

Strengthening Institutional Performance

Capacity Development Program

In Somalia

Quarterly Report III: July – September 2015

Strengthening Institutional Performance

Supporting the:

Federal Government Republic of Somalia

Government of Puntland

Government of Somaliland

Reporting Period	July – September 2015
Federal Government Counterparts	Ministry of Planning and International Cooperation, Office of the Prime Minister, Office of the President, National Civil Service Commission, Aid Coordination Unit, Ministry of Labor and Social Affairs, Ministry of Finance, Ministry of Women and Human Rights Development.
Government of Puntland	Ministry of Planning and International Cooperation, Civil Service Commission, Ministry of Labor, Youth and Sports, Puntland Good Governance and Anti - Corruption Bureau.
Government of Somaliland	Ministry of National Planning and Development; Civil Service Commission; Civil Service Institute; Good Governance and Anti-Corruption Commission; Solicitor General's Office
PSG	Cross-Cutting - Capacity Development
PSG priority	
Focus Locations:	Mogadishu, Garowe, Hargeisa
AWP Budget	6,781,907
Available Funds for year	4,909,135
Expenditure to date	3,682,265

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ABBREVIATIONS AND ACRONYMS

ACU	Aid Coordination Unit
AMISOM	African Union Mission in Somalia
AWP	Annual Work Plan
CBS	Central Bank of Somalia
CD	Capacity Development
CIM	Capacity Injection Mechanism
CSC	Civil Service Commission
CSI	Civil Service Institute
CSO	Civil Society Organization
DFID	Department for International Development
EU	European Union
FCO	Foreign and Commonwealth Office
FGC	Financial Governance Committee
FGS	Federal Government of Somalia
FR	Functional Review
GGACC	Good Governance and Anti-Corruption - Somaliland
GROL	Governance and Rule of Law Programme
IPRSP	Interim Poverty Relief Strategy Paper
ISF	Integrated Strategic Framework
JP	Joint Programme
JPLG	UN Joint Programme on Local Governance
LOA	Letter of Agreements
MIA	Mogadishu International Airport
MCG	Micro-Capital Grant
MoF	Ministry of Finance
MoLSA	Ministry of Labor and Social Affairs - Federal
MoNPD	Ministry of National Planning and Development - Somaliland
MoPIC	Ministry of Planning and International Cooperation
MOWHRD	Ministry of Women and Human Rights Development
MOU	Memorandum of Understanding
MPTF	Multi Partner Trust Fund (UN)
NGO	Non-Governmental Organization
NTR	Nothing to report
OPM	Office of the Prime Minister
OOP	Office of the President
PREP	Poverty Reduction and Environment Programme
PSGs	Peacebuilding and Statebuilding Goals
RBM	Results-Based Management
RoL	Rule of Law
SDRF	Somalia Development and Reconstruction Fund
SIDA	Swedish International Development Agency
TA	Technical Assistance
UNDP	United Nations Development Programme
UNSOM	UN Special Political Mission for Somalia
USAID	United States Agency for International Development
WB	World Bank

SECTION 1 – KEY DEVELOPMENTS DURING THE REPORTING PERIOD

Political and administrative developments

In the third quarter, the Federal Government of Somalia celebrated its 55th Independence Anniversary. During one of the celebrations the Somali President HE Hassan Sheikh Mohamud reiterated his commitment to Vision 2016 and the holding of general elections in 2016. The Federal Parliament endorsed nominees to sit on three constitutionally mandated Commissions – the National Independent Electoral Commission; the Boundaries and Federation Commission and Independent Commission for the Review and Implementation of the Constitution.

On 29 and 30 July 2015 the President and the UN SRSR Nicholas Kay hosted a first ever Ministerial High Level Partnership Forum (HLPF) in Mogadishu. This forum among other priority issues reviewed progress against the New Deal Compact focusing on political and security progress over the past 6 months.

On 12 August 2015 an impeachment motion against the FGS President was submitted to the Speaker of the Parliament by around 90 legislators. The impeachment motion listed a total of sixteen charges against President Hassan, including abuse of power, corruption, looting of public resources, failure to address insecurity, human rights abuses, detentions of political dissidents, interference with the independence of the judiciary and intentional failure to meet the requirements for elections in 2016¹. By the end of September the motion had been dropped by the Speaker of FGS Parliament, Osman Jawari reportedly because the lawmakers had opted for dialogue.

In other political developments, Somalia formed a National Consultative Forum (NCF) tasked with deciding a format for the 2016 parliamentary and presidential elections. Several stakeholders, including Somali and foreign officials, indicated that one person-one vote elections were unlikely to be possible due to lack of technical progress and insecurity². The NCF hold nation-wide meetings on 19 and 20 October 2015 in Mogadishu to agree on a decision on the 2016 election format.

In Puntland one of the major political developments was the stepping up of high-level engagements by State Government institutions with their respective Federal Government counterparts. On 19 September, the President of Puntland attended a Federal Government-hosted high-level meeting in Mogadishu on the on-going political consultation processes. In addition, the state government made an unprecedented move to step-up engagements at the national level on new deal and aid coordination, with the Minister of Planning and International Cooperation scheduled to attend the 5 October SDRF meeting in Mogadishu. These are significant developments, as they contribute to the process of making political and policy coherence between the two levels of government a reality.

One key development that was directly linked to UNDP's Capacity Development Program SIP project was the abrupt transfer of the ACU from the MOPIC to the OPM's office in the third quarter. The ACU is supported 100% by UNDP through the SIP. Discussions between OPM, MOPIC and MOF were ongoing by the end of the quarter concerning a solid division of labor between the different stakeholders. Depending on the outcome of this discussion, the UNDP SIP project may recalibrate its support to the different functionalities in Aid Coordination and Aid Management.

¹ See the African Union report on 23 September 2015 on paragraph 26 raising concerns on the impeachment process. <http://www.hornobserver.com/2015/09/23/report-of-the-chairperson-of-the-commission-on-the-follow-up-of-the-relevant-provisions-of-communique-pscprcomm-dxxi-on-the-situation-in-somalia/>

² See for example an address by the UNSRG, Nicholas Kay in June 2016 on the 18th and 1:00 minute mark of the video found at: <http://somalianewsroom.com/2015/07/01/somalia-ponders-alternatives-to-one-person-one-vote-elections-in-2016/>

PROJECT IMPLEMENTATION SUMMARY

i) Capacity Injection

Capacity injection concerns the provision of both civil servants and longer term advisory positions through a harmonized approach to the beneficiary government institutions. The Capacity Injection Mechanism (CIM) – mainly supported through the World Bank Capacity Injection Project (CIP) – is under establishment to manage the process of recruitment as well as salary payment. The CIM was expected to be operational as of July 2015, however its inauguration is delayed. As a consequence, partner institutions of the UNDP project are facing challenges to receive continued support with particularly the embedded advisory positions. Interim arrangements were being engaged upon by the end of the quarter.

The main beneficiaries of Capacity Injection are ACU, MOLSA, MOPIC and in the near future the Office of the President and the Office of the Prime Minister.

The project has supported the ACU since its start-up – in fact to close to 100% of all the costs – and paid for all salaries. During the development of the SIP project it transpired that the funding would be insufficient to sustain this effort and also the integration of some of the functions within the MOPIC as well as the transfer of some of the positions to the CIM and to civil servant positions would require less financial support. Project funding to ACU will dramatically decrease as of 2016. Where the ACU shifted from 22 August 2015 from the Ministry of Planning and International Cooperation (MOPIC) to the Office of the Prime Minister (OPM), some of these assumptions are not valid anymore and this may lead to a revised project support. The details are expected during the 4th quarter of 2015. Till the end of 2015, the positions listed in Annex 3 will continue to be supported by the SIP Project:

The positions at the Office of President are existing positions that were financed through a dedicated EU funded and Interpeace implemented project and these positions will be funded through the SIP Project as of 1 July 2015. As recruitment of the staff was implemented in an appropriate manner, no new recruitment process is foreseen.

Through the Capacity Development Interim Project, 8 positions were financed at the MOPIC covering different portfolios including Finance, Statistics, ICT, Data Management, International Cooperation and Monitoring and Evaluation. Unfortunately two of the advisors under the Development Planning and Policy and Planning docket, resigned midway through the quarter. The functions were foreseen to be transferred to the CIM and World Bank-CIP funding. As the CIM arrangements are not yet operational it was decided to extend the contract of the advisors as they perform excellent work at the MOPIC and non-funding of these positions would put in serious jeopardy the progress they were making in the different areas. It is expected that the temporary arrangements till the end of November 2015 will be sufficient to allow transfer to the CIM (and associated World Bank CIP financing).

