reconciliation conference in Mogadishu from 9th through 21st May, 2016 on conflict to foster political understanding between Galmudug Administration and the federal government of Somalia, and also ceasefire compliance among *Ayrsob* clan. The conference temporarily succeeded in restoring peace among the conflicting groups as both parties initially committed to the negotiation process to end the conflict. Similarly, on 22 June, a delegation that included the IGAD Special Envoy to Somalia met with *Hawadle* clan representatives and discussed the composition of the local clansmen to be selected as delegates for the Federal Parliament. Despite these efforts by IGAD to bring all the relevant stakeholders for the intended negotiation and agreement, the progress chalked during the period April to 31st December, 2016 by IGAD has been limited.

Challenges (incl: Delays or Deviations) and Lessons Learnt:

Challenges, Delays & Deviations

There have been a few common and important challenges ranging from politico-clannism concerns to policy, insecurity that prevents access to the emerging states. These challenges are dilated upon below;

- Even though the 2012 Provisional Constitution of Somalia established a framework for a federal Somali



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republic, it provides limited guidance on the distribution of powers and responsibilities between the Federal Government and the emerging federal states. It therefore creates challenges in the assigning of functions to these emerging state structures, while at the same time the states need to assume and assign functions in order to operate.

- Majority of the stakeholders were focused on the 2016 elections which resulted in less attention for state formation efforts and the federalization process. For instance, the strategic plan for SWS and Galmudug which were initially expected to be finalized in the third quarter were delayed because most of the emerging state administrations were very much concentrated on the 2016 elections at state level.
- *Security:* The intermittent attacks against government establishments and UN officials remain a key challenge in Mogadishu, Beletweyne, Garowe and in many other parts of Somalia where the Project is implemented. Notable among these incidents is the Nasa Hablod attack on 25th June which resulted in the tragic death of one Technical Officer of the StEFS project. The constant Security Threat Information Alerts disrupt work as a significant number of days are mostly lost as national staff have to work from home and meetings outside the protected zones have to be cancelled due to security reasons. This, at times, reduces the momentum in project implementation.
- *Political and Inter-clan conflict:* Political disagreements at the federal level, between the new federal member states and the FGS and even among the federal member states themselves also negatively impacted the project's budget as the project on some occasions funded reconciliation activities which were not initially plan and budgeted. The constant fighting between clan groups in the Galmudug State is also another clear example of how peace can be threatened by conflict as decision makers needs to spend more time in reconciliation meetings rather than on the state building processes. The formation of Hirshabelle Interim Administration which was initially expected to be completed in early 2016, was delayed by the inter-clan conflict in the area. These affected the achievement of project targets set for the Hirshabelle administrative areas during the year under review.

The plethora of challenges outlined above call for collaborative support from all concerned actors, including the UN, government, civil society and donors. The highest level of adaptability and creativity on behalf of the entire project team and Somali counterparts is also critical and will continue to be leveraged in the year ahead to ensure ongoing progress in the achievement of overall project objectives.

Lessons Learnt

The achievements of StEFS project to datedemonstrate that UN – UNDP has been able to learn from the many challenges encountered during the recently concluded PIP project and managed internal and external challenges including delays and deviations. The following are some of the lessons learnt since the inception of the StEFS project in 1st April 2016;

- The political realities in Somalia, necessitate a high degree of flexibility and work plans that respond to shifting priorities and circumstances, especially where they concern reconciliation efforts. The project management must be able to respond to changes and new requirements as they occur. Strong coordination between the partners and the project and a certain level of delegation of decision-making authority from steering bodies to project implementing partners are equally essential.
- Another factor that helped to realize the achievements of StEFS project in the year 2016 is the effective coordination and communication between the project team, UNSOM and other partners. The established relations have proven to be effective in managing challenges and ensuring collective and constructive engagement in the process. Such partnerships helped to catalyze financial and technical resources, and ensured



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that the international community continued to support the state formation and capacity building processes in Somalia.

- The project team learnt that the local presence of the project is important to minimizing delays, understanding local dynamics and enjoying collaborative relations with stakeholders on the ground. In the past, due to security threats and restrictions on movements, many projects have not benefitted from an agency presence on the ground where activities are being delivered. As a result, delayed project implementation, as the implementing agency in the past did not enjoyed collaborative relations with primary stakeholders on the ground.
- The design of the StEFS project on the principle of “*Somalia ownership*” contributes greatly to the achievement of the project in the year 2016. The first development principle of the Somali Compact is that ‘Development is Somalia-owned and Somali led.’ The initial concept for the project was designed with both the FGS MOIFA, particularly, the Directorate of Federalism, and with representatives from interim federal states in Kismayo and Baidoa, and technical committee members from the Central Regions process.
- The participation of the citizenry in the implementation of the StEFS project is also worth highlighting as one of the key lessons in building stable new government structures at any level. Addressing both the supply and demand-side of government has proven a key ingredient to stability and the improvement of state-society relations.

Peacebuilding impact

The protracted inter-clan and geopolitical conflicts in Somalia, produced a growing realization that the success of the StEFS project vis-à-vis the newly-established state administrations is linked to how well these government structures engage with the federal level, and their relationship with their regional and district counterparts. The UNSOM and UNDP-led support during the year under review through the StEFS project for boundary and federalism processes, state-led reconciliation efforts, capacity-building as a means of conflict prevention and public outreach campaigns have enabled the emerging administrations of Somalia to fulfill core governance functions and established essential foundations for longer-term peace and development. The StEFS project initiated and supported among others the following specific peace-building efforts during the reporting period:

- The Lower Shabelle reconciliation conference in Merka for the Habar Gidir and Biyomaal sub-clans from 31st May to 5th June, resulting in the development of a committee to monitor and ensure ceasefire compliance by both sides of the conflict, including by advocating for and facilitating inter-clan/inter-community dialogue. This conference provided a platform for the Biyomaal and Habar Gidir sub-clans, who have been in conflict over the past four years, to discuss matters of mutual concern and forge a stable foundation for federalism and state building.
- The peacebuilding and conflict management workshop in the second quarter assisted community leaders and community members from the Kismayo villages of Callanley, Guulwade, Shaqaalaha, Farjano and Faanoole to develop a basic understanding of key issues on peacebuilding, conflict management and prevention, federalism and good governance.
- A reconciliation conference held at Galkayo District in Galmudug from 24th to 27th August has led to an understanding between the two concerned communities (the Samater Agane community and Mohamed Agane community) to reconcile and support future peace efforts. The reconciliation comes after armed conflicts based on disagreements over political issues and ownership of grazing land for livestock resulted in killings,



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displacements and disruption to peaceful co-habitation.

