

# Strengthening Institutional Performance

## Capacity Development Program

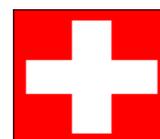
### In Somalia

## Quarterly Report II: April – June 2015 Strengthening Institutional Performance

Supporting the:  
Federal Government Republic of Somalia  
Government of Puntland  
Government of Somaliland

<b>Reporting Period</b>	April - June 2015
<b>Federal Government Counterparts</b>	Ministry of Planning and International Cooperation, Office of the Prime Minister, National Civil Service Commission, Aid Coordination Unit, Ministry of Labor, Ministry of Finance.
<b>Government of Puntland</b>	Ministry of Planning and International Cooperation, Civil Service Commission, Ministry of Labour, Youth and Sports, Puntland Good Governance and Anti-corruption Bureau.
<b>Government of Somaliland</b>	Ministry of National Planning and Development; Civil Service Commission; Civil Service Institute; Good Governance and Anti-Corruption Commission; Solicitor General's Office
<b>PSG</b>	Cross-Cutting - Capacity Development
<b>PSG priority</b>	
<b>Focus Locations:</b>	Mogadishu, Garowe, Hargeisa
<b>AWP Budget</b>	6,781,907
<b>Available Funds for year</b>	4,694,088
<b>Expenditure to date</b>	2,387,031

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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
MOU	Memorandum of Understanding
MPTF	Multi Partner Trust Fund (UN)
NGO	Non-Governmental Organization
OPM	Office of the Prime Minister
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**

The period under review was characterized by increasing stability, improved governance and the consolidation of gains spearheaded by a fresh and enthusiastic political leadership in Mogadishu. Critical ‘personnel gaps’ remain in core of government ministries particularly at the middle management or implementation cadre level, with moderate implications for the ‘institutionalization’ of development projects/activities; advisory support and capacity development and ultimately, the delivery of agency services and support to partner ministries.

The major development has been the Puntland Cabinet reshuffle, in which the Minister of Planning and International Cooperation had been replaced with the former Minister of Finance. This is a significant development for the project, as the Ministry of Planning coordinates the SIP government project partners and the new Minister comes with a wealth of experience and demonstrated commitment to step up the coordination and international cooperation functions of the ministry.

During the second quarter the issue of extending the president’s term has dominated in Somaliland. The current SL president’s term expired in June 2015, but was extended. The formal reason was that the voters’ registration could not have done on time. Following the discontent from the opposition parties and the international community, the government agreed to have the presidential elections in March 2016. This has significant meaning for the project as presidential elections may disrupt regular work with the government.

### **New project development**

The Capacity Injection Mechanism (CIM) to be operational for the Federal and Puntland Governments is still under development, jointly supported by the UNDP and the World Bank. Under ongoing arrangements and until the CIM is fully operational, temporary filling of capacity gaps is supported directly through the project. It is anticipated that MoPIC will receive further support, in the areas of development and Interim Poverty Relief Strategy Paper planning, in Q3 in the form of long-term international and national advisors (1 position each).

### **Project implementation summary**

The support to the Federal government reform agenda was taken forward with the deployment of two international consultancy assignments. The Office of the Prime Minister (OPM) was supported with an Organizational Development Specialist to co-design and finalize the restructuring of the OPM; review strategic communication inputs funded and previously undertaken under the auspices of the Foreign and Commonwealth Office (FCO) by Albany and Associates and report on findings of a rapid assessment of immediate and short-term support to the Parliamentary Unit.

Deployment of the national advisors to the OPM ceased at the end of the 1<sup>st</sup> quarter but with the gradual transition from UNDP to WB CIM advisory support over the next few months, it’s anticipated that the CIM will recruit and fund 5 OPM Director level positions within the 3<sup>rd</sup> quarter. The planning for and implementation of Villa Somalia renovation advanced significantly during the quarter. The Ministry of Planning and International Cooperation (MoPIC) was supported with the recruitment and deployment of an advisory and interdisciplinary team of eight highly qualified Somali nationals commencing in the 2<sup>nd</sup> quarter and expected to extend until the end of September with the option of continued CIM support thereafter. The impact of this team has been felt immediately with two experts taking on the arduous task of initiating the overarching process of development and interim poverty reduction strategy paper planning. The Civil Service Management Specialist continues to work closely with the CSC and Ministry of Labor to assess the present legal, policy and institutional environment and establish a medium term agenda to implement the

reform in the field of Civil Service Management. Focus has shifted towards the inclusive process of bringing about amendments to the Civil Service Law No. 11. The Aid Coordination Unit (ACU)/MoPIC has been staffed with an additional advisor (New Deal Regional Focal Point in Banadir) in the last quarter and supported in its secretariat activities in support to the functioning of national aid coordination structures and aid information management.