The CIM positions are to be financed through the World Bank CIP. However, with the CIM implementation being delayed a number of issues are emerging. The interim project phasing out by the end of June 2015 and the new SIP project being operational as of 1 July 2015, with the notable exception of the positions at the federal Aid Coordination Unit (ACU), no positions that were funded through the Interim Project were expected to be funded through the SIP project and, hence, all these long term positions that were supported through the Interim Project were phased out by 1 July.

ii) Civil Service Management

The civil service management component supports the government – again in close conjunction with the WB

CIP – to develop a professional civil service management arrangement. This component focuses on three inter-related) aspects

- Review and (possible) amendment of the civil service law
- Establishment of a full-blown professional civil service management framework
- Establishment of an appropriate training set-up

Support to the review / amendment of the civil service law

Both the Federal Government and the Puntland Government are endowed with a civil service law. The laws are somewhat different in scope and coverage, and both the Federal and Puntland Government requested the project to support the review and (possible) amendment of the laws.

During the first two quarters, international and national expertise was made available to technically review the laws and start the process of national review and amendment. Although progress in the preceding quarters had been limited with staff changes ongoing at the Ministries and the new teams developing their approach, important groundwork had been implemented.

At the Federal Government level, the national process of reviewing and amending the Civil Service Law No. 11 began in full earnest in the Third Quarter. Building upon consultant reviews and inputs developed during the 1st and 2nd quarter, the Ministry took forward the process in the 3rd quarter through two significant events led by MOLSA and supported by SIP.

- The first was the **Civil Service Law Amendment – Activity Launch Workshop** held from 10 - 11 August at the AMISOM VIP Conference venue. This meeting brought a range of stakeholders from the Labor, Finance, Planning and other government officials to discuss the proposed changes to the Civil service law. A Civil Service management expert contracted by the UNDP took the government officials through the discussions explaining international best practices and also gathering the Somali viewpoint.
- MOLSA initiated the formation of the **Civil Service Law Review Committee**. This mixed committee represents an innovative approach to legal review and development with both government and non-government membership. The Inaugural Meeting was held on 11 September. The committee is tasked to review the law and propose amendments to the law.

There is clearly political will and administrative support for the initiative. The project will continue to support this process through facilitation of the workshops and meetings and by making available technical expertise.

In Puntland, the relevant civil service laws are equally being reviewed. One of the issues that emerged is that the laws are insufficiently clear on the roles of the Ministry of Labor, Youth and Sports (MOLYS) and the Civil Service Commission (CSC). To clear this situation the laws governing these two institutions need to be reviewed. An international consultant was therefore contracted to formulate Organizational Development Plans for the MOLYS and the CSC facilitated a preparatory workshop for the development plans where preliminary agreements for improved demarcation of roles and responsibilities between MoLYS and CSC were reached. The Organizational Development methodology was also endorsed during the workshop.

Support to the development of the civil service management framework

The project supported the different partners in Somalia with developing and implementing stronger internal management arrangements. Through the Interim Project, the core ministries were planned to be supported with Functional Reviews that would culminate in Organizational Development Plan.

The embedded advisors in conjunction with the regular staff of the MOPIC at the FGS level, proceeded with in-house assessments on the financial management and information and communication technology (ICT) systems with the subsequent installation of the accounting and financial management software QuickBooks.

This software according to officials from MOPIC has improved financial planning and management in the Ministry with gains expected to be passed on to other key Ministries.

MOPIC also installed a biometric system (finger print readers) which monitors staff attendance and public access to the MoPIC premises. This tool which had not been used before at the Ministry is highly innovative and will enhance the security at the MOPIC offices. Besides offering more secure information on staff movement at the offices, the Human Resources Unit has also started using the same technology to monitor staff movement and attendance. SIP procured office furniture for MoPIC enabling the Ministry to conduct a complete re-organization of office space and layout culminating in ergonomically designed work stations capable of accommodating current and anticipated staff expansion. Another four motor vehicles were procured for MoPIC with delivery expected in Q4.

The reporting period also witnessed further work on the functional review of Puntland government institutions, with the exercise focusing on the Ministry of Labor, Youths and Sports; and the Ministry of Education and Higher Education. The reports of both institutions have been finalized. However, the issuance of a Presidential Decree on technical and vocational training, with both Ministries being assigned responsibilities in these functions, necessitates the revision of their functions to reflect their respective roles and responsibilities in the implementation of the Decree. This will be undertaken in Quarter 4.

Support to the training

In the FGS, 1 training related to the amendment of the Civil Service Law No. 11 was facilitated in Q3 in conjunction with MOLSA and NCSC in Mogadishu. In Puntland, three trainings benefiting the Puntland Civil Service Commission and civil servants from other core of government ministries were conducted in Garowe. The Directors of Administration and also of Human Resources in the CSC as well as the Finance Associate attended all three trainings. The trainings which were conducted on different occasions focused on three key areas:

- Good Governance and Service Delivery
- Strategic Planning and Management
- Management of Letters of Agreements with UNDP

Indeed, testimonies from the trained CSC staff and other civil servants point to a team that is now more knowledgeable and is delivering better results in their duties at the CSC and other Ministries. Ongoing and on the job trainings and support will continue to be needed to build a sustainable cadre of civil service experts in Somalia.

iii) Core of government functions

This third component focuses on 'core of government' functions, which are those functions in government that are essential to develop an efficient and effective government and will to provide improved services for the citizen. While both the Federal and Puntland Government have made advances, a number of organizational and operational challenges in the overall planning structures (PME), internal and external coordination and aid management require attention, while gender mainstreaming remains challenging. For this purpose, the project will:

- Strengthen coordination between the Office of the Prime Minister and Parliament and communication at the center of Government;
- Strengthen the capacity to mainstream gender in policies, strategies and operational processes, particularly in the area of gender-sensitive data, policy review, ex-ante assessment and implementation arrangements;
- Strengthen the capacity to plan and monitor federal and state-level development plans and

coordinate international development assistance.

Support to OPM

The Office of the Prime Minister was supported by the SIP – and also significantly by the World Bank – to review its functions and organizational structure. Several proposals have been submitted to the OPM. However, due to significant changes in staff, the proposals have only partially been taken forward.

The expectations were that, based on the new structure of the OPM, the CIM positions could be identified and, when the core positions would be filled, the SIP project would support two key areas at the OPM - strategic communications and parliamentary relations. However, there were delays in the recruitment of 5 key CIM-funded Director positions in the OPM. It is anticipated that these positions will be filled in Q4 thereafter SIP support to functions/units will commence in earnest with the respective unit heads.

In addition, the SIP project will support the new Policy Unit at the OPM with 2 advisory positions, to be recruited through the CIM.

Support to Gender

The project will support the Federal Ministry of Gender and Human Rights and the Puntland Ministry of Women Development and Family Affairs with the development of methodologies and approaches to mainstream gender in key government policies and operational processes.

At the Federal level, discussions between the Gender Unit of the UNDP have been held to solidify the cooperation. The technical support and the associated LoA with the Ministry of Gender and Human Rights is expected to materialize in the 4th quarter.

The LoA in Puntland with the Ministry of Women Development and Family Affairs (MOWDAFA) has been developed and is expected to be signed in October.

Support to Planning

Two MoPIC-based national experts, Development Planning and Policy Planning, tasked to support the development of an interim Poverty Reduction Strategy Paper (iPRSP) compliant - ‘new generation’ National Development Plan (NDP) resigned suddenly and unexpectedly midway through their tenure. In the 4th quarter, the project will support an international consultant who will work with MOPIC to provide overall coordination support for the drafting of the National Development Plan. A number of workshops to gather information and present drafts of the National Development are planned in the 4th quarter.

In Puntland, the project focused support on assisting the Ministry of Planning and International Cooperation in finalizing formulation of three policy instruments: Monitoring and Evaluation Policy; Aid Coordination Policy; and the Statistical Act. All three policy documents have been finalized and pending Cabinet review, approval and the passage of the Statistical Act by the Puntland Parliament. Key features of these policies are that while they will guide the state government in their day to day governance and service delivery functions, they will serve as critical inputs in the formulation of relevant national policies and will accordingly be subjected to review and revision in line with the former.