- A reconciliation conference held in Dollow district of Gedo region in Jubbaland State of Somalia from 31st August to 6th September 2016 for 250 prominent community members from Luuq, Dolow, Belet Hawa and Garbahaarey. The conference led to the state government and other representatives from women, youth and traditional/clan elders to agree on addressing the key conflict drivers in the region such as land disputes, revenue collection and cutting down trees for charcoal. The key agreed upon issues between the Jubbaland administration and traditional elders include loss of lives and property that took place during the civil war between clan militias to be forgiven and to move forward and to focus on state building process and the ongoing reconciliation efforts in the region.
- The project supported a Strengthening Ceasefire Reconciliation Agreement workshop held in Mogadishu for Merka community from 24th to 27th September 2016 for Biyamal and Habargidir clans. This led the two warring clans to agree on the implementation of the peace and ceasefire agreements of the previous reconciliation conferences in Afgoye and Merka towns of Lower Shabelle region of Southwest State of Somalia.

Catalytic effects

The StEFS project though relatively new has impacted positively on the peace and state building process in Somalia. The design of the project incorporated conflict analysis whereby the critical actors and driving factors of the conflict, as well as the relationships among actors were examined to serve as the necessary precondition for the positive catalytic effects which was realized during the year under review. Following the signing of the StEFS Project Document in March 2016, a new activity was proposed to further support the FGS with facilitating federalism dialogue. The set of actions under Output 2 was expanded to provide support to the Office of the Prime Minister has a key role to play in enabling cross-cutting dialogue on core issues around federalism and state building. The proposal was presented at the 6 April PSG 1 meeting and the StEFS Project Document was amended to reflect the new activity.

With support from the StEFS project, UNDP and the wider UN System facilitated the establishment of BFC as well as undertaking capacity building activities to build up and strengthen the capacities of these government structures to promote co-existence and peaceful resolution of conflicts in the Somalia. One of the noticeable catalytic effect during the year under review is the role the BFC later played in the conflict resolution, mediation and peace processes for the establishment of the long awaited Hiran and Middle Shabelle Interim Administration.

The project, during the year 2016, extended its partnership with IGAD to support reconciliation efforts and political dialogue between the Federal Government of Somalia and the interim administrations. The no-cost extension of the preliminary project ('Support to the Federal State Formation Process' Project Initiation Plan) up to 31st July 2016 allowed IGAD to effectively collaborate with the StEFS project team to implement activities that could not be effectively implemented over the original term of the partnership (15th November to 31st March 2016) due to conflict and general insecurity in Somalia.

Gender

There has been significant progress in bridging the gender gap and empowering women since inception of the StEFS project; particularly women's participation in the ongoing conflict resolution, mediation and state building processes in Somalia. Nonetheless, women remain under-represented across government institutions, and notably, at both the federal and emerging state levels. Through all activities implemented during the year under review, the StEFS project mainstreamed gender and promoted the role of women in the state building and federalism process, namely;



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- The federalism awareness-raising workshops was participated by a relatively high proportion of women participants. Specifically, 44 percent of the participants at the federalism awareness-raising workshop/session in Jowhar for CSOs and media in the second quarter of the year were women. Women were also well represented at (55% women participants) at the peacebuilding and conflict management workshop for community members in Kismayo.
- The StEFS project trained 26 women from the SW State Ministry of Women's Affairs and CSOs in the second quarter on conflict resolution skills in order to facilitate the meaningful engagement of women in formal peace processes, which helps to ensure gender-responsive outcomes.
- On 27th September 2016, Deputy Country Director (Programmes), CD Programme Manager, StEFS project team and the Swedish Ambassador visited Baidoa. The visit included meetings with the Acting President, Speaker of Parliament and SIET for nominations of the Lower house representatives and set 30% quota for women in the 2016 election. In September 2016, the StEFS project and UNSOM office for women affairs initiated support to Ministry of Women and Human Rights of Galmudug for mobilizing support for the 30% women representation in the 2016 election.

Proportion of gender specific outputs in Joint Programme ⁴	Total no. of Outputs	Total no. of gender specific Outputs
	5	There is no specific output on gender, while four outputs contribute in-directly to women and men participation and engagement.
Proportion of Joint Programme staff with responsibility for gender issues (as of end of 2016) ⁵	Total no. of Staff	Total no. of staff with responsibility for gender issues
	9	2

Communications & Visibility

Despite the fact that Somalia has been adjudged a high-risk environment characterized by polarized political and security risks, the StEFS implementation team introduced several communication products and visibility measures into the project during the year under review. The following communication and visibility measures were utilized by the project in the year 2016:

- *Newsletter:* The project newsletters for the second and third quarter 2016 have been posted to UNDP Somalia's public website. The Q4 2016 newsletter will be available by mid-February, 2017.
- *Banners:* Several workshops supported by the project during the year under review featured banners that include donor logos (see Annex 7 for pictorial evidence).
- *Media Presence:* Several public gatherings organized during the year under review were mainstream using Somalia media (TV and Radio) and general social media. These events fostered the ongoing effort to inform the Somalia population on the state formation/building and federalization process. The public gatherings organized in July and September 2016, for instance, can be accessed from the link below

⁴ Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women's Empowerment.

⁵ Staff members are those contracted to undertaken work for the Joint Programme including full time staff, consultants, advisors, interns, etc. Staff members with responsibility for gender issues are those who have gender related activities included in their Terms of Reference.



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<https://www.youtube.com/watch?v=gD-2jNwR9s0>.

Looking ahead

The StEFS project will continue to build upon the progress chalked in the year 2016 and crystalize the following key priorities activities in 2017, as agreed with both national partners and donors:

Expected Output	Major Planned Activities for 2017
Output 1: The political dialogue and consultations around federalism and state formation have been supported	<ul style="list-style-type: none"> • Continue the support on reconciliation initiatives across Jubbaland, South west, Galmudug and Hirshabelle areas • Facilitate mediation between ASWJ and Galmudug administration and support integration of ASWJ within State/FGS structures • Continue support to reconciliation process in Galkayo: Mudug-Galmudug- Puntland • Provide capacity enhancement to clans/women groups/youth on conflict resolution and peace building • Continue support to FGS/MOIFA in leading the political dialogue and reconciliation initiatives with Federal Member States towards State building process • Support/Initiate dialogue on Banadir regional administration status and structure in FGS
Output 2: The capacity of the FGS, particularly those institutions engaged in the federalism process, is strengthened	<ul style="list-style-type: none"> • Facilitate initiatives to enhance the working relations of the BFC and the federal member states towards boundary demarcation process. • Continue support to BFC with human resource and technical assistance to deliver the boundary mapping and demarcation process • Establish functional GIS platform to initiate boundary mapping process. • Conduct Federal Structure institutional arrangement mapping: baseline for federalism dialogue. • Establish Inter- Government Regional Forum to initiate federalism dialogue and develop framework on different aspect of federalism process • Support exposure visits/capacity development of FGS/emerging states in federalism process to other federal structure countries.
Output 3: Foundational support to interim state administrations to ensure an appropriate physical working environment is provided	<ul style="list-style-type: none"> • Completion and handover of office spaces and conference halls for Jubbaland, Galmudug and Hirshabelle states. • Completion of the construction of MOIFA perimeter wall • Initiate office space construction in Hirshabelle and Galmudug Interim Administration. • Initiate second round construction of office space in Jubaland, South West and Galmudug. • Provide need based office equipment support to the emerging states.
Output 4: The capacity of interim state administrations with a dedicated focus on 'core public sector capacities' is enhanced	<ul style="list-style-type: none"> • Recruited additional consultants to support the federalization process of the Federal Government of Somalia • Finalize Strategic plans for Southwest, Jubbaland, Hirshabelle and Galmudug in line with NDP. • Finalization of organizational structure for Southwest, Jubaland, Hirshabelle and Galmudug. • Development of Standard Operating procedures/Administrative