For Puntland, the implementation of the project had been against the lack of adequate resources for planned project activities. In addition, the period witnessed significant changes in a negative elevation of the security level of the area, resulting in restricted staff movement and the absence of the Project Manager from Garowe for a significant period of time. A lot of focus had, therefore, been on the formulation and implementation of a Letter of Agreement with the Ministry of Planning and International Cooperation, under which a number project activities were implemented with remote support from the project team.

In Somaliland, due to the imminent project office closure, activities were limited, but, nevertheless, very productive. The work has focused on the functional review of key government Ministries. During the month of April a number of working meetings were organized with four pilot ministries, as well as with the Civil Service Commission, Good Governance and Anti-Corruption Commission, and Civil Service Institute on different aspects of the functional review. At the final functional review workshop the project experts have reported about the work done, presented the final report, including all deliverables. The government was satisfied with the report and deliverables. In June the functional review support continued through a mission of one international consultant for 10 working days during which good progress was achieved.

#### **Project management**

The SIP project will not be implementing any new activities in Somaliland as the funding for the activities have ended. It is hoped that in future new funding will be secured to assist the Government in Somaliland with other needs.

The Federal Government of Somalia is taking a strong lead in establishing national ownership of the development agenda and is proceeding under the leadership of the Ministry of Planning and International Cooperation to prepare for the replacement of the New Deal for Somalia, which expires at the end of 2016. On 18 June 2015, the Government, UN and the donor community proceeded with the signing of 6 UN projects to be financed through the UN MPTF; including the short-term initial project to support Emerging States Formation, subject of this progress report. This is a significant achievement on the path towards more harmonized and consolidated assistance to Somalia and the multi -million dollar agreement will ensure “(UN) delivery as one” through the Somalia Development and Reconstruction Facility.

## 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

A number of key government agencies still have vacant posts in priority positions as well as capacity gaps related to key reform processes and require (temporary) embedded advisory services. The Capacity Injection Mechanism (CIM) to be operational for the Federal and Puntland Governments is still under development, jointly supported by the UNDP and the World Bank. Under ongoing arrangements and until the CIM is fully operational, temporary filling of capacity gaps is supported directly through the project.

The ‘capacity injection’ support to the **Federal Government** following previous arrangements remains substantial but will largely be phased out in Quarter 3 but currently includes: 22 advisors managing the ACU (1 director, 6 officers, 6 PSG Working Group coordinators, 5 Regional New Deal Focal Points, 2 assistants, 2 New Deal consultation facilitators), as well as other ACU positions (2 cleaners, 2 drivers, and 4 security guards) and 8 experts providing technical advisory support, across a host of functional areas, to MoPIC. A further financial expert is providing ongoing support to the MoF which is scheduled to run through to the end of 2015. It is anticipated that MoPIC will receive further support, in the areas of development and Interim Poverty Relief Strategy Paper planning, in Q3 in the form of long-term international and national advisors (1 position each).

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	<b>Federal:</b> – 1: New Deal Regional Coordinator in Banadir recruited and 13 local consultants placed in OPM. Q2 – 8 local advisors placed in MoPIC. Throughout 2015 – 1 advisor placed in MoF. <b>Cumulative total 45 (23, 13, 8, 1)</b> <b>Somaliland:</b> No activities <b>Puntland:</b> No activities
Percentage of direct supervisors satisfied with new recruits	0	1. Federal: 75% 2. Puntland: 75% 3. Somaliland: 75%	Federal: 75% Puntland: 75% Somaliland: Measurement not carried due to the fact that no activities were implemented in the second quarter.  Advisory support to ACU and MoF is ongoing; advisors were withdrawn as planned from OPM at the end of Q1;

		<p>whereas MoPIC advisory support commenced in Q2 and is anticipated to run through to the end of Q3. Direct supervisors, in most cases the respective Permanent Secretaries, expressed a high degree of satisfaction with recruited advisory support. In excess of 75%, since most supervisors are actively involved with the management of advisors endorsing monthly timesheets and reports prior to direct payment. A high degree of supervisor satisfaction, with advisor performance, is correlated with and attributable to their 'hands-on' involvement with advisory support.</p>
Planned Activities as per Annual Work Plan		Progress Against Activities
<p>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</p> <p>Specific activities foreseen in Somaliland concern the provision of advisors to CSC, CSI, GGACC, MoNP&amp;D and the solicitor General Office (in total 15)</p>		<p><b>Activity 1.1.1:</b> Provided WB colleagues with strategic and operational support in the implementation of the capacity injection mechanism (CIM) through the placement, in Somali and Kenyan newspapers, of OPM (5 at Director Level) and NCSC (3 at Manager Level) advertised positions.</p> <p><b>Activity 1.1.2:</b> Qualified day to day advisory support on aid coordination and management was provided through local consultants and advisors in ACU 22 (ongoing), MoPIC 8 (Q2 &amp; Q3) and MOF 1 (ongoing) respectively according to prioritized needs provided by government partners and the support is receiving regular salary payment. It is anticipated that MoPIC will receive further support, in the areas of development and Interim Poverty Relief Strategy Paper planning, in Q3 in the form of long-term international and national advisors (1 position each).</p> <p><b>Activity 1.1.3:</b> Not yet started as at this time most government partners have a greater need for higher level, technical advisor support to fill capacity gaps. The priority has been to work closely with government partners to fill these gaps in a strategic and focused fashion with the best available resources. Similarly, there is</p>