Aid Coordination

The Aid Coordination Unit (ACU) provides strategic advice, information and technical support to the different national offices to promote the effective utilization of aid resources to attain the results planned as per the needs and priorities outlined in the Somali Compact. Key highlights of the ACU’s activities in the reporting are listed below:

i) Aid Mapping Exercise

The ACU in partnership with the UNDP and the World Bank kick-started a validation exercise of Aid Data received from 36 development partners after the launch of the Aid Mapping Exercise in June 2015. The

activity entailed highlighting gaps that existed in the Aid Data received. After completing the validation process an Aid Flow report was produced and a task force of 15 members drawn from the FGS and development partners was established to review the preliminary Aid Flow report. Following the report the ACU initiated internal government review of the Aid Flow results and presented the findings in the last New Deal Committee meeting in September 2015 in Mogadishu.

ii) New Deal Awareness for FGS Institutions

As part of the Aid Coordination Unit's responsibility to disseminate information on the New Deal, an awareness meeting was held with the Banadir Regional Administration on 13th August 2015 in Mogadishu to discuss the participation of the Banadir in the Somali Compact structures. The Awareness workshop achieved several objectives which included sharing with the attendants the overview of the New Deal Awareness Structures and the role of gender in the New Deal. Several other New Deal Awareness meetings were held on 6 and 15 September for the Federal Ministries of Transport and Civil Aviation on 6 September and Labor and Social Affairs respectively. The presentations were attended by the top officials of the ministries led by the Director Generals, all heads of departments, and other senior officials.

In Puntland, the MOPIC is being supported by UNDP through the services of a nationally recruited Aid Coordination Advisor to finalize the development of the Aid Coordination Policy. Work to finalize the law remains ongoing and is scheduled for completion in the 4th Quarter. Also, work started to develop a stronger internal coordination to allow stronger participation in Federal Aid Coordination matters.

Support to the Ministry of Finance – focusing on the use of country systems

At the FGS level, strategic and change management support was provided to Ministry of Finance partners through activities initiated by UNDP supported Change Manager in a number of areas mostly related to the coordination of international development assistance. For example, the Change Manager developed a paper on the progress of Use of Country Systems benchmarks in 2015 and approach to roadmap for 2016+ that was endorsed at the HLPF in July. In addition, the Change Manager contributed to the aid flow analysis work lead by the ACU and supported by the World Bank. The Change Manager established and chaired the Task Force on Security Sector Expenditure Reform which is charged with the coordination of federal government activities and the security sector.

SECTION 2 – PROGRESS AGAINST OUTPUTS & PLANNED ACTIVITIES IN ANNUAL WORK PLAN

OUTPUT 1 – Capacity gaps in priority institutions filled in placing staff and advisors in priority positions.

Narrative update on Progress towards Output – Federal

Capacity injection support to the Federal Government, specifically the ACU remains stable at approximately 30 staff members with committed funding to December 2015. The officers in the ACU perform a number of functions including finance, planning, reporting, monitoring and evaluation and statistics. In the reporting period, at the Federal Government level, the ACU continued to perform its function as secretariat for HLPF, SDRF and the New Deal Committee, which brings together the PSG lead ministers and aims at promoting a strong Government leadership and ownership of the implementation process of the Somali compact. Aid Coordination Unit has also organized an awareness session on the New Deal for Banadir Regional Administration on the Regional Engagement side. Moreover, ACU facilitated the engagement of several FGS institutions such as the Ministry of Education, Ministry of Transport and Civil Aviation and Ministry of Labor to promote engagement at the line ministry level.

With regards to human resources support at MOPIC, two female advisors: Development Planning and Policy and Planning Specialists, resigned midway through the quarter. Planned advisory support for MoPIC is under review in line with the shift of ACU to OPM and the follow-up of the organizational developments of MOPIC.

Civil service reform and management support provided to MOLSA and NCSC, through an international expert, will continue in the final quarter of 2015 and beyond. Preliminary discussions and negotiations have been held on extending advisory support to the policy units in the Office of the President (OOP) and OPM respectively under the auspices of the final phase of European Union funding support to key FGS institutions. It is anticipated this will be finalized in Q4.

In Puntland, seven national advisers (Monitoring and Evaluation; Development Planning; Aid Coordination; two for Translation; Report Writing and Training) recruited in the last month of Q2 continue to boost the internal capacity of the Ministry of Planning and International Cooperation. The advisors backstopped the ministry in stepping up engagement of key stakeholders in government on the review and finalization of draft policies and in initiating dialogue in operationalizing sector working groups and initiating a formal process of engagement in PSG working groups. In addition, an ICT expert was hired to support ICT assessment of selected institutions.

Capacity gaps, especially by Somali nationals, filled specifically by UNDP's SIP will cease early in Q4 with the intended transition to the World Bank Capacity Injection Mechanism (CIM). Since CIM implementation has been delayed there is an emerging concern that without a seamless transition and continuation of advisory support to core of government ministries important momentum, consistency and continuity will be lost. In some instances, embedded advisors will 'jump ship' in order to prevent joining the ranks of unemployed. In addition to perpetuating the cycle of high staff turnover, quick fixes resulting from short planning and implementation horizons, the 'capacity void' left by a prolonged CIM transition/start-up could reverse significant developmental gains made in recent months. This looming issue has been brought to the attention of the WB and other donor partners specifically by MoPIC/UNDP and its highly likely that current advisory contracts will be extended, on a month-to-month basis, as and when the need arises. This is viewed as an interim arrangement only and will be discontinued once the CIM is

operational.			
Output Indicators	Baseline	Annual Target	Progress to date
Number of new recruits (disaggregated by sex, location, institution, position) within public institutions supported by UNDP	0	Federal: 10 Puntland:10 Somaliland: 5	All: 0: No new advisory support in Q3 - currently being phased out and transitioned towards CIM Cumulative total 45 (23, 13, 8, 1) Q1 (13 OPM; 1 MOF; 23 ACU and Puntland 4) and Q2 (8 MOPIC, 1 Banadir ACU).
Percentage of direct supervisors satisfied with new recruits	0	1. Federal: 75% 2. Puntland: 75% 3. Somaliland: 75%	Federal: 75% Puntland: 75% In Q3 UNDP staff conducted face to interviews with the DGs from both Puntland and Mogadishu and went through evaluation reports signed by the supervisors. Somaliland: 0: No activities implemented.
Planned Activities as per Annual Work Plan		Progress Against Activities	
1.1 Enhanced performance of the participating ministries and agencies Activity 1.1.1: Establishment of capacity injection mechanism (recruitment unit, recruitment policy for this activity and oversight mechanism) Activity 1.1.2: Staffing, placement, and salary payment of qualified personnel Activity 1.1.3: Implementation of Graduate programme		Activity 1.1.1: The establishment of the CIM is now the responsibility of the World Bank. Activity 1.1.2: Ongoing, but no new, qualified advisory support provided to ACU, MoPIC and MOF in the FGS and Puntland. Activity 1.1.3: No progress against this activity.	
Sources of Evidence for Results Progress and Achievements			
Payroll records Monthly Time and Attendance sheets Monthly Reports with supporting documentation			

OUTPUT 2 – RATIONALIZED AND UPDATED CIVIL SERVICE MANAGEMENT POLICY, FRAMEWORK, SYSTEM, PROCESSES, AND GUIDELINES DEVELOPED.

Narrative update on Progress towards Output

The process of reviewing and amending the Civil Service Law No. 11, characterized by consultation and participation which in itself is a significant achievement, began in earnest in Q3. Two significant events, led by MOLSA and supported by SIP, kick-started the process including the Civil Service Law Amendment – Activity Launch Workshop held from 10 - 12 August at the AMISOM VIP Conference Venue in Mogadishu and the Inaugural Meeting of the Ministerial Commission of Imminent persons and Ministerial Representatives, on 11 September at the same venue, tasked with bringing about amendments to the law.

The setting up of HR frameworks is a slow, ongoing process which will have to be piloted primarily within MOLSA prior to rolling out in the FGS. Whereas the HR Management Framework, comprising constituent parts such as a grievance and disciplinary procedure, is viewed as a subordinate policy instrument flowing from the key legislation an attempt will be made to amend the Civil Service Law and draw up the HR Management Framework concurrently – as part of one simultaneous process. This output for the FGS will only be achieved flowing from the amendment process and will only become clearer once the amendments to the Law No 11 are further advanced. For Puntland, direct technical support to the Civil Service Commission and the Public Service Reform Steering Committee was provided by UNDP to continue with the process of finishing the Draft HR frameworks.

In Puntland, an international consultant contracted to formulate organizational development Plans for the Ministry of Labor, Youth and Sports and the Civil Service Commission has facilitated a preparatory workshop for the development plans where Preliminary agreements for improved demarcation of roles and responsibilities between MoLYS and CSC reached.