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	<p>procedures in President offices, ministries of emerging states</p> <ul style="list-style-type: none"> • Establish regional aid coordination mechanism in at the state level feeding to the National Aid coordination forums/SDRF/PSG/NDP/functional. • Continue Capacity building trainings in core of government functions to civil servants- engage academia/government to initiate research/survey in the area of governance/ public administrations
Output 5: Civic participation and engagement with interim state administrations is strengthened	<ul style="list-style-type: none"> • Strengthen civic participation and engagement of community representatives, media, civil society organizations and other stakeholders. • Civic participation and engagement of inter-ministerial committees and inter-governmental forums for citizens in Somalia. • Establish Public accountability forums in all emerging states- state reports to the citizens. • Conduct nation-wide federalism Radio/Media campaigns jointly with UNSOM Strategic communication unit. • Establish CSOs – State forums in emerging states to engage CSOs in governance and development processes and state citizen linkages.



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ANNEX 1. RISK MANAGEMENT FOR (FOR 1ST APRIL TO 31ST DECEMBER), 2016

The StEFS implementation team employed various mitigation measures during the year 2016 to manage risks at the level of interventions (inputs and activities), outputs and outcome in lieu to the fragile context of Mogadishu and in many parts of South and Central Somalia where this Project is being implemented. The Risk Log table below provided synopsis of the major risks assessed, the likelihood and impact of each, and mitigation measures that was applied during the year 2016;

Type of Risk ⁶	Description of Risk	Mitigating Measures
Political risk – state level	StEFS Project Document: Emerging federal state leadership, including recent ministerial appointments, is still extremely new. Hence, it is not surprising that there have been no significant overhauls of leadership. Still, this cannot be discounted, based on federal level precedence and potentially volatile power dynamics in the regions. <i>[Likelihood: Medium; Impact: High]</i>	StEFS Project Document: While StEFS work closely with executive level leadership of recently formed ministries, it also intentionally targets senior and mid-level ministry personnel at the state administration level, so that should there be a state Cabinet reshuffle, the StEFS project will have engaged in capacity support with staff who may likely remain in their posts. As an example, at the federal level, StEFS has been engaged primarily with the leaderships of the emerging federal states and other Federal Government structures such as the Director General for Federalism within MOIFA, who has retained his post along with his team.
	Update: Continued tensions between inter-clan groups in Hiran and Middle Shabelle continue to delay progress on the formation of the state. Ongoing disputes in other established emerging states could challenge their legitimacy.	Additional Measures: Working in conjunction with other international actors, inclusive processes were used to facilitate dialogue between disputing groups in the emerging states. Project teams monitored political developments and adjust the implementation schedule accordingly.
Political risk – federal level	StEFS Project Document: It is possible that the work of the BFC will take time due to political competition. Further, based on recent history, any further Cabinet reshuffle will likely paralyze progress towards Vision 2016 deliverables. <i>[Likelihood: Medium; Impact: High]</i>	StEFS Project Document: As noted above, StEFS ensure that it works with Director General (DG) and Department Head level staff from MoIFA, staff who typically retain their posts during and after major changes in Federal Government leadership. StEFS work with the DG of Federalism and his team to work with the BFC, including identifying what further support may be required for the BFC to function effectively.
Physical insecurity	StEFS Project Document: Serious deterioration of the security situation, either within Mogadishu where the senior Project Management Team will be based, or in emerging federal state capitals, where StEFS will employ field staff. <i>[Likelihood: Medium; Impact: High]</i>	StEFS Project Document: The UN has proven that it can and will continue to work from Mogadishu despite ongoing security challenges. The StEFS Project Manager and some of the Project Management Team were based in Mogadishu, so continuity of programming is likely even

⁶ Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other.



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	<i>High]</i>	in the case of regional insecurity or isolated incidents in Mogadishu. In state capitals, StEFS does not employed full time international staff, but rather relied on senior local staff. These staff may be temporarily relocated if necessary either to Mogadishu or to another state capital but will continue to monitor project activities.
	<p>Update: Security threats continue to be a key risk to project implementation, especially in the lead up to the elections. On 30 August, a truck bomb targeting the SYL Hotel in Mogadishu caused peripheral damage to the BFC's offices, which were provided and equipped through the first phase of the project. Though BFC staff/members were unharmed, the damage to the property has had a negative impact on operations.</p> <p>Also the increased VBIED attacks and AS assassination attempts during the reporting period which is a serious concern.</p>	<p>Additional Measures: The project make use of third party monitors for activity monitoring to support oversight in locations that might be inaccessible to the project team. In addition, the project exercise flexibility in the sequencing of its implementation, especially at the regional level. Security risks can be reduced by deferring, or restricting the level of operations in insecure areas until these areas have been stabilized.</p>
Project support	<p>StEFS Project Document: Lack of agreement on coordination and cooperation arrangements. <i>[Likelihood: Low; Impact: High]</i></p>	<p>StEFS Project Document: Agreement with MOIFA has also been reached on the precursor to StEFS, the recently concluded PIP project. As part of the StEFS design process, the project team has consulted emerging state administrations in Baidoa, Kismayo and Adaado on the proposed project components, all of which have expressed support for the concept.</p>
	<p>Update: Agreement on project priorities has been reached and reflected in the signed Project Document and LOAs with MoIFA, BFC, OPM, JSS, GIA and ISWA. However, inefficiencies at the regional level and the centralized nature of the government could impact on the roll out of project activities. Also, coordination of the federalism related deliveries and tasks within the SFG proofed to be difficult.</p>	<p>Additional Measures: The project team ensures the implementation of planned initiatives by encouraging political commitment centrally and locally by supporting government coordination mechanisms and widely communicating those initiatives. The project team also work with development partners to identify entry points to anticipate and overcome any obstacles. Moreover, the project will regularly engage donors and government through consultation and coordination efforts facilitated through project board meetings and the PSG 1 working group. It is decided that the OPM will coordinate the federalism process.</p>
Project start-up and personnel	<p>StEFS Project Document: Delays in recruitment of project management and international and national full-time technical staff. Absence of qualified consultants to implement the assignment. <i>[Likelihood: Medium; Impact: High]</i></p>	<p>StEFS Project Document: Recruitment were all planned well in advance to ensure timely deployment of required staff – both national and international. The project uses CTG, a recruitment firm with a roster of consultants/advisors that can be recruited rather quickly.</p>
	<p>Update: There is a lack of qualified human resources at the regional level that affects project work with the government administration and</p>	<p>Additional Measures: The project adopted competitive bidding to select competent contractors. Field staff, together with officials from the</p>