a general absence of a middle management cadre in most ministries and this is the level at which graduates will conceivably be placed. As a consequence of this, most ministries do not currently have the institutional capacity or enabling environment to accommodate graduates. A less riskier and overwhelming option will be to pilot the fielding of a few graduates, to test the viability of the program at this time and based on findings, decide whether or not to mainstream.

**Sources of Evidence for Results Progress and Achievements**

- Payroll records
- Monthly Time and Attendance sheets
- Monthly Reports with supporting documentation (where applicable)
- Job advertisements placed in Somali and Kenyan newspapers

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

### Narrative update on Progress towards Output

Steady progress was made in the quarter particularly in area of engaged with MOLSA and NCSC and other core of government ministries (OPM, MOPIC) on the broader notion of civil service reform and within that the importance of a sound, comprehensive policy framework. Working in close consultation with the newly appointed Director General of MOLSA there is a growing understanding and consensus that the current Civil Service Law needs to be reviewed and amended according to prevailing and emerging realities. The project’s international Civil Service Management Specialist synthesized the findings of his inception report (entitled Civil Service Reform Agenda for the Federal Government. Moving Forward) and used this as the basis for information sharing, regional and international comparative analyses and focused dialogue and discussion on an open and participatory process to usher in reforms. With an increased interest and willingness on the part of MOLSA and particularly the new DG to take this process forward, a series of workshops are planned for Q3 to support the process of amending the Law. The emphasis, throughout this process, must be on self-determination and ownership (Somali-led and owned), sentiments echoed by the DG.

At a broader level, One UN political level a discussion was held with UNDP’s DCD on the need to place and then elevate the broader topic of Civil Service Reform on the collective, developmental agenda of all partners in Somalia – particularly the UN agencies with the hope that the community will all share in a common understanding and vision and work towards the attainment thereof in a systematic and collaborative manner. The suggestion was that this should be brought to the attention, support and lobbying power of the DSRSG/RC/HC but due to his imminent departure it was decided to wait for his replacement to assume duty prior to taking this forward. This remains a critical success factor and strategic consideration that can only be taken forward at Head of Agency level.

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	<b>Federal: 1</b> (Q1 – 1; Q2 – 0) Initial and further reviews of the Federal civil service law have been undertaken independently of MOLSA in order to create an Agenda for the process of amendment. SIP will support and guide the process working collaboratively with MOLSA in Q3 and beyond. <b>Puntland: 1</b> Advisory Note on legal and regulatory frameworks, completed in Q1, was reviewed and submitted to

			Government in Q2) <b>Somaliland: 0</b>
# of HR Management Framework submitted	None	Federal: 1 draft Puntland: 1 draft Somaliland: 1 Draft	<b>Puntland: 0</b> A continuous process starting from Q1 was carried out with an Advisory Note on civil service management arrangements, completed in Q1 being reviewed and submitted to government in Q2)  <b>Somaliland: 0</b> However, 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.
<b>Planned Activities as per Annual Work Plan</b>		<b>Progress Against Activities</b>	
2.1 Rationalization and modernization of civil services 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. Activity 2.1.2: Creation / improvement of gender disaggregated civil service database.		Activity 2.1.1: <b>Federal:</b> A draft inception report prepared by the Civil Service Management Specialist was finalized and circulated widely amongst MOLSA, NCSC and other core of government ministries (MOPIC, OPM). Follow-up meetings were arranged with the senior management of mentioned government partners to highlight report findings and collectively set an Agenda for civil service reform but specifically for amendments to Civil Service Law, No 11. Activity 2.1.2: No progress  <b>Puntland:</b> The two Advisory Notes developed from the review of civil service legal and regulatory frameworks and management arrangements is 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 and strategies

**Somaliland:** Consultative meetings were held with the Civil Service Commission and the Public Service Reform Steering Committee on the framework and priorities of civil service reform in Somaliland.