Output Indicators	Baseline	Annual Target	Progress to date
# of Civil Service Laws reviewed or amendments proposed	None	Federal: 1 draft Puntland: 1 draft Somaliland: 1 Draft	Federal: 1 (consultant review); no amendments yet. Puntland: 1 Advisory Note on legal and regulatory frameworks, completed in Q1, was reviewed and submitted to Government in Q2). No new activities in Q3. Somaliland: 0
# of HR Management Framework	None	Federal: 1 draft	Federal: 0

submitted		Puntland: 1 draft Somaliland: 1 Draft	Puntland: 0: Not yet produced. An International Consultant has now been hired to formulate Human Resources Management Guidelines. Somaliland: 0 No activities carried out.
Planned Activities as per Annual Work Plan		Progress Against Activities	
<p>Rationalization and modernization of civil services</p> <p>Activity 2.1.1: Review and revision of existing Civil Service law and Civil Service Management Rules/Guidelines for Recruitment, Training, Performance Management and Rewards.</p> <p>Activity 2.1.2: Creation / improvement of gender disaggregated civil service database.</p>		<p>Activity 2.1.1:</p> <p>Federal: The Civil Service Commission appointed to review and amend Law No. 11 commenced with preparatory work in Q3 and will continue to be supported by SIP's Civil Service Management Specialist in Q4 and beyond.</p> <p>Puntland: The two Advisory Notes developed from the review of civil service legal and regulatory frameworks and management arrangements are currently feeding into the formulation of organizational development plans and implementation strategies for the Ministry of Labor, Youths and Sports and the Puntland Civil Service Commission. An international consultant has already been contracted to formulate these plans, strategies and Human Resources Management Guidelines.</p> <p>Activity 2.1.2: ALL: No progress</p>	
Sources of Evidence for Results Progress and Achievements			
<ul style="list-style-type: none"> • FGS: Schedule of meetings with MOLSA, NCSC, OPM and MOPIC; Civil Service Law No.11 Activity Launch Workshop program; MOLSA Ministerial Invitation • List of participants who attended the inaugural meeting of the inter-ministerial Commission in Mogadishu; • Draft mission report from Civil Service Management Specialist covering two successive missions entitled: Re-Drafting the Civil Service Law – Next Steps • Puntland: Power Point Presentations to the government on the two Advisory Notes 			

OUTPUT 3 – IMPROVED TRAINING POLICY, FACILITIES AND PLANS PROPOSED.

Narrative update on Progress towards Output

In the FGS, 1 training related to the amendment of the Civil Service Law No. 11 was facilitated in Q3 in conjunction with MOLSA and NCSC in Mogadishu. In Puntland, 1 M&E, RBM, Strategic Management and Policy Development training was conducted. In the absence of a Civil Service Institute in Puntland, civil service training is undertaken piecemeal using ad-hoc mechanisms through local consultants. Meanwhile the process of reviewing the proposal for the establishment of the Puntland Civil Service Institute is underway.

Occasional needs-driven and ad hoc training is provided but significant work has still to be put into the ‘enabling environment’ within partner ministries and once this has progressed then targeted training can be considered ensuring that the correct individuals are appropriately trained, at the appropriate time with the required means. Unless the training is highly relevant to the task and work situation at hand its purpose and effectiveness is greatly diminished. Most Federal government partners remain largely understaffed particularly at the middle management level and it’s somewhat premature to consider significant progress under this output without a critical mass of well-placed and post-matched civil servants.

Output Indicators	Baseline	Annual Target	Progress to date
# of Civil Service Training / Capacity Development Policy submitted	0	Federal: 1 draft Puntland: 1 draft Somaliland: 1 Draft	Federal: 0 No activities were undertaken in the 3 rd quarter. Puntland: 1 draft policy under stakeholders’ review) Somaliland: 0 No activities were undertaken in the 3 rd quarter.
Number of Civil Service Training Institutes established	- Somaliland CSI existing since 2008 with UNDP support. - FGS and Puntland: No operational CSI exists.	Federal: 1 CSI established Puntland: 1 CSI established	Federal: 0 No activities were undertaken in the 3 rd quarter. Puntland: 0: Draft proposal of the CSI was submitted to the Government in the second quarter and is presently under review.
Number of trainings facilitated for civil servants	0	Federal: 4 Puntland:4 Somaliland: 4	Federal: 1 training activity related to the amendment of the Civil Service Law No. 11 was facilitated in Q3 in

			<p>conjunction with MOLSA and NCSC. Q1 – 3; Q2 – 1; Q3 - 1 Cumulative total 5</p> <p>Puntland: 1: M&E, RBM, Strategic Management and Policy Development.</p> <p>Somaliland: 0: No activities undertaken.</p>
Number of consolidated reports produced from a consolidated tracking database for training provided to civil servants	None	Federal: 4 Puntland: 4 Somaliland: 4	ALL: 0: No activities undertaken since Q1 to Q3. UNDP no longer responsible for this result as the World Bank will be reporting on it.
Planned Activities as per Annual Work Plan		Progress Against Activities	
<p>Activity 3.1.1: Support CSIs in developing and implementing strategic plans including road map for institutional development.</p> <p>Activity 3.1.2: Support CSIs in designing and implementing ToT modules, training manual and training plans based on needs assessment.</p>		<p>Federal: Activity 3.1.1: No progress</p> <p>Puntland: No progress</p> <p>Somaliland: No activities.</p> <p>Activity 3.1.2: ALL: No progress</p>	
Sources of Evidence for Results Progress and Achievements			
<p>FGS: - MOLSA endorsed Civil Service Law Amendment – Activity Launch Workshop program</p> <ul style="list-style-type: none"> - List of Participants attending training workshop in Mogadishu <p>Puntland: Draft proposal for the Civil Service Institute</p>			

OUTPUT 4 – ASSESSMENTS, TOOLS, AND PLANS DEVELOPED FOR PRIORITY MINISTRIES TO RE-ORGANIZE THEMSELVES.

Narrative update on Progress towards Output

Federal:

Advisory support provided by UNDP – SIP to MoPIC at the FGS level in the third quarter continued to be both constructive and highly productive. In-house assessments were conducted on the financial management and information and communication technology (ICT) systems with the subsequent installation of the accounting and financial management software QuickBooks as well as finger print readers monitoring staff attendance/access to the MoPIC premises.

ICT equipment needs were identified and prioritized with the procurement process underway for high demand equipment. Four further motor vehicles were procured for MoPIC with delivery thereof expected in Q4. SIP procured office furniture for MoPIC enabling the Ministry to conduct a complete re-organization of office space and layout culminating in ergonomically designed work stations capable of accommodating current and anticipated staff expansion.

UNDP’s Change Management Specialist embedded within MoF continues to provide high level technical, managerial and advisory support to the ministry and allied fiscal institutions. The support has included the alignment of the MoF Strategic Plan with that of Annual Work Plans; the preparation and delivery of briefing and concept notes; coordination of and facilitation at high level meetings and the preparation of quarterly reports. No change management plans were submitted in the third quarter and as such the focus remained on supporting the advisory support team embed itself in MoPIC with associated administrative and reporting arrangements. In many respects, individual advisors have become ‘agents for change’ and as a collective the advisory team has been a key catalyst for change and organizational improvement.

Delays in the recruitment of 5 key CIM-funded Director positions in the OPM have delayed SIP support to the strategic communications and parliamentary relations functions/units respectively within the OPM. It is anticipated that these positions will be filled in Q4 thereafter SIP support to functions/units will commence in earnest with the respective unit heads.

Puntland:

The Functional Review of the Ministry of Labor, Youth and Sports; and the Ministry of Education and Higher Education have been completed. However, the recent issuance of a Presidential Decree on Technical and Vocational training will require further revision of both reports as part of the implementation of the Decree. Meanwhile, the necessary data for the review of the functions of the remaining two institutions (Ministry of Health; Ministry of Education; and Ministry of Women Development and Family Affairs) have been collected, analyzed and being used to compile the final reports of the two ministries.