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	also with the field offices. Under StEFS and the previous phase of the project, the project supports the emerging state administrations with local technical advisors/officers and graduate interns. Some of the embedded human resources themselves require training before they can fully take up their role in developing the capacity of their respective institutions.	emerging state administrations and departments of Federal Directorate of MoIFA staff, undertaken regular monitoring and evaluation of services provided to take corrective action when necessary.
Financial risk	StEFS Project Document: Misappropriation or misuse of project funds. Lack of financial oversight at the project activity level. <i>[Likelihood: Low; Impact: High]</i>	StEFS Project Document: Because the project was managed under UNDP's Direct Implementation Modality, all procurements were managed by UNDP. There were no direct fund transfers to state level governments under this project. All sub-contracts with consultants, service providers, or CSOs/NGOs was administered according to UNDP procurement guidelines. StEFS employed full time project staff on the ground in each activity location who monitor usage of assets or services provided to project beneficiaries. These staff were supported by the project's M&E officer, project assistant and UNDP's finance department.
	Update: There is no evidence of funds being diverted or misappropriated in the current reporting period.	Additional Measures: N/A
Potential exclusion of minority groups	Newly Identified Risk: There are groups that continue to be marginalized in all sections of Somalia society, such as groups based on ethnicity and age. Marginalization based on ethnicity can lead to feelings of exclusion that can fuel inter-clan tensions and violence and, in turn, derail the process of state formation and building. For example, clan representation at reconciliation meetings and within the future interim administration is a key source of the delay in the Hiran and Middle Shabelle state formation process. Though Somalia's youth population is significant in numbers, it is marginalized in terms of opportunity, with staggeringly high youth unemployment. Young people in Somalia experience three forms of exclusion — sociocultural, economic and political — resulting in them becoming both victims and sources of conflict.	UNDP recognizes the risk and tried to ensure that all program activities address this issue and that marginalized groups are encouraged to participate. Where feasible, arrangements in the sense of quota — for instance in representative bodies — were made. Youth were directly engaged in the project as interns. The project has also provided support for forums that bring together young people to promote youth leadership and provide training on aspects of governance and federalism. The project also work with influential federal and regional stakeholders, along with international partners such as IGAD, to ensure inclusive representation from minority groups in reconciliation activities and state formation processes. Indicators of inclusiveness have been incorporated in the project's results framework and monitoring plan.
Potential adverse impacts on gender	Newly Identified Risk: While there has been some progress in Somalia government institutions, such as within the federal parliament and some notable ministerial appointments, women remain under-represented across government. Prevailing traditional practices and security	StEFS continue to promote the role of women as peacemakers and leaders. For example, individual women of influence and women's groups were given prominent voices during reconciliation activities. In addition, women in government benefit from targeted mentoring from



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equality	concerns could deter women from seeking selection for leadership positions or even from participating in consultations to express their interests.	the UNDP's gender unit, which was in addition to their participation in core of government functions training made possible through the project. A gender action plan was developed to promote women's participation, including in decision-making processes, and targets for women's representation have been incorporated in the project's results framework.
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ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES (FOR 1ST APRIL TO 31ST DECEMBER,) 2016

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Engineer site visit (ISWA-MoPIC/Baidoa)	1-8 May	Supervision and quality control inspection of the ongoing construction of the ISWA MoPIC office in Baidoa in order to release payments.	<ul style="list-style-type: none"> The work is being done in accordance with what was stipulated in the BOQ. 44% of total works has been completed. Some changes and additional work was recommended, including: (1) construction of an elevated water tank; (2) turning one of the septic tanks into an underground water tank; and (3) construction of three rooms inside the conference hall. The vendor has accepted these modifications to the original plan. The engineer issued the certificate needed for the vendor to receive the first payment installment, but urged the vendor to expedite the construction works to meet the established deadline.
Third-party activity monitoring (FGS-MoIFA/Jowhar)	9-10 May	TPM of an outreach workshop in Jowhar to increase harmonization and awareness raising of federalization among clan representatives, CSOs and media. Included verification of participant attendance and composition and assessment of achievement of objectives defined in the concept note, as well as interviews with a sample of participants to gather their opinions about the quality and usefulness of the workshop.	<ul style="list-style-type: none"> Respondents noted that the workshop allowed them space to express their opinions, and to develop an understanding of federalism, state formation/building, and the importance of politics and social mobilization. Respondents also noted that workshop facilitation could be improved. A political clan and sub-clan conflict occurred during the workshop. A key recommendation from participants is to increase representativeness of women.
Third-party activity monitoring (BFC/Mogadishu)	17 May	Third-party monitoring (TPM) of the BFC consultative workshop in Mogadishu. Included participant attendance verification and an assessment of the quality of workshop	<ul style="list-style-type: none"> One-day workshop on consultations is not enough to capture all ideas, opinions and recommendations of the stakeholders in Banadir region.



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Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
		delivery.	<ul style="list-style-type: none"> Issue of boundaries needs more exercise and further consultative processes with all stakeholders. BFC should commence immediately to collate all Somali maps, working with former military cartographers and engaging donor communities.
Third-party activity monitoring (ISWA/Baidoa)	31 May – 5 June	TPM of the Merka reconciliation conference, including participant attendance verification, as well as assessment of the inclusiveness of the process.	<ul style="list-style-type: none"> “The mission gave fair consideration to both sides of the conflict and handled the discussions with a lot of professionalism giving the affected community members the opportunity to express themselves freely.” “The results of the meetings show that with more effort put in consultations and discussions, peace can easily be achieved.” To strengthen the capacity of the ‘Ramadan Ceasefire Committee,’ the government must “win back the trust of the people of Merka district through confidence building activities.”
Direct Implementation Modality (DIM) audit (UNDP projects)	May – June	DIM project audits are conducted to provide assurance that resources are being used effectively and efficiently for the purposes intended and in accordance with UNDP policies and procedures.	<ul style="list-style-type: none"> The audit recently concluded. The findings report, including the opinion of the auditors on the financial statements of the project, is not yet available.
Third-party monitoring (Mogadishu/BFC)	18-19 July	TPM of BFC LoA	<ul style="list-style-type: none"> UNDP to support hiring of a Technical Advisor to replace the late Mr. Ibrahim Elmi to ensure activities are implemented within the prescribed time. <i>Note:</i> A newly-recruited Technical Advisor commenced work with the BFC on 3 August. UNDP to fast track on the procurement process of the GIS laboratory, equipment and printing machines to facilitate BFC work. The pace of implementing some of the project activities is slow given the timeline for the project.
Third-party monitoring (Mogadishu/MoIFA)	17 July	TPM of MoIFA LoA	<ul style="list-style-type: none"> Most activities had not been implemented by the time the partner was being assessed. MoIFA should speed up implementation to ensure project activities are