#### Sources of Evidence for Results Progress and Achievements

- Federal Government – Finalized inception report and reviewed Civil Service Law with updated comments / proposed amendments
- Schedule of meetings with MOLSA, NCSC, OPM and MOPIC together with guiding discussion document / power point presentation
- A guiding document prepared for the MOLSA DG addressing key civil service reform issues as well as questions in relation to the amendment of Law 11.
- **Puntland:** Power Point Presentations to the government on the two Advisory Notes and the way forward
- **Somaliland:** Minutes of the meetings

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

### Narrative update on Progress towards Output

A training plan for ACU staff has been developed and implemented during April and May. The plan included sessions on communications, development effectiveness, innovation & networking, capacity development, SDRF, use of country systems, gender equality, and decentralization & local service delivery. The SIP team provided training inputs on Capacity Development and Innovation, Networking and Capacity Development at different ACU/MoPIC workshops held in April, and facilitated the conduction of other sessions by government or UN agencies. Currently most Federal government partners are 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	<b>Federal: 0</b> No activities were undertaken in the 2 <sup>nd</sup> quarter.  <b>Puntland:</b> (1 draft policy under stakeholders' review)  <b>Somaliland: 0</b> No activities were undertaken in the 2 <sup>nd</sup> quarter.
Number of Civil Service Training Institutes established	Somaliland CSI existing since 2008 with UNDP support. On Federal and Puntland no operational CSI exist.	Federal: 1 CSI established Puntland: 1 CSI established	<b>Federal:</b> No activities were undertaken in the 2 <sup>nd</sup> quarter. Q1 – 0, Q2 – 0 Cumulative total 0  <b>Puntland:</b> Draft proposal of the CSI is under review
Number of trainings facilitated for civil servants	0	Federal: 4 Puntland:4 Somaliland: 4	<b>Federal:</b> One training activity for the enhancement of civil service performance and ethics was facilitated in the quarter i.e. Q1 – 3; Q2 – 1 Cumulative total 4

			<p><b>Puntland:</b> 1 (Project Cycle Management)</p> <p><b>Somaliland:</b> 5 training sessions held for the CSI and CSC staff on functional review implementation. The training was provided by the functional review consultants.</p>
Number of consolidated reports produced from a consolidated tracking database for training provided to civil servants	None	Federal: 4 Puntland: 4 Somaliland: 4	<p><b>Federal:</b> No activities were undertaken in the 2nd quarter to establish the database. Q1 – 0, Q2 – 0 Cumulative total 0</p> <p>Puntland: 0</p> <p><b>Somaliland:</b> 0 The database is being revised and updated</p>
<b>Planned Activities as per Annual Work Plan</b>		<b>Progress Against Activities</b>	
<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><b>Federal:</b> Activity 3.1.1: No progress Activity 3.1.2: No progress</p> <p><b>Puntland:</b> In the absence of a Civil Service Institute, 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.</p> <p><b>Somaliland:</b> Direct technical support was provided to the CSI in terms of strategic development and training plans through a number of meetings</p>	

### Sources of Evidence for Results Progress and Achievements

Training materials – power point presentations and materials of the different modules of the training conducted for ACU staff

List of Participants

**Puntland:** Draft proposal for the Civil Service Institute

**Somaliland:** Minutes of the relevant meetings

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

### Narrative update on Progress towards Output

As part of a collaborative process between UNDP – SIP and WB – CIM, in relation to the reorganization of priority institutions (OPM and NCSC), key capacity gaps were identified and UNDP supported the WB with the placement of job advertisements in Somali and Kenyan newspapers. Funded by the WB – CIM, the following high priority Director-level positions will be filled in OPM – Policy and Delivery; Cabinet and Parliamentary Affairs; Parliamentary Communication; Central Services; and National Institutional Capacity Development. CIM related positions to be filled in NCSC at managerial level include: CIM Coordinator; HR Manager supported by an HR Officer and ICT/Database Manager. All positions will be contracted and funded for 2 years which provides both stability and sustainability at the core of the respective institutions. It is anticipated that recruitment, appointment, placement and induction will be completed within Q3.

In an end of assignment report delivered in the quarter by the UNDP Organizational Development Advisor tasked to support the OPM, recommendations were made to fill further capacity gaps through additional advisory support via the CIM or elsewhere in the following areas: security sector development, legal affairs, economic development (economist), and improving government performance. Based on the division of labor between UNDP and WB consultants supporting the OPM, the same advisor reviewed recommendations provided by Albany’s Communications Expert (Foreign and Commonwealth Office-funded initiative within the OPM which recently came to an end and may receive continued FCO/DFID support) on the strategic communications function within the OPM and the strategic/operational capacity to deliver on this function. The OD Advisor also assessed the immediate and short-term support needs of the OPM’s Parliamentary Unit.

Advisory support provided by UNDP – SIP to MoPIC in this quarter has been timely and highly relevant in assisting MoPIC address its immediate and ongoing development and interim poverty reduction strategy paper (IPRSP) planning process. Two of the eight advisors provided are working directly on planning related tasks including development and IPRSP planning. Additional, long-term specialized advisors (1 international and national) will be recruited and funded by UNDP – SIP to support this important function.