Output Indicators	Baseline	Annual Target	Progress to date
Number of organizational / functional reviews carried out.	0	Federal: 1 Puntland: 3 Somaliland: 3	Federal: 0: No progress against this activity. Q1 – 1; Q2 – 2; Q3 - 0 Cumulative total 3

			<p>Puntland: 1 Functional Review carried out and draft report submitted by consultant.</p> <p>Somaliland: 0: No activities.</p>
Number of new organograms submitted for approval	0	Federal: 1 Puntland: 3 Somaliland: 3	<p>Federal: No progress against this activity.</p> <p>Q1 – 1; Q2 – 1; Q3 - 0. Cumulative total 2.</p> <p>Puntland: 1 draft organogram</p> <p>Somaliland: 0 No new activities in Q3. Cumulative Q1; Q2 and Q3 - 4</p>
Number of change management plans developed and submitted for approval	0	Federal: 1 Puntland: 3 Somaliland: 3	<p>Federal: 0: No change management plans submitted in Q3. Q1 – 0, Q2 – 0; Q3 - 0 Cumulative total 0</p> <p>Puntland: 2 plans, bringing the total in 2015 to 3.</p> <p>Somaliland: 0 No new activities in Q3:</p>
Number of institutions supported with infrastructure and equipment	During the previous SIDP project several institutions were supported.	Federal: 5 Puntland: 5 Somaliland: 5	<p>Federal: 1: Q3. Prefabricated office units – completed in Q3 at the Villa Somalia for the OPM.</p> <p>Q1 – 2; Q2 – 1, Q3 – 1 Cumulative total 4</p>

			<p>Puntland: 1 Two vehicles hired for Ministry of Planning, and two new vehicles procured to replace the hired vehicles. 20 office chairs and 20 desks procured for MOPIC.</p> <p>Somaliland: 0</p>
Planned Activities as per Annual Work Plan		Progress Against Activities	
<p>4.1 Organizational structure and processes of selected partners are rationalized and enabled for better efficiency and effectiveness.</p> <p>Activity 4.1.1: Implementation of strategic organizational management, functional and change management reviews and action plans.</p> <p>Activity 4.1.2: Support selected partners in preparation and implementation of change management plan.</p> <p>Activity 4.1.3: Support selected partners in the management of physical and operational infrastructure.</p>		<p>Activity 4.1.1: Federal: No progress against this activity.</p> <p>Puntland: Functional review of the Ministry of Labor, Youth and Sports; and the Ministry of Education and Higher Education have been completed.</p> <p>ICT assessment was conducted through a local consultant for the Office of the President, Ministry of Planning and International Cooperation, Ministry of Women Development and Family Affairs, Ministry of Labor, Youth and Sports, Civil Service Commission and the Good Governance and Anti-Corruption Bureau</p> <p>Somaliland: No activities in the third quarter. The analytical part of the functional review of four ministries of the government of Somaliland was completed in April 2015.</p> <p>Activity 4.1.2: Federal: No actions taken in the third quarter. However, some organic, hands-on change and adaptation has taken place within MoPIC and MOLSA outside of specifically formulated change management plans as a result of personal and SIP-IP relationships.</p> <p>Activity 4.1.3:</p>	

Federal: – Equipment/furniture and vehicular needs for MoPIC were assessed in Q2. Furniture was delivered in the reporting period and four vehicles will be delivered in Q4. Local, Mogadishu-based procurement of ICT equipment has proved complex and time consuming but remains a work in progress anticipated for completion in Q4.

The rehabilitation of OPM office accommodation at Villa Somalia is ongoing and progressing well with the first phase – the provision of prefabricated office units – completed in Q3. A further 2 units will be procured, delivered and installed in Q4. Small scale procurement (office furniture and ICT equipment) is planned to MOLSA in Q4.

Somaliland: 0

Sources of Evidence for Results Progress and Achievements

- Meeting records
- Quarterly reports
- Revised organogram – organizational structure
- Concept notes/briefing papers
- Procurement records – Signed Transfer of Title documents

Puntland:

- Draft Functional Review Reports with new organigrams for the Puntland Civil Service Commission, Ministry of Labor, Youth and Sports and the Ministry of Education and Higher Education.
- ICT Assessment Report

OUTPUT 5 – GUIDANCE FOR POLICY DEVELOPMENT AND IMPLEMENTATION RELATED TO ROLES AND RESPONSIBILITIES OF DIFFERENT PUBLIC ENTITIES, INTER-MINISTERIAL COORDINATION AND STRATEGIC GUIDELINES DEVELOPED.

Narrative update on Progress towards Output

Two MoPIC-based national experts supported by UNDP for, Development Planning and Policy Planning, tasked to pioneer an interim poverty reduction strategy paper (iPRSP) compliant and ‘new generation’ national development plan resigned suddenly midway through their tenure and the task. These resignations in July and August respectively significantly affected the planned activities but measures to continue with the work were put in place immediately by tapping on other advisors currently serving in MOPIC. Furthermore, delays in the recruitment of key positions in the OPM namely Directors Policy and Delivery; Cabinet and Parliamentary Administration; Parliamentary Communications and National Institutional Capacity Development have put planned work within this output on hold temporarily.

UNDP’s Change Manager embedded within MoF conducted a number of activities listed in the narrative section above. The following work related activities during Q3.

- Established and chaired the Task Force on Security Sector Expenditure Reform.
- Developed recommendations on establishing robust, transparent and sustainable national payroll process.
- Developed concept note outlining concrete recommendations and principles on the harmonization and streamlining of donor security sector stipend payments as well reforming payment of government salaries to security sector.
- Coordinated the planning and set up of the UAE stipends for approximately 10,000 military personnel.
- Developed high level concept and options for shifting the police stipends to the use of country PFM systems.
- As part of the work of the security sector task force, developed draft of a consolidated budget for the security sector including both government and donor contributions. Allocations to the security sector.
- Led the Use of Country Systems working group, which is a joint group between government and international community on assessing and promoting the use of country systems.
- Developed and assessed 2015 benchmarks to evaluate both the status of government PFM benchmarks and Donor’s use and alignment to national systems (i.e. on budget, on plan, on treasury, etc.)
- Developed paper on the roadmap for 2016+ that was endorsed at the HLPF in July. The benchmarks and the roadmap call for gradual increase in donor’s use of treasury, as government strengthens its PFM systems.

- Developed a project note endorsed by government outlining the pilot project for the first \$2 million to be channeled through the UN National Window.
- Updated the Financial Procedures Manual to be issued in October as part of government wide training on payment procedures, specifically processing of non-salary recurrent costs.
- Contributed to the aid flow analysis work lead by the ACU.

Output Indicators	Baseline	Annual Target	Progress to date
Number of policy development guidelines developed		Federal: 3 Puntland: 5 Somaliland: 5	<p>Federal: 1. This is work in progress. The Civil Service Law (subsidiary legislation and guidelines) are in the process of being reviewed and will be amended accordingly with MOLSA leading consultations with ‘core of government’ institutions. UNDP will provide support in this regard.</p> <p>Puntland: 2</p> <ul style="list-style-type: none"> ▪ M&E policy validated ▪ Aid Coordination Policy Validated <p>Somaliland: 0</p>
Number of proposals developed to clarify roles and responsibilities of individual government institutions		Federal: 3 Puntland: 5 Somaliland: 5	<p>Federal: 0: Progress ongoing Q1 – 1; Q2 – 3; Q3 - 0 Cumulative total 4</p> <p>Puntland: 0</p> <p>Somaliland: 0</p>
Number of inter-ministerial coordination meetings facilitated	None	Federal: 3 Puntland: 5 Somaliland: 5	<p>Federal: 2:</p> <ul style="list-style-type: none"> - Launch / inaugural meeting of the MOLSA inter-ministerial Commission tasked with amending Civil Service Law No.11 in Mogadishu - EU/UNDP and MoPIC, OPM SIP joint work planning session

			<p>held in Nairobi and 1 presentation to MoPIC/ACU and MoF on path of debt relief Q1 – 1; Q2 – 2; Q3 - 2. Cumulative total 5.</p> <p>Puntland: 0</p> <p>Somaliland: 0</p>
Planned Activities as per Annual Work Plan		Progress Against Activities	
<p>System and processes for policy development, defining roles and responsibilities institutionalizing and inter-ministerial coordination mechanisms developed and implemented.</p> <p>Activity 5.1.1: TA and other support to policy development, defining roles and responsibilities and institutionalizing intra-government coordination.</p> <p>Activity 5.1.2: TA and other support to selected partners in (collaborative) policy development and coordination.</p>		<p>Activity 5.1.1: Federal: The Civil Service Management Specialist tasked to support MOLSA/NCSC primarily with the review and amendment of the Civil Service Law No. 11 conducted two missions during the period resulting in an inter-ministry Activity Launch Workshop. Following from this activity, the MOLSA Minister nominated a dedicated Commission, with broad-based representation, to focus on the task supported by SIP. An inauguration/launch of the Commission was also held in Q3 where MOLSA’s mandate and leading role in the amendment process was clearly articulated.</p> <p>Activity 5.1.2: Federal: The inter-ministerial Commission convened by the MOLSA Minister tasked to review and amendment the Civil Service Law No. 11, by virtue of its composition including representation from NCSC, MoF and community-based judicial specialists is designed to promote inclusive, transparent and consultative, and coordinated dialogue/engagement in policy formulation and ultimately implementation.</p> <p>Puntland: NTR</p> <p>Somaliland: NTR</p>	
Sources of Evidence for Results Progress and Achievements			
<ul style="list-style-type: none"> Briefing and concept notes from MoPIC related to the national development/iPRSP planning process; 			

- Various PFM and fiscal briefing and concept notes;
- Financial Procedures Manual and related training materials;
- Various meeting agendas and minutes;
- Details of MOLSA nominated inter-ministerial Commission
- Civil Service Amendment – Activity Launch Workshop program and participant list

Puntland:

Monitoring and Evaluation Policy

Aid Coordination Policy

OUTPUT 6 – GUIDANCE TO UNDERTAKE DEVELOPMENT PLANNING, STATISTICS AND AID COORDINATION INCLUDING REPORTING DEVELOPED.