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Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
			carried out as scheduled in the quarterly plans.
Third-party monitoring (Mogadishu/MoIFA)	28-30 July	Citizen bill workshop – TPM	<ul style="list-style-type: none"> • Appraisal the outcome of this workshop and share with the cabinet and the federal parliament. • Increase awareness, workshops, roundtables and education on relationship between the draft citizenship law and the federal system for attending community in different states in Somalia. • To finalize the national draft constitution before elections and vote by federal parliament members to assert the final version of the citizenship law.
Third-party monitoring (Kismayo/JSS)	6-8 August	Jubbaland citizen participation of state planning forum	<ul style="list-style-type: none"> • To have more consultative workshops/forums to enable accountability and state planning participation for all community sectors. • Engage stakeholders on both federal and state level in the development of plans for Jubbaland state. • Security, production and infrastructure plans should be the first priority for Jubbaland State
Project monitoring	14-18 August	Project monitoring and planning visit to Kismayo/Jubbaland; meetings with the Ministry of Interior and Reconciliation, Independent Civil Service Commission (CSC)	<ul style="list-style-type: none"> • Conflict analysis meetings/workshops be supported through the project so that the ministry better understand what actual conflicts exist in the territory before engaging in reconciliation efforts. • Key priority needs of the CSC include: operational support (office stationary, internet, electricity bill); capacity building support for the Commission; renovation of the Commission's office; and a study trip to Kenya to learn from Kenya's CSC.
Third-party monitoring (Mogadishu/BFC)	15 August	Consultative workshop on boundaries/federalism with religious elders/intellectuals	<ul style="list-style-type: none"> • The boundaries of regional states that the country will have should be implemented with Mutual Understanding and recognition of nationalism while avoiding developments that could cause segmentation or could be a threat for the co-existence of the people and governmental vision. • The boundaries of regional states should be mirroring the nationalist sentiments and the future ambitions of



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Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
			<p>the Somali citizens.</p> <ul style="list-style-type: none"> • When determining the boundaries of regional states and already existing districts in the country, modern techniques should be employed. • The boundaries of regional states should not bring about undesirable outcome that could challenge the ways of living or limit free movement of the people of Somalia. • To actively engage regions where boundary disputes exist and to search for solutions that does not damaging to the national unity.
Third-party monitoring (Adaado/GIA)	20-25 August	Galmudug youth conference	<ul style="list-style-type: none"> • To increase the number of workshops which creates more positive awareness on federalism and state building for the youth and women in Galmudug State for their inclusive participations. • The participants also recommended the use of social media such as Facebook and Twitter in order to enhance the connection and the networking of Somali youth so that they are in a position to discuss about the future of their country as far as political affairs is concerned.
Third-party activity monitoring (FGS-MoIFA/ Mogadishu.)	21 st September 2016	<p>Debates/Outreach/Media/Events</p> <p>MoIFA organized a consultative workshop on the 21st September 2016 at City Palace Hotel-Mogadishu. It was the 2nd debate following the one that was held in July 2016.</p> <p>The discussion was on the formation of the Inter-Ministerial Consultative forum for effective communication at all levels between the Federal Government and member states</p>	<ul style="list-style-type: none"> • MoIFA proposed establishment of an interim Inter-Ministerial Consultative Forum (IMCF) constituting representatives from the member states, to initiate national dialogue on key aspects of federalism, including transparent, effective and equitable management of natural resources and revenues. • TV and Media productions can be accessed: https://www.youtube.com/watch?v=4FBdrgsHjMc https://www.youtube.com/watch?v=gZ-YN-1YmL4&feature=youtu.be
Third-party activity	September,	Conferences and Workshops for Information-sharing and	<ul style="list-style-type: none"> • Delay in the implementation of some of the key



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Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
monitoring (FGS-MoIFA)	2016	coordination meetings.	<p>components like the drafting of charters, constitutions and policy documents on federal/state by MoIFA is slowing the project</p> <ul style="list-style-type: none"> MoIFA should involve more women in the consultative process to ensure that the documents developed are gender responsive
Third-party activity monitoring (BFC)	Oct 2016	Briefings, workshops, retreats and training for BFC (including in the area of gender equality and sensitization process)	<ul style="list-style-type: none"> Most of the respondents were sensitive to the perception that federalism and boundary issues might lead to identification of “winners” and “losers.” It was recommended that IBFC to carry out its outreach programmes in all the Somali regions by widely consulting with public, civil society groups, religious elders, intellectuals as well as youth and women groups. BFC held a consultative workshop with Stakeholders on the BFC Strategic Plan for the period from 2016 to 2020.
Project Board Meeting	1 August 2016	The final PIP expenditure figures was dilated upon, in addition to other items such as Q2-2016 UN MP TF Quarterly Report, Newsletter, and the inception report on the Baseline Perception Survey on Federalism.	Deviations from the PIP budget were noted. “No objection’ was made by the Project Board members to the revised/increased expenditure of the PIP. The cost amendment of the PIP was endorsed with the revised PIP budget of USD 4,751,355 (until 31 st of March 2016).
Project Board Meeting	15 th December 2016	The regular meeting of the Joint Project Board took place and the participants were fully taken through updates of the StEFS as were as political update of the Hirshabelle election. Remarks from partners/emerging state members were also address.	<p>It was unanimously agreed that estimated UNMP TF/PBF unspent contribution under PIP to be transferred to the current phase of the StEFS project. This includes ‘No cost extension’ of PBF contribution until March 2017.</p> <p>The StEFS Project Manager to request for a sign documentation from Office of the Prime Minister to refers to the Interims Administration as State.</p>



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ANNEX 3. TRAINING DATA (FOR 1ST APRIL TO 31ST DECEMBER,) 2016

#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry, District or UN staff	Others		M	F	Total			
1.		Genuine Traditional Elders & delegates from Hiran & Middle Shabelle	9 May	99	1	100	Outreach related to harmonization and awareness raising of federalization among stakeholders and clan and sub-clans	Jowhar	FGS/MoIFA
2.		CSO & media	10 May	46	36	82			
3.	Embedded technical advisors/ officers and interns at ISWA, JSS, GIA, BFC and MoIFA		23-24 May	14	4	18	State formation retreat/planning workshop (incl. training session on monitoring & reporting)	Mogadishu	UNDP/ UNSOM
4.	JSS CSC senior staff		May-June	6	3	9	On-the-job and 3-day training session on procedures and administrative practices	Kismayo	UNDP (international consultant)
5.	Ministerial officials from Puntland, GIA, ISWA & JSS; senior officials from MoIFA, OPM & BFC; and UNDP project team staff (3M:1W)		30 May – 3 June	14	3	17	Federalism study tour program	Switzerland	Government of Switzerland (Department of Foreign Affairs) & UNDP
6.		Current & emerging community leaders for 5 villages of Kismayo	3-5 June	29	36	65	Peacebuilding & conflict management workshop	Kismayo	JSS MoPIR
7.		Media personalities	15-17 June	34	6	40	Training workshop on governance, peacebuilding and state-building	Kismayo	JSS Office of the President & MoPIR