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.

Output Indicators	Baseline	Annual Target	Progress to date
Number of organizational / functional reviews carried out	0	Federal: 1 Puntland: 3 Somaliland: 3	<b>Federal:</b> Initial work at MoPIC started but this will be taken further by WB contracted consultant (Reorganization) especially in relation to ACU. Initial work shared with MoPIC and WB. The Change Manager located within MoF provided ongoing institutional support

			<p>to and strengthening of the senior management team. Two reviews carried out – Q1 – 1; Q2 – 2 Cumulative total 3</p> <p><b>Puntland:</b> 1 review carried out draft report produced</p> <p><b>Somaliland:</b> 4. Analytical work of the functional review was finished in four ministries</p>
Number of new organograms submitted for approval	0	<p>Federal: 1 Puntland: 3 Somaliland: 3</p>	<p><b>Fed:</b> Q1 – 1; Q2 – 1. Cumulative total 2.</p> <p>UNDP supported this initial work within OPM undertaken by WB – seemingly the final organogram is still not approved with ongoing, minor revisions. As part of the MoF strategic planning process, the organizational structure was revised including identification of critical staffing gaps required to be filled.</p> <p><b>Puntland:</b> 1 draft organogram</p> <p><b>Somaliland:</b> 4 Four new organograms were drafted (Ministry of National Planning and Development; Ministry of Interior; Ministry of Health and Ministry of Education)</p>

<p>Number of change management plans developed and submitted for approval</p>	<p>0</p>	<p>Federal: 1 Puntland: 3 Somaliland: 3</p>	<p><b>Federal:</b> No progress in 2<sup>nd</sup> quarter as the focus was on supporting the advisory support team established in MoPIC with associated administrative and reporting arrangements. Q1 – 0, Q2 – 0 Cumulative total 0</p> <p>Puntland: 0</p> <p><b>Somaliland: 4</b> Four change management plans were produced for the government of Somaliland. These plans are intended for the four functional review ministries and cover the period of up to two years.</p>
<p>Number of institutions supported with infrastructure and equipment</p>	<p>During the previous SIDP project several institutions were supported.</p>	<p>Federal: 5 Puntland: 5 Somaliland: 5</p>	<p><b>Federal:</b> Q1 – 2; Q2 – 1, Cumulative total 3 Steady progress took place in relation to the provision of several prefabricated office units to the OPM which should be completed in Q3 thereafter renovation of designated OPM office wings will commence. Institutions supported</p> <p><b>Puntland: 1</b> Logistical support for Monitoring and Evaluation provided to Ministry of Planning</p> <p>Two vehicles hired for Ministry of</p>

			<p>Planning, and two new vehicles procured to replace the hired vehicles.</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><b>Activity 4.1.1:</b></p> <p><b>Federal:</b> - UNDP provided inputs in the WB led efforts to develop a new organizational structure for the OPM. Significant progress was made in this regard and it was anticipated that the structure down to Director level would be finalized and approved within the quarter. Seemingly this was the case but the Deputy Prime Minister wished to revisit the organogram. Once the respective Directors (5 will be recruited through the WB – CIM) are in place further structural development, with form following function, will take place. Some preliminary work was undertaken within MOPIC but the WB will be taking this further with a particular focus on the integration of ACU within MoPIC. Activities carried out, by the Change Management Specialist assigned long-term to MoF, included: support with the development of 3-year strategic plan outlining current challenges and defining strategic goals, priorities - subsequent alignment with annual work plans; developed concept note for the reform of security sector expenditure, including strengthening of payment process, payroll and oversight; supported budget review and revision process, including presentation to PFM working group; prepared Asset Recovery quarterly report outlining progress made against the management of foreign assets by FGS.</p> <p><b>Puntland:</b></p> <p>The functional review of the Civil Service Commission has been completed. The draft report is under discussion with the Commission. Meanwhile, the all necessary data for the review of the functions of four other institutions (Ministry of Labor, Youths and Sports; Ministry of Health; Ministry of Education &amp; Higher Education; and Ministry of Women Development &amp; Family Affairs) have been collected and analyzed. The final draft reports for these reviews will be completed early in the third quarter.</p>	

**Somaliland:** The analytical part of the functional review of four ministries of the government of Somaliland was completed in April 2015. The final report contained recommendations on the new structure of the ministries; a list of functions; model position descriptions; description of 11 standard operating procedures for each ministry

**Activity 4.1.2:**

**Federal:** – Strategic and change management support was provided to MoF partners through the following activities initiated by UNDP’s Change Manager including: established quarterly meetings with the SDRF Funding Windows Administrators (World Bank, UN, and AfDB) chaired by the MOF. First meeting took place in June and prepared presentations on status of use of country systems; coordination of the high level Technical Working Group meeting on debt relief for Somalia during the spring meetings in Washington, led preparation of meeting material and presentation on financial governance track record. High level meeting involved Somalia’s creditors, and was significant in pushing forward the path to debt relief; coordinated the MoF team in the preparation, consultation and review for the IMF Article IV consultations (June) A key milestone for Somalia as the last Article IV consultation was held 25 years ago. This is a critical step towards SMP leading up to debt relief; supported implementation of banking arrangements allowing for government payments to be made by domestic and international commercial banks, including vendor and salary payments.