Narrative update on Progress towards Output

UNDP continued its commitment to the MoPIC development and NDP planning processes by funding an advisory support team of 8 highly skilled technical advisors to support MoPIC throughout the second and third quarters in order to kick-start the activity. However, the two UNDP-funded national advisors that served as Development Planning and Policy Planning Experts and initially led this national development planning process in collaboration with core government ministries and donor partners resigned unexpectedly midway through Q3. Both were headhunted by another donor-funded managing contractor which simply highlights the volatility and high turnover experienced within the diaspora advisory market place. This will clearly, in the medium to long-term, impact upon implementation momentum, the embedding of capacity, consistency and continuity and ultimately sustainability. However, within the specific context of MoPIC and the NDP planning process the SIP supported team will further be bolstered in Q4 with the appointment of long-term planning specialists (one international and Somali national) which will enable MoPIC to deliver upon a 3 year NDP which will succeed the New Deal, which expires in 2016

The WB contracted Re-Organization Expert tasked with a rapid structural and functional assessment of both MoPIC and ACU – a follow on from previous work conducted by UNDP SIP - with a view to the seamless integration of the unit into MoPIC completed his work in Q3 almost at the same time that a directive came from the OPM clarifying that the ACU will be moved into the OPM. ACU will now be under the direct jurisdiction of the Deputy Prime Minister (DPM) as part of a strategic re-alignment process within the OPM itself. Details – mandates, roles and responsibilities will hopefully be clarified across core ministries (MoPIC, MoF, MoIFA and OPM) in due course.

ACU/MoPIC has been supported in providing secretarial support for the functioning of the different coordination bodies associated to the Somali Development and Reconstruction Facility (SDRF) – mainly PSG Working Groups and SDRF Steering Committee meetings-, the New Deal Committee (which brings together the PSG lead ministers), conducting New Deal awareness sessions in emerging states and for different ministries. ACU has elaborated a concept note aimed at guiding the elaboration of an aid policy in Somalia, a Road Map for the Conduction of New Deal Consultations, and draft Regional New Deal Engagement Strategy. ACU, with the support of UNDP and the World Bank, has conducted an aid information management review. A report with recommendations to improve aid information

management in Somalia has been shared with the Federal Government of Somalia and with the Government of Somaliland. The ACU is leading the establishment of an aid mapping exercise aimed at capturing information about aid flows and foreseen amounts to be invested by donors in Somalia in the upcoming years.

At the Federal Government level, ACU has continued to perform its function as secretariat for HLPF, SDRF and the New Deal Committee, which brings together the PSG lead ministers and aims at promoting a strong Government leadership and ownership of the implementation process of the Somali compact. Aid Coordination Unit has also organized an awareness session on the New Deal for Banadir Regional Administration on the Regional Engagement side. Moreover, ACU facilitated the engagement of several FGS institutions such as the Ministry of Education, Ministry of Transport and Civil Aviation and Ministry of Labor to promote engagement at the line ministry level.

Aid Information Management Review: ACU in partnership with UNDP And World Bank kick-started the validation of Aid Data received from the 36 development partners in July 2015. The analysis entailed highlighting gaps that existed in the Aid Data received after the launch of Aid Mapping Exercise in June 2015. The validation process entailed returning the Aid Data to respective Donors & Development Partners to improve on the identified gaps and validate the data. After completing the validation process an Aid Flow report was produced and a task force of 15 members drawn from FGS and Development partners was established to review the preliminary Aid Flow report in Sept 2015. Following the report the ACU initiated internal government review of the Aid Flow results and presented the findings in the last New Deal Committee meeting in September 2015.

Output Indicators	Baseline	Annual Target	Progress to date
Number of institutional coordination arrangements for development policy drafted	0	Federal: 1 Puntland: 1 Somaliland: 1	Federal: 0 work in progress. Cumulative total Q2:2 <ul style="list-style-type: none"> - The National Advisory Council with oversight over the iPRSP process was established in Q2. - Working groups linked to and modelled along the lines of PSGs 1 - 5 have been confirmed and convened. Puntland: 0 Somaliland: 0
Number of Statistical Strategies reviewed, amended, updated or developed.	0	Federal: 1 Puntland: 1 Somaliland: 1	Federal: 0 Puntland: 1: Statistical Act. Somaliland: 0
Number of processes, tools and	0	Federal: 1	Federal: 0

guidelines for collection and storage of data developed		Puntland: 1 Somaliland: 1	An aid information management review has been conducted, in conjunction with the World Bank It has provided recommendations on key elements, features, data requirements and reporting tools that an aid information management system which responds to the needs and expectations of government and donors may have. Puntland: 1 Somaliland: NTR
# of Aid Coordination Architecture developed and institutionalized	ACU on Federal level has been supported since mid-2014. ACU activities in Puntland were starting in 2014. NB: In Somaliland there is no dedicated ACU.	Federal: 1 Puntland: 1 Somaliland: 1	Federal: 0 The ACU on Federal level is operational and is increasingly engaging the (interim) Federal Member States. Puntland: 0 Proposal for Aid Coordination Structure developed Somaliland: 0: No activities
Number of DAD/AIMS systems operational	A DAD system exists in Somalia but has not been operational in practice.	Federal: 1 Puntland: 1 Somaliland: 1	All: 0:
Number of Quarterly reports on Aid Flows are generated through DAD/AIMS	DAD allows on demand report production.	Federal: 2 Puntland: 2 Somaliland: 2	All: 0:
Planned Activities as per Annual Work Plan		Progress Against Activities	
6.1 Institutional performance related to development planning, statistics and aid coordination and management is strengthened.		Activity 6.1.1:	

<p>Activity 6.1.1: TA and other support for developing mechanism, tools, manuals and business processes of development planning and reporting systems.</p> <p>Activity 6.1.2: TA and other support for developing mechanism, tools, manuals and business processes of statistics systems.</p> <p>Activity 6.1.3: TA and other support for developing mechanism, tools, manuals and business processes of the Aid Coordination systems.</p>	<p>Federal: Q1 – 1; Q2 – 0; Q3 - 0. Cumulative total 1</p> <p>Puntland: The Puntland Statistical Bill has been validated, translated, printed and distributed to all cabinet members for discussion and endorsement. The Bill will then be taken to the Parliament for its passage.</p> <p>Somaliland: No activities</p> <p>Activity 6.1.2: ALL: NTR</p> <p>Activity 6.1.3: Federal: - ACU has developed a guiding note for the elaboration of an aid policy in Somalia, a Road Map for the Conduct of New Deal Consultations, and a draft Regional New Deal Engagement Strategy. An Aid management review conducted has provided recommendations to adopt an aid information management systems which fulfills expectations of both government, donors and implementing partners. In recent years a DAD (Development Assistance Database) existed in the country, but has not been operational in practice. The FGS continues to use other adhoc mechanisms to collect and collate aid management data. No reports have been generated through DAD/AIMS, as there is not an operational AIMS in the country. The Government, with support from the World Bank and UNDP, has instead conducted an aid mapping exercise which captures aid flows from 37 development partners and funds</p> <p>Somaliland: NTR</p>
<p>Sources of Evidence for Results Progress and Achievements</p>	
<p>Briefing and concept notes from MoPIC related to the national development/iPRSP planning process; Puntland: Draft Statistical Act</p>	

OUTPUT 7 – PROJECT MANAGEMENT ARRANGEMENTS ARE ESTABLISHED AND APPROPRIATE PROJECT IMPLEMENTATION ENSURED

Narrative update on Progress towards Output

The central UNDP Capacity Development Programme team – overseeing the SIP – will be augmented with the appointment of a senior national Project Officer in Q4. Depending on funding availability, the central team is expected to be further strengthened with a statistics and gender specialist – both international, and an (national) diaspora coordinator.

The project management teams broadly have two distinct functions:

- Project management – planning, reporting, contract management, relationship and partner management.
- Content advisory support to the partners – focusing on the different project components.