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#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F	Total			
8.	ISWA Ministry of Women	Universities, CSOs	29-30 June	0	31	31	Political participation sensitization workshop for women	Baidoa	BWDO/ UNDP
9.	ISWA civil servants		18-20 July 2016	24	6	30	Communication & public outreach workshop	Baidoa	ISWA MoPIC
10.	JSS civil servants working in procurement departments		24-26 July 2016	39	6	45	Procurement training of JSS civil servants	Kismayo	JSS Ministry of Planning
11.	JSS Key Ministries' staff		1-3 Sept 2016	42	8	50	Public financial management training for JSS staff	Kismayo	JSS Ministry of Planning
12.	Women of ISWA Ministry of Women's Affairs	CSO representatives	14-16 August 2016	0	26	26	Workshop on the role of women in conflict resolution	Baidoa	ISWA MoPIC & Ministry of Women's Affairs
13.	BFC members		31 August to 3 Sept. 2016	66	13	79	BFC strategic planning/public engagement and communication strategy workshop	Mogadishu	BFC/UNDP
14.		Ramadan Ceasefire Committee members	8-11 September 2016	35	8	42	Training workshop for Merca ceasefire monitors & supports	Merca	ISWA Ministry of Reconciliation & Constitutional Affairs
15.	Ministerial officials from GIA, youth, intellectuals and women from the Adado communities		2 nd to 4 th October 2016	70	30	100	Workshop on Good Governance, Leadership and Management	Adaado	GIA
16.	Ministry of Women,		15-21 Oct-2016	19	21	40	Women on Political Participation Discussion Forum	Adaado	GIA



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#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F	Total			
	Parliamentarians, traditional elders, women, Diaspora, CSO								
17.	GSS Ministries, parliaments, Hobyo district commissioners	CSOs and Private Sector, Women groups and Youth	Nov 9 -12, 2016	56	44	100	Federalism and state building outreach	Hobyo	GIA
18.		BFC	Oct 17 – 28, 2016	7	1	8	GIS/GPS Training	Nairobi	BFC
19.	MOPIC, and Ministry of Finance	<ul style="list-style-type: none">CSOsMP	12-13 Dec, 2016	24	6	30	Civil society Engagement in State Formation	Youth Center, Baidoa	MOPIC, SOSWENSA
20.	MOPIC, Youth & Sports, Health, Finance, DDR		10-12 Dec, 2016	23	7	30	Conflict Management Training	Youth Center, Baidoa	MOPIC Team & Abdirahim Nor, SIPEJ
21.	Ministry of Gender, Three women ambassadors, Vice president JSS		25 – 27 Oct, 2016	10	190	200	Women’s Political Participation support forum	Tawakal Hotel, Kismayo	Ministry of Gender and human rights JSS
22.	JSS diaspora	CSO/ Government Officials	13-14 December 2016	455		455	Role of diaspora for State building	Mecca Hotel	MOPIC and UNDP
	Total			1,112	486	1,597			



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ANNEX 4. OTHER WORKSHOP & MEETING DATA FOR (1ST APRIL TO 31ST DECEMBER,) 2016

#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F	Total			
1.		CSOs	20 April	16	9	25	Consultative strategic planning meeting with ISWA Cabinet and CSOs	Baidoa	ISWA MoPIC
2	ISWA Cabinet		21 April	23	1	24			
3	GIA Ministers, UNDP/UNSOM project staff		28 April	12	3	15	Introductory meeting on development of strategic planning for GIA	Mogadishu	UNDP & GIA
4	GIA Vice President, Deputy Speaker, Cabinet Ministers and Deputy Ministers; Adaado Mayor/staff; UNDP-supported interns/advisors at GIA; UNDP CD & UNDP/UNSOM project staff		3 May	25	9	34	Mission to Adaado	Adaado	UNDP & GIA
5	ISWA Ministries, UN agencies	INGOs, NNGOs	12 May	32	1	33	ISWA aid coordination meeting	Baidoa	ISWA MoPIC & Ministry of Finance
6	BFC		15-24 May	8	1	9	Introductory workshop on strategic planning & consultative meetings	Mogadishu	UNDP
7	Banadir Governor's Office representatives, District Commissioners and their teams, MoIFA representatives	Military cartographers, boundary experts, selected civil society members (women, youth, local CSOs), researchers	17 May	76	33	109	Consultation with Banadir regional authorities in determining the regional line and district demarcation process	Mogadishu	BFC



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#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F	Total			
8	ISWA Ministers, Deputy Ministers, MPs, UN agencies	CSOs, academics	24-25 May & 28-30 May	146	15	161	Southwest strategic planning sessions for the five sectors	Baidoa	ISWA MoPIC
9	ISWA Ministers, MPs	Merka residents, youth leaders, SNA, AMISOM, women’s groups, academics, business community, civil society	31 May – 5 June	118	34	152	Lower Shabelle/Merka reconciliation conference	Merka	ISWA Ministry of Reconciliation & Constitutional Affairs
10	BFC delegates, JSS government officials (incl. President, Deputy Speaker of Parliament, MPs, Ministers)		15-22 June	17	0	17	BFC visit to Jubbaland (unofficial)	Kismayo	BFC
11	BFC delegates, Puntland State government officials (incl. President, Vice President, Deputy Speaker of Parliament, MPs, Ministers)		16-28 June	16	3	19	Official BFC visit to Puntland	Garowe	BFC
12	ISWA Cabinet (Ministers, deputies, Aid Coordination Unit/ACU and other governmental officials)	CSO/NGO representatives	24-25 July 2016	27	2	29	ISWA regional engagement strategy plan / framework development for aid coordination	Baidoa	ISWA MoPIC
13	FGS representatives, FMS representatives	Civil society members, religious	28-30 July 2016	88	53	141	Citizen bill workshop	Mogadishu	MoIFA



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#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F	Total			
		leaders							
14	FGS representatives, BFC members, Banadir regional administration	CSOs (incl. representatives from youth and women’s groups)	31 July 2016	34	14	48	Federalism outreach/debate – understanding federalism and state building process	Mogadishu	MoIFA
15			21 September 2016	24	7	31			
16	GIA Cabinet	CSOs	2 August 2016	18	3	21	Galmudug regional engagement development strategy framework consultation	Adaado	GIA
17	JSS MoPIC, JSS Office of the President	Kismayo community leaders, community members and government officials/staff	6-8 August 2016	60	40	100	Jubbaland citizen participation of state planning forum	Kismayo	JSS MoPIC/Office of the President
18	GIA Ministry of Education, Galmudug MPs, Abduwaq District Commissioners	Traditional elders, women, diaspora, CSOs	9 August 2016	49	51	100	Public outreach on federalism for selected Galmudug districts	Abduwak	GIA
19	JSS staff	CSOs and other citizens	22-25 August, 2016	95	25	120	Consultations on Regional Engagement regarding Aid Coordination	Kismayo	JSS
20	ISWA government officials and CSOs		27-29 August 2016	63	6	69	National Development Plan advisory council meeting for ISWA	Baidoa	ISWA MoPIC
21	Ex-Banadir regional	Religious leaders,	15 August	57	13	70	Consultative workshop on	Mogadishu	MoIFA, BFC