Little or no progress made on this in the 2<sup>nd</sup> quarter, with other core of government – FGS institutions, partly due to other prevailing priorities and the absence of a critical mass of staff – senior and middle management to engage on this issue.

**Somaliland:** In Q2, support to the government of Somaliland has continued for the preparation and implementation of change management plans. This work was carried out by two consultants working together with the CSC, GGACC, and

CSI. During this time, the functional review methodology was completely handed over to the CSC and CSI staff.

**Activity 4.1.3:**

**Federal:** – Equipment/furniture and vehicular needs for MoPIC-ACU were re-assessed and the procurement there of will be undertaken in Q3. The rehabilitation of OPM office accommodation at Villa Somalia is ongoing and progressing well with the first phase – the provision of prefabricated office units – due for completion in the 3<sup>rd</sup> quarter.

**Somaliland:** 0

**Sources of Evidence for Results Progress and Achievements**

Finalized End of Assignment Report

Consultancy reports

Meeting records

Quarterly reports

Revised organogram – organizational structure

Concept notes/briefing papers

**Puntland:** Draft Functional Review Reports with new organigrams for the Puntland Civil Service Commission

**Somaliland:** Functional review final report; minutes of meetings

## 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

At the **Federal** level the joint and coordination support by the World Bank and UNDP in the 2<sup>nd</sup> quarter focused on the overall organizational structure of the OPM – this work was completed within the quarter except for minor revisions to the organogram. In support of the WB efforts to staff the OPM, UNDP advertised five Director positions in Somali and Kenyan newspapers which, once filled, will be funded by the CIM and address vacancies/capacity gaps. The World Bank provided further support the Policy Unit and the Capacity Development unit (as this is the project management unit for the World Bank project). UNDP focused on strategic communications work within OPM where our Organizational Development Specialist reviewed extensive work conducted by Albany & Associates (a UK company contracted by the Foreign and Commonwealth Office to support this function) providing some recommendations and setting a solid platform to move forward from, should the FCO decide to discontinue this support. The same UNDP Specialist also conducted a preliminary assessment of the OPM’s Parliamentary Unit, detailing and recommending immediate and short-term support needs. UNDP’s active advisory support to the OPM will take a short hiatus in Q3 whilst the CIM recruitments take place and then resume once these key counterparts are in place and precise support has been identified and mutually agreed upon.

With the provision of a suite of UNDP advisory support to MoPIC in this quarter via qualified advisors in high priority functional areas, two of these experts – Development Planning and Policy Planning are currently pioneering, on behalf of MoPIC and FGS, a ‘new generation’ national development plan – the interim poverty reduction strategy paper. This complex process is iterative and involves ongoing engagement through inter-ministerial coordination and strategic guidelines/linkages very specific to aid coordination, national policies and planning and a central / national monitoring and evaluation framework. Further support will be provided to MoPIC and this important process in Q3 with the provision of additional, technical staff.

The Change Management Specialist located with the MoF continues to support significant policy and procedure development work specific to Public Financial Management (detailed under progress against activities below). Accordingly, she prepared a briefing package and presentation on Financial Governance and roles and responsibilities of the Financial Governance Committee for the newly appointed Prime Minister and Council of Ministers. Similarly, she developed and delivered a presentation on the path to debt relief for Somalia to the MoF and MoPIC, outlining requirements and way forward for the government. Within the context of the civil service reform, MOLSA has actively taken on the challenge of amending Law No. 11 and its anticipated that progress will be made in this regard together with NCSC and other ‘core of government’ institutions in Q3.