Output Indicators	Baseline	Annual Target	Progress to date
Number of Project Board meetings are convened as scheduled	0	Federal: 2 Puntland: 2 Somaliland: 2	Federal: 0 Puntland: 1 Somaliland: 0. Two have been carried out in the first and second quarter.
Number of Project progress reports generated periodically or monitored, reviewed and evaluated.	0	Federal: 2 Puntland: 2 Somaliland: 2	Federal: 2 Puntland: 2 Somaliland: 2
Percentage of staff in the Project teams recruited.	0	Combined: 90%	ALL: 91% staff recruited. - Puntland: 25% of total project staff recruited. - Somaliland: 25% of total project staff - Federal: 41% of total project staff
Planned Activities as per Annual Work Plan		Progress Against Activities	
7.1 Project is implemented efficiently and effectively. Activity 7.1.1: Ensuring staffing and consultancy arrangements are in place. Activity 7.1.2: Ensuring teams have appropriate operational environment with appropriate support services.		Activity 7.1.1: The project management team – Mogadishu has yet to be fully staffed with the core team (three persons) and it is hoped that the vacant national senior Project Officer position will be filled in Q4.	

Activity 7.1.3: Ensuring reporting, reviewing and M&E systems are in place.

Puntland: Staff recruitment completed

Somaliland: The team has been reduced. The team Leader took over the regional office manager position; the project assistant move to another UNDP project and the project specialist continues to oversee the remaining activities, while predominantly deployed at program level and project support for the CD SIP and the State Formation project.

Activity 7.1.2: As a result of the targeted bombing of the Aljazeera Hotel and related structural damage to UNCC and the ongoing risk associated with having staff located there permanently, a decision was made to curtail all but essential operations at the site and re-locate all national staff and resident international staff to MIA. Preparations for fully functional and operational office environment at MIA are underway and should be finalized within Q4. MIA accommodation for international staff remains challenging especially since UNCC is now out of bounds as a residential facility.

Activity 7.1.3: The project has an M&E officer in charge of corporate Quarterly reports and collecting all information related to the project. The Head of M&E at the organizational level gives overall direction with regards to M&E systems and reporting at the corporate level using ATLAS systems.

Sources of Evidence for Results Progress and Achievements

Federal: Employment and consultancy contracts

Puntland: Project Assistant assumed responsibilities

Somaliland: HR records

SECTION 3 – CROSS-CUTTING ISSUES (GENDER, HIV/AIDS, PEACE AND CONFLICT, HUMAN RIGHTS)

For UNDP Somalia, the aim is to realize around 50% male / 50% female project staffing establishment. The staffing set-up at the end of the 3rd quarter was as depicted in the table below. Gender parity stood at 41% Female and 59% Male. There is one vacant position for the Project Specialist based in Mogadishu. Recruitment is underway.

Position	Name	M	F	Location
Programme Manager	Albert Soer	X		Nairobi
Team Leader	Momodou Dibba	X		Garowe
Team Leader	Barry Greville-Eyres	X		Mogadishu
Project Specialist – Aid Coordination	Pau Blanquer	X		Mogadishu
UNV – International – M&E and Reporting	Tendai Chabvuta	X		Mogadishu
UNV – International – Contract Management	Shemsedin Aliu	X		Mogadishu
Project Specialist	Samira Hassan		X	Mogadishu and Nairobi temporarily
Project Specialist	Musa Aden	X		Garowe
Project Specialist	Mohamed Ahmed	X		Mogadishu
Finance and Contracting Analyst	Annette Makau		X	Nairobi
Finance and Contracting Analyst	Nimo Said		X	Garowe
Finance and Contracting Analyst	Faiza Sheikh		X	Mogadishu
UNV – Local - Project Associate	Keziah Kuria		X	Nairobi
Project Specialist	Vacant			Mogadishu

HIV-AIDS

No dedicated activities are foreseen to address HIV-AIDS. However, HIV-AIDS is expected to be included in the civil service management framework.

Peace and Conflict.

The contribution the SIP makes to peace and conflict management is based on the following thought sequence. First, there is no international evidence that sustainable peace is realized in the absence of a functioning government system. Secondly, there is no international evidence that a government system functions sustainably in the absence of appropriately arranged core of government functions.

The SIP therefore focuses on these core of government functions in close coordination with the World Bank. The core of government functions specifically addressed in the UNDP project include internal coordination mechanism (e.g. cabinet), external coordination (e.g. ACU), horizontal and vertical role and responsibility distribution (e.g. functional reviews), inclusive planning frameworks, evidence based decision making through M&E frameworks and statistics, civil service management, and public financial management.

Also, embedded in the project implementation strategy is the Do-No-Harm principle. It has been noted in this context that the composition of the Puntland Government and the direction of its reforms have a lot of focus on diversity within the Somali ethno-social and post-conflict context. As the CDP programme continues to support the government in moving the reform agenda forward, it is imperative that we are cognizant of the need for preservation of this deliberate government strategy, hence the focus on Do-No-Harm principles.

Human Rights

No dedicated activities are foreseen to address human rights. However, Human Rights are expected to be addressed through the civil service management framework – e.g. through citizen charters.

SECTION 4 – CHALLENGES / LESSONS LEARNT

Across all the regions where SIP operates in Somalia, language and the use of English as means of communication presents challenges. The absence of trained translators/interpreters within SIP and the broader suite of UNDP programs/projects across the entire project life-cycle is a critical challenge and developmental critical success factor often taken for granted. At a recent workshop co-hosted with MOLSA for key stakeholders, interested and affected parties (NCSC, OPM, MoPIC, civil service trade unions, and parliamentarians) on review and amendment of the Civil Service Law the entire issue of language and accurate translation was overlooked. Somali was primarily spoken by all participants throughout the 10 – 12 August meeting and understanding of English was rudimentary at best. The negative outcomes of the use of English as the dominant mode of communication to a group keenly using Somali cannot be adequately measured but the challenges of understanding the terminology and other nuanced debates were quite visible. A recommendation is that the entire question of trained translators/interpreters be brought sharply into focus by UNDP especially at this juncture i.e. the implementation and delivery of new program/project activities.

Since Capacity Injection Mechanism implementation has been delayed there is an emerging concern that without a seamless transition and continuation of advisory support to core of government ministries important momentum, consistency and continuity will be lost. In some instances, embedded advisors will 'jump ship' in order to prevent joining the ranks of unemployed. In addition to perpetuating the cycle of high staff turnover, quick fixes resulting from short planning and implementation horizons, the 'capacity void' left by a prolonged CIM transition/start-up could reverse significant developmental gains made in recent months. This looming issue has been brought to the attention of the WB and other donor partners specifically by MoPIC/UNDP and its highly likely that current advisory contracts will be extended, on a month-to-month basis, as and when the need arises. This is viewed as an interim arrangement only and will be discontinued once the CIM is operational.

SECTION 5 – RISK MANAGEMENT

Type of Risk ³	Description of Risk	Mitigating Measures
Security	<p>Security attacks against government establishments remain a key challenge in Mogadishu and other parts of Somalia.</p> <p>Third Quarter Update: The latest hard hitting attack was the collateral damage that the UNDP UNCC suffered when the Jazeera Hotel was bombed causing structural damages to the UNCC on 26 July 2015.</p>	<p>Security training for staff remains a key mitigation measure to ensure that staff know what to do in the event of such attacks while they are either at work or attending to their own business while off duty. UNDP has also successfully managed to move all its staff who used to live and work from the UNCC in Mogadishu to the MIA. Operations for the project have continued with very minimal disturbances.</p>
Operational	<p>Absence of qualified consultants to implement the assignments</p> <p>Third Quarter Update: Two female advisors embedded in the Ministry of Planning at the Federal Level resigned in the third Quarter because they had received “better” contracts from a consulting firm. This remains a major challenge for a government that still has problems paying salaries for its</p>	<p>The strategy is to use a combination of national and international professionals to support key aspects of the project implementation guarantees availability of the consultants.</p> <p>The MOPIC will get an international consultant to work closely with them on the National Development Plan and it is planned that when the World Bank CIM project starts, these positions will also be covered.</p>

³ Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other. required staff- both

	own independently.	
Finances	Funding to support projects desired projects continues to hit a snag with no funding available for projects in Somaliland.	The uncertainties concerning funding of the project resulted in uncertainties in the implementation of the project in Puntland and a closure in Somaliland. New agreements signed in June should see projects in Mogadishu and Puntland being carried forward.
Strategic	<p>Dynamic government agenda Increased presence of development partners in Somaliland</p> <p>Third Quarter Update: The ACU has been moved from the MOPIC to the OPM. The consequences of such a move are yet to be felt but clearly disruptions to productivity will be experienced as funding partners and the staff get used to the new arrangements.</p>	<p>A dynamically evolving government agenda is normal in a (post-) conflict development context. Close and continuous dialogue with the government on the priorities and upcoming needs of the government will allow continued alignment of the project with the priorities and continued relevance of the project.</p> <p>Where previously UNDP often was the sole possible source of assistance for the Government, the governments now have the opportunity to select their partners in a more diverse landscape. For the project, this may lead to situations where it has to withdraw from certain areas of support as other (international) development partners step in. The project needs to be in close contact with other development partners to adjust its strategy to those priorities where the government prefers support by UNDP.</p> <p>Response: Consultative meetings have been held with key stakeholders including the OPM, MOPIC, ACU, UNDP and other funding partners to clarify the movement of the ACU from the MOPIC to the OPM. It has since been agreed that UNDP will continue its support to the ACU now based at the OPM albeit with a closer review of financial and risk management systems of the OPM to ensure that funds are managed as per the original agreement with MOPIC and the ACU.</p>

SECTION 6 – MONITORING AND OVERSIGHT ACTIVITIES

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Review of implementation of Letter of Agreement with the Ministry of Planning and International Cooperation Puntland	21-22 July 2015	The Project Team found that the Ministry does not have a template for LoA reporting.	The project team developed a reporting template for the Ministry to report the progress against planned activities in the LoA. The template was well utilized and used.

SECTION 7 – FINANCIAL REPORT

Donor	Annual Work Plan	Available resources for the year	Contribution as % of AWP	Disbursed	Balance ⁴	% Delivery	Comments
EC	1,638,364	1,638,364	24%	1,333,114	305,250	20%	
TRAC	1,500,000	1,789,513	26%	1,294,093	495,420	19%	
BCPR	577,430	240,000	4%	-	240,000	0%	
Norway	622,808	278,250	4%	193,271	84,979	3%	
DFID	962,000	963,008	14%	861,787	101,221	13%	
Unfunded	1,481,305	-	-	-	-	-	
TOTAL	6,781,907	4,909,135	72%	3,682,265	1,226,870	54%	

⁴ Available resource for the year minus funds disbursed till now.

Annex 1: List of Trainings

#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
	FEDERAL							
1.	Jointly hosted by MOLSA and UNDP SIP	OPM, NCSC, Chambers of Commerce, local judicial experts & trade unions, parliamentarians	10 - 11 August 2015	26	4	Review and amendment of Civil Service Law No 11. – Activity Launch Workshop/Training	AMISOM VIP Conference Facility Building, MIA	UNDP Strengthening Institutional Performance (SIP) Project – Giulio de Tommaso
2.	Ministry of Planning & International Cooperation specifically the Aid Coordination Unit (ACU)		20 April 2015	10	4	Strengthening Institutional Performance – with a focus on Capacity Development	Civil Aviation Building, MIA	UNDP Strengthening Institutional Performance (SIP) Project – Albert Soer
3.	Ministry of Planning & International Cooperation specifically the Aid Coordination Unit (ACU)		27 April 2015	10	4	Communications Training	Civil Aviation Building, MIA	UNSOM - Cassandra Nelson and team
4.	Ministry of Planning & International Cooperation specifically the Aid Coordination Unit (ACU)		27 April 2015	10	4	Strengthening Institutional Performance – with a focus on Networking & Innovation	Civil Aviation Building, MIA	UNDP Strengthening Institutional Performance (SIP) Project – Pau Blanquer
5.	Ministry of Planning & International Cooperation specifically the Aid Coordination Unit (ACU)		4 May 2015	10	4	Gender Equality Training	Civil Aviation Building, MIA	UNDP Gender Unit – Bihi Egeh
6.	Ministry of Planning & International Cooperation specifically the Aid	Government PSG WG Lead;	7 May 2015	10	4	SDRF, with a focus on funding windows	Civil Aviation Building, MIA	UN RCO – Hanna Schmitt

#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
	Coordination Unit (ACU)	Regional New Deal Focal Points						
7.	Ministry of Planning & International Cooperation specifically the Aid Coordination Unit (ACU)		11 May 2015	10	4	Use of Country Systems	ACU premises – Villa Somalia	UNDP contracted staff Employed in MoF – Hodan Osman
8.	Ministry of Planning & International Cooperation specifically the Aid Coordination Unit (ACU)	3 MOPIC additional staff	17 May 2015	10	4	Decentralization and Local Service Delivery	Civil Aviation Building, MIA	Anka Kitunzi – Chief Technical Adviser, UNCDF
	PUNTLAND							
9.	Ministry of Planning and International Cooperation		02 - 07 July 2015	9	3	Monitoring and Evaluation Training	Ministry of Planning and International Cooperation	Local Consultant
10.	Ministry of Planning and International Cooperation		08 - 13 July 2015	7	5	Result Based Management Training	Ministry of Planning and International Cooperation	Local Consultant
11.	Ministry of Planning and International Cooperation		14 - 19 July 2015	6	6	Strategic Management Training	Ministry of Planning and International Cooperation	Local Consultant
12.	Ministry of Planning and International Cooperation		20 – 24 July 2015	8	4	Policy Development Training	Ministry of Planning and International Cooperation	Local Consultant
13.								

#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			

ANNEX 2 – OVERVIEW OF REPORTS

TITLE	DATE	NATIONAL PARTNERS	COMMENTS
FEDERAL GOVERNMENT SOMALIA			
DRAFT Mission Report: Re-Drafting the Civil Service Law No. 11 - Next Steps	September 2015	Ministry of Labor and Social Affairs	DRAFT – awaiting inputs/comments from MOLSA DG and colleagues prior to finalization especially in relation to the Next Steps – a proposed amendment agenda going forward 2015/16.
Strengthening the Office of the Prime Minister (Supporting Central Policy & Coordination Functions through the Somalia Institutional Development Project)	June 2015	Office of the Prime Minister	FINAL - End of Assignment Report prepared by Peter Reed – Short Term Technical Advisor for UNDP Somalia
MoPIC Strengthening Central Policy and Coordination Functions	April 2015	Ministry of Planning and International Cooperation	FINAL - End of Assignment Report prepared by Vincent Fruchart – Short Term Technical Advisor for UNDP Somalia
Inception Report: MOLSA/NCSC Civil Service Reform Agenda for the Federal Government. Moving Forward	May 2015	Ministry of Labor and Social Affairs/National Civil Service Commission	FINAL - Inception Report prepared by Giulio de Tommaso – Short Term Technical Advisor for UNDP Somalia
PUNTLAND			
Functional Review Reports on Ministry of Education & Higher Education	August 2015	Ministry of Education & Higher Education	Draft shared
Functional Review Reports on Civil Service Commission	August 2015	Ministry of Labor, Youth and Sports	Reports shared and accepted
ICT Assessment Report	August 2015	Office of the President, Ministry of Planning and International Cooperation, Ministry of Women Development and Family Affairs, Ministry of Labor, Youth and Sports, Civil Service Commission and the Good Governance and Anti-Corruption Bureau	Local Consultant conducted the assessment

Simplified coordination framework for sector working groups	July 2015	Ministry of Planning and International Cooperation	Consultant facilitating the review
Aid Coordination Policy	August 2015	Ministry of Planning and International Cooperation	A Local Consultant

ANNEX 3: LIST OF ACU STAFF

ACU Staff	
Director	Ahmed Ainte
Admin& Finance Officer	Mohamed Ali Mohamed
Cleaner	Ugaaso Mohamed Abdi
Cleaner	Zahro Sheick Hassan
Intra-Governmental Coordination and Cabinet	Abdirahman Farah
Donor Coordination Officer	Safia Yasin Farah
Aid Information Management Officer	-
Reporting & Communications Officer	Rodo M. Ali
M&E Officer	Amir Mohamed
SDRF Officer	Abukar Osman
Admin/Finance assistant	Abdulnasir Mucktar
Administrative Assistant	Muhubo Abdirahman
4 Security Guards	-
New Deal Coordination officers	
Puntland Coordination Officer	Mohamed Hassan Barre
Interim Juba Administration (IJA) Coordination Officer	Amina Arte
Galmudug State Coordination Officer	Rufia Salad
ISWA State Coordination Officer	Asad Omar Muse
Banadir Coordination Officer	Abshir Mohamed Hussein
1 PSG Coordination Officer	Ali Nur Ahmed
PSG Coordination Officers	
1 PSG Coordination Officer	Ali Nur Ahmed
2 PSG Coordination Officer	Adil Korfa Garane
3 PSG Coordination Officer	Faisal Said Mussa
4 PSG Coordination Officer	Mohamed Bashir Mohamed
5 PSG Coordination Officer	Abdiaziz Abdulle Nur
Capacity Development & Gender Coord. Officer	Farhia Mumin