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#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F	Total			
	authority, current Banadir administration, MPs, Independent Commissioners, MoIFA and relevant line ministry representatives	selected civil society members	2016				boundaries/federalism with religious elders/intellectuals		
22		CSOs, women’s groups	15-17 August 2016	47	23	70	Federalism and good governance workshop for CSOs/women’s groups	Kismayo	JSS Office of the President, Ministry of Women, Family Affairs & Human Rights
23		Somali youth in Galmudug districts	20-25 August 2016	37	13	50	Galmudug youth conference	Adaado	GIA Ministry of Youth & Sport, Galmudug Youth Organization
24	GIA Ministers, UNDP/UNSOM project staff		23-24 August 2016	14	3	17	Strategic planning for GIA – 2 nd meeting	Mogadishu	GIA
25	ISWA government officials, UN agencies (Unicef, UNOCHA, UNDP, UNHCR)	NGOs, INGOs (DRC, COOPI, WV, GREDO, NRC, Concern and others)	24 August 2016	31	3	34	Aid coordination meeting – ISWA	Baidoa	ISWA MoPIC/UNDP
26	GIA Minister of Constitution and Reconciliation, MPs, Galkayo District Commissioner, Deputy	Elders and women from the conflicting communities	24-27 August	68	32	100	Reconciliation conference for the Samater Agane and Mohamed Agane communities	Galkayo	GIA



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#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry, District or UN staff	Others		M	F	Total			
	Commissioner of Galkayo District								
27	Ministries, UN agencies (Unicef, UNOCHA, UNDP)	INGOs, NNGOs, NRC, DRC	27-29 August	63	6	69	ISWA strategic planning consultations	Baidoa	ISWA MoPIC/UnDP
28	Jubbaland Ministers, MPs	Youth leaders, women’s groups, civil society	31 August – 6 September	162	88	250	Gedo peace conference	Dollow	JSS Office of the President
29	Office of the President, Members of Parliament, Prime Minister’s Office, Line ministries	Civil society and academic institution	1 st Sept., 2016	63	16	79	Strategic framework/policy of BFC role in federalism and boundary demarcation workshops with CSOs	Mogadishu	BFC
30	GSS Ministers,	CSOs and Private Sector, Women groups and Youth	26to 29 of Oct 16	25	5	30	Strategic Planning workshop	Adaado	GIA
31	MOPIC, MOIFA, Justice, Security, Finance and ministry of Constitution.	BFC, OPM, Reconciliation Committee,	Nov 221 2016	18	2	20	Pre-IGR Conference Consultation Meeting	Mogadishu	MOIFA
32	Ministerial officials from Puntland, GIA, ISWA & JSS		Dec 6 – 9, 2016	62	10	72	IGR forum		
33	Ministerial and senior officials from JSS		9 th -15 th Oct, 2016	11	1	12	Consultative meeting on Strategic Plan at individual ministry level	UNSOM Office, Baidoa	MOPIC Team & Abdirahim Nor
34	Ministerial and senior officials from ISWA		03 – 08 Nov, 2016	8	1	9	Consultative meetings on FR at individual ministry level	UNSOM Office, Baidoa	MOPIC Team & Abdirahim Nor
35	Ministerial and senior officials from all		24 th -27 th Oct, 2016	70	30	100	JSS Public Accountability Forum	Masha Allah hotel	MOPIC Team & Ahmed Guled



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#	Target Group		Dates	# of participants			Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F	Total			
	institutions in JSS								
36	Ministerial and senior officials from JSS	<ul style="list-style-type: none">CSOsMP	10-13 Nov, 2016	40	20	60	JSS Institutional Development Meetings	Agan Hotel	Jens interventional Consultant
37	Ministerial and senior officials from JSS		10-14 October, 2016	75	25	100	Jubbaland Strategic development forum	Agan Hotel	MOPIC, OPM, Int. Consultant Francesco
	Total			1,798	601	2,399			

ANNEX 5. HUMAN RESOURCES SUPPORT FOR (1ST APRIL TO 31ST DECEMBER,) 2016

Institution/ Administration	Location	Position	Number		Current Contract Start Date	Status	
			M	F		Retained	Newly Recruited
FGS MoIFA	Mogadishu	Senior Technical Advisor	1	0	April 2016	X	
		Outreach and Reporting Advisor	1	0	April 2016	X	
		Admin & Finance Advisor	1	0	April 2016	X	
		M&E Advisor	1	0	April 2016	X	
		Logistics Advisor	0	1	April 2016	X	
		Desk Officer	3	1	June 2016	X	
		Intern	7	3	April 2016	X	
OPM	Mogadishu	Technical Advisor – Liaison & Coordination	1	0	August 2016		X
		Technical Advisor – Communication & Reporting	1	0	August 2016		X
BFC	Mogadishu	Planning Advisor*	1	0	August 2016		X
		Asst. Technical Officer	0	1	June 2016	X	
		Intern	2	1	June 2016	X	
GIA	Adaado	Planning & Coordination Advisor	1	0	June 2016	X	
		Technical Officer	1	1	April 2016	X	
		Technical Officer	0	1	August 2016		X



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Institution/ Administration	Location	Position	Number		Current Contract Start Date	Status	
			M	F		Retained	Newly Recruited
		Intern	6	4	June 2016	X	
ISWA	Baidoa	Outreach Advisor	1	0	April 2016	X	
		Planning Advisor	1	0	April 2016	X	
		Technical Officer	1	0	June 2016	X	
JSS	Kismayo	Planning & Coordination Advisor	1	0	July 2016	X	
		Technical Officer	1	0	July 2016	X	
		Intern	8	1	July 2016	X	
Total			40	14			

**Note:* This position replaces the Technical Officer that was killed in Nasa Hablod attack on 25 June.

ANNEX 6. EQUIPMENT, FURNITURE & SUPPLIES PROVIDED FOR (1ST APRIL TO 31ST DECEMBER,) 2016

Recipient	Date of Handover	General Description	Comments	Quantity
ISWA	23 December 2016	Chair	Executive Chairs for Meeting – VIP (Making up and down executive fabric original one)	40
ISWA	23 December 2016	Conference table	Conference Table (Wood veneer and top grade MDF. Size:1800/2000*1000*760mm. Reddish in color)	1
ISWA	23 December 2016	Desks	Office Desk – VIP (High quality modern executive desk manager office table. size: main table size:1800*900*760cm. Reddish in color)	1
ISWA	23 December 2016	Chair	Chair for Boss – VIP (Making up and down executive fabric original one)	1
ISWA	23 December 2016	Sofa set	Sitting SOFA Set– VIP (Solid birch/oak wood, linen/cotton/velvet/ polyester fabric. Size 2400*900*1200)	1
ISWA	23 December 2016	Photocopier	Photocopier Machine Canon (Canon IR 2520, network, usb double side)	1
ISWA	23 December 2016	HP Desktop Computers	HP Desktop Computers (brand Hi-speed cpu intel core i5 memory ram 4gg Hdd:500gb Gh processor 3.0 lcd screen 18.5 inches +mouse topical usb two bottoms with cable and keyboard usb with cable)	6
JSS	12 December 2016	Printers	HP LaserJet Printer M125a	20
JSS	12 December 2016	Printers	HP LaserJet Printer M125nw	19
JSS	12 December 2016	Desktop Computer	HP Desktop Computers (brand Hi-speed cpu intel core i5 memory ram 4gg Hdd:500gb Gh processor 3.0 lcd screen 18.5 inches +mouse topical usb two	20