Output Indicators	Baseline	Annual Target	Progress to date
Number of policy development guidelines developed		Federal: 3 Puntland: 5 Somaliland: 5	Fed: Q1 & Q2 – 1 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

			<p>leading consultations with ‘core of government’ institutions. UNDP will provide support in this regard.</p> <p><b>Puntland: 1</b> M&amp;E policy under review Simplified sector coordination mechanism developed and under review</p> <p><b>Somaliland: 0</b></p>
Number of proposals developed to clarify roles and responsibilities of individual government institutions		<p>Federal: 3 Puntland: 5 Somaliland: 5</p>	<p><b>Federal:</b> Three finalized and shared with government partners ie MOLSA/NCSC; MoPIC, OPM, MoF – Council of Ministers &amp; Financial Governance Committee Q1 – 1; Q2 – 3. Cumulative total 4</p> <p>Puntland: 0 Somaliland: 0</p>
Number of inter-ministerial coordination meetings facilitated	None	<p>Federal: 3 Puntland: 5 Somaliland: 5</p>	<p><b>Federal:</b> 1 EU/UNDP and MoPIC, OPM SIP joint work planning session held in Nairobi and 1 presentation to MoPIC/ACU and MoF on path of debt relief Q1 – 1; Q2 – 2. Cumulative total 3.</p>
<b>Planned Activities as per Annual Work Plan</b>		<b>Progress Against Activities</b>	
<p>5.1 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 5.1.1: <b>Federal:</b> UNDP’s Organizational Development Specialist successfully concluded the final of 3 missions within OPM producing 2 reports with various findings and recommendations entitled Strengthening the Office of the Prime Minister – Supporting Central Policy and Coordination Functions through the Somalia</p>	

Activity 5.1.2: TA and other support to selected partners in (collaborative) policy development and coordination.

Institutional Development Project – Inception and End of Assignment Reports duly shared with OPM management. Similarly, the Planning and Organizational Development Specialist tasked to support MoPIC in Q1 also finalized his report in Q2 entitled: Strengthening Central Policy and Coordination Functions which was also subsequently shared with the management team. Finally, the Civil Service Management Specialist tasked to support MOLSA/NCSC also finalized his Inception Report – Civil Service Reform Agenda for the Federal Government. Moving forward which was widely circulated with key partners as well as MoPIC and OPM.

UNDP’s Change Manager embedded within MoF prepared a briefing package and presentation on Financial Governance and roles and responsibilities of the Financial Governance Committee for the newly appointed Prime Minister and Council of Ministers. Similarly, she developed and delivered a presentation on the path of debt relief for Somalia to the MoF and MoPIC/ACU, outlining requirements and way forward for the government.

**Activity 5.1.2:**

**Federal:** Initial work related to collaborative inter-ministerial policy development and coordination commenced in the quarter with MoPIC on development and interim poverty reduction strategy paper planning and MOLSA/NCSC on civil service reform and amendments to Law No. 11. Both these complex initiatives will involve in-depth consultation and collaboration with a host of government partners in order to arrive at inclusive and relevant policy instruments and strategic/operational plans (an iPRSP / post New Deal National Development Plan for Somalia. Both initiatives will continue throughout 2015 and beyond.

**Puntland:**

Two national consultants have been undertaking consultations on the draft monitoring and Evaluation Policy and the simplified framework for sector coordination. This includes preparation for both documents to be presented to appropriate for stakeholders fora for review before being presented to the Puntland Cabinet for approval.

### Sources of Evidence for Results Progress and Achievements

Inception and End of Assignment Reports: Strengthening The Office of the Prime Minister – Supporting Central Policy and Coordination Functions through the Somalia Institutional Development Project

End of Assignment Report: MoPIC Strengthening Central Policy and Coordination Functions

Inception Report: MOLSA/NCSC Civil Service Reform Agenda for the Federal Government. Moving Forward

Briefing notes and power point presentations

#### **Puntland:**

Draft Monitoring and Evaluation Policy

Draft simplified coordination framework

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

### Narrative update on Progress towards Output

Planning, M&E and Statistics approaches exist, but remain predominantly characterized by ad hoc arrangements. There is an intense interest from the donor community in general and donor partners specifically in improving upon the areas of M&E and statistical functionality within MoPIC/ACU. Whereas UNDP's Planning and Organizational Development Specialist worked with the **Federal** MoPIC in the 1<sup>st</sup> quarter and focused predominantly on the M&E system this work came to a logical conclusion due to the long-term non-availability of the consultant and offers of continued support from other quarters. Besides training staff on the core aspects of M&E he also proposed a comprehensive approach to strengthen this function within MOPIC. The specialist also proposed an integrated approach towards inter-ministerial coordination and strategic guidelines/linkages. In the 2<sup>nd</sup> quarter the World Bank contracted a Re-organization Expert to take this and other work within MoPIC. UNDP has supported this transitional advisory support arrangement (from UNDP to WB) by sharing all relevant documentation (including the work of UNDP's Planning and Organizational Development Specialist) and making both Mogadishu and Nairobi-based staff available to meet with the WB's Re-organization Expert. This has created a seamless transition between the two assignments enabling the Re-organization Expert to take full advantage of previous work conducted by UNDP.

UNDP has confirmed its commitment to the MoPIC development and interim poverty reduction strategy paper planning processes by funding an advisory support team of 8 highly skilled technical advisors to support MoPIC throughout the 2<sup>nd</sup> and 3<sup>rd</sup> quarters in order to kick-start this important activity. Two UNDP-funded national advisors, currently serving as Development Planning and Policy Planning Experts, have initiated this critical, national development planning process in collaboration with core government ministries and donor partners. This UNDP supported team will further be bolstered in the 3<sup>rd</sup> quarter with the appointment of long-term planning specialists (one international and Somali national) which will enable MoPIC to deliver upon a 3 year iPRSP which will succeed the 2016 New Deal.

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.

Output Indicators	Baseline	Annual Target	Progress to date
Number of institutional coordination arrangements for development policy drafted	0	Federal: 1 Puntland: 1 Somaliland: 1	<b>Federal:</b> Q2 – 2 work in progress. Cumulative total 2 Initial work has started and momentum, on the iPRSP planning

			<p>process, will increase appreciably in the 3<sup>rd</sup> quarter. The National Advisory Council with oversight over the iPRSP process has already been established with one sitting. Sectoral or working groups linked to or modelled along the lines of PSGs1-5 will soon be confirmed and convened.</p> <p>Puntland: 0 Somaliland: 0</p>
Number of Statistical Strategies reviewed, amended, updated or developed.	0	Federal: 1 Puntland: 1 Somaliland: 1	<p><u>All</u>: 1 A draft proposal to develop a common platform for data management has been developed and is under discussion.</p> <p><b>Puntland: 1</b> Final draft of PL Statistical Act under translation.</p>
Number of processes, tools and guidelines for collection and storage of data developed	0	Federal: 1 Puntland: 1 Somaliland: 1	<p>Federal: 0 An aid information management review has been conducted. 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.</p>
# of Aid Coordination Architecture developed and institutionalized	<p>ACU on Federal level has been supported since mid2014. ACU activities in Puntland were starting in 2014.</p> <p>NB: In Somaliland there is no dedicated</p>	Federal: 1 Puntland: 1 Somaliland: 1	<p><b>Federal: 0</b> The ACU on Federal level is operational and is increasingly engaging the (interim) Federal Member States.</p> <p><b>Puntland: 0</b></p>

	ACU.		Proposal for Aid Coordination Structure developed  <b>Somaliland:</b> 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	<b>All:</b> DAD exists in Somalia but is not being owned by the government and used as a tool for donors to report on activities and aid flows. An Aid Information Management Review has been conducted and a draft report with recommendations to improve aid information management in Somalia (and Somaliland) has been developed and shared with the Federal Government of Somalia and with the Government of Somaliland.  Puntland: 0  <b>Somaliland:</b> 0 A consultative workshop with the government was held; final report from the consultants is expected.
Number of Quarterly reports on Aid Flows are generated through DAD/AIMS	DAD allows on demand report production.	Federal: 2 Puntland: 2 Somaliland: 2	<b>All:</b> ACU has requested donors to complete a simplified questionnaire on aid flows within the framework of an aid mapping exercise which will allow to develop reports on aid flows to inform planning analytic processes. The questionnaire is based on the recommendations of the aid

		management review and it simplifies requests of information (with regards to the DAD) for donors while satisfies government's expectations.
Planned Activities as per Annual Work Plan		Progress Against Activities
<p>6.1 Institutional performance related to development planning, statistics and aid coordination and management is strengthened.</p> <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>Activity 6.1.1:</p> <p><b>Federal:</b> Preliminary work done in relation to MoPIC form and function; mandate, roles and responsibilities in relation to planning and international cooperation; the relationship between planning and a national monitoring and evaluation framework was completed in the 1<sup>st</sup> quarter and finalized in 2<sup>nd</sup> quarter with MoPIC and UNDP (conducted by Planning and Organizational Development Specialist). It is anticipated that the WB contracted Re-Organization Expert will pick up and continue with this work from the 2<sup>nd</sup> and 3<sup>rd</sup> quarters onward. Q1 – 1; Q2 – 0. Cumulative total 1</p> <p><b>Puntland:</b> National consultant has been leading the process of translating the draft Statistical Act. The draft Bill will then be taken to Puntland Cabinet and Parliament for its passage.</p> <p><b>Somaliland:</b> No activities</p> <p><b>Activity 6.1.2:</b></p> <p><b>Activity 6.1.3:</b> <b>Federal:</b> - ACU has developed a guiding note for the elaboration of an aid policy in Somalia, a Road Map for the Conduction 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. An aid mapping exercise has been launched by ACU in June to capture aid flows and foreseen investments of donors in Somalia for the upcoming years.</p>	

	<b>Somaliland:</b> A workshop was held on the new DAD system where the government provided feedback.
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<b>Sources of Evidence for Results Progress and Achievements</b>	
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End of Assignment Report: MoPIC