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Recipient	Date of Handover	General Description	Comments	Quantity
			bottoms with cable and keyboard usb with cable)	
JSS	12 December 2016	Air Conditioning	AC 24000 & AC18000	3
GIA	7 December 2016	Printers	HP LaseJet Printer 402dn	2
GIA	7 December 2016		HP LaserJet Printer 225dn	1
GIA	7 December 2016	Projectors	LCD Digital Multimedia Projector. Mode: NEC NP-300X	3
ISWA	10 October 2016	Chair	Executive Chairs for Meeting – VIP, (Making up and down executive fabric original one)	18
ISWA	10 October 2016	Chair	Chair for Boss – VIP (Making up and down executive fabric original one)	2
ISWA	10 October 2016	Water dispenser	Water dispenser	2
ISWA	10 October 2016	Refrigerator	Refrigerator	1
ISWA	10 October 2016	Sofa Set	Sitting Sofa set with table- VIP	1
ISWA	10 October 2016	Projector	Projector - SONY	1
ISWA	10 October 2016	Standing board	Standing board for the projector	1
ISWA	10 October 2016	Whiteboard	White board	1
GIA	26 September 2016	LCD Digital Multimedia Projector.	Model: NEC NP-302X	3
GIA	26 September 2016	Printer	HP LaserJet Printer 402dn	2
GIA	26 September 2016	Printer	HP LaserJet Printer 225dn	1
ISWA	6 September	Laptops	Dell Latitude E6440 Laptop (14.0")	11
ISWA	6 September	Desktop Computers	Dell Optiplex 7020 Mini Tower Desktop	12
ISWA	6 September	Computer Monitors	Dell monitor S2216H (21.5") VGA & HDMI Dell Monitors	12
ISWA	6 September	Printer	HP Laserjet Printer 402dn	3
ISWA	6 September	Computer Accessories	Dell USB Mouse	12
ISWA	6 September	Accessories	Targus 14.1" Carry Case	11
JSS	11 August 2016	Printers	HP LaserJet Printer, 402dn	3
JSS	11 August 2016	Laptops	Dell Latitude E6440 Laptop (14.0")	8
JSS	11 August 2016	Desktop Computers	Dell Optiplex 7020 Mini Tower Desktop	3
JSS	11 August 2016	Computer Monitors	Dell monitor S2216H (21.5") VGA & HDMI Dell Monitors	8



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Recipient	Date of Handover	General Description	Comments	Quantity
JSS	11 August 2016	Computer Monitors	Dell 22" P2213 Black LCD Monitor Widescreen	3
JSS	11 August 2016	Computer Accessories	Dell USB Mouse	8
JSS	11 August 2016	Computer Accessories	Docking station	8
JSS	11 August 2016	Computer Accessories	Dell UK Keyboard	8
JSS	11 August 2016	Accessories	Targus 14.1" Carry Case	8
JSS	11 August 2016	Office furniture (desks/tables)	L-shaped office desk 1800x1800x750m as per LTA 2015.030.OPS	12
JSS	11 August 2016	Office furniture (desks/tables)	Oval conference table – Modular in grey finish 3300 x 1500 x 750	3
JSS	11 August 2016	Office furniture (desks/tables)	Oval conference table – modular in grey finish 3300 x 1500 x 750	1
JSS	11 August 2016	Office furniture (desks/tables)	L-shaped office desk of size 2100 x 2100 x 750mm	3
JSS	11 August 2016	Office furniture (desks/tables)	L-shaped office desk of size 1800 x 1800 x 750mm	3
JSS	11 August 2016	Office furniture (desks/tables)	Oval conference table (wooden) – cherry beech	2
JSS	11 August 2016	Office furniture (cabinets)	High level cabinet with glass and full doors at the bottom which are lockable	15
JSS	11 August 2016	Office furniture (chairs)	Conference stacking or meeting chairs in blue fabric, black frame	45
JSS	11 August 2016	Office furniture (chairs)	Godot visitor chair with a corner table – blue fabric	56
JSS	11 August 2016	Office furniture (chairs)	Office sofa fabric – 5 seaters	1



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ANNEX 7: PHOTO FEATURE FOR (1ST APRIL TO 31ST DECEMBER,) 2016



BFC consultative workshop with Banadir regional authorities (Mogadishu/May)



FGS/MoIFA-led workshop on harmonization/federalism awareness-raising amongst clans & media/CSOs (Jowhar/May)



Role of media in governance & state-building workshop (Kismayo/June)



Political participation sensitization workshop for women (Baidoa/June)



Lower Shabelle reconciliation conference (Merka/May-June)



Federalism study tour (Switzerland/May-June)



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GIA strategic planning ceremony (Adaado/May)



Peacebuilding and conflict management workshop (Kismayo/June)



ISWA strategic planning consultative meeting with CSOs (Baidoa/April)



StEFS strategic planning workshop (Mogadishu/May)



Introductory workshop on strategic planning for BFC (Mogadishu/May)



ISWA sectoral meetings for strategic planning (Baidoa/May)



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<p>BFC consultative workshop on boundaries and federalism with religious elders/intellectuals (15 August, Mogadishu)</p>	<p>Public outreach on federalism for selected Galmudug districts (9 August, Abduwak)</p>	<p>Workshop on the role of ISWA women in conflict resolution (14-16 August, Baidoa)</p>
<p>Training on public procurement for Jubbaland civil servants (24-26 July, Kismayo)</p>	<p>ISWA communication & public outreach workshop (18-20 July, Baidoa)</p>	<p>MoIFA-led consultative meeting on citizenship bill (28-30 July, Mogadishu)</p>



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<p>Galmudug youth conference (20-22 August, Adaado)</p>	<p>Reconciliation for communities residing in Galkayo Districts (24-27 August, Galkayo)</p>	<p>UNDP Deputy Country Director (P) handing over ISWA multipurpose building to ISWA's Acting President (27 September 2016)</p>
<p>Report on ceasefire monitoring and Marka stabilization workshop (22nd – 25th September 2016)</p>	<p>MoIFA debate on Federalism, Mogadishu (21 September 2016)</p>	<p>ISWA multipurpose conference hall and offices</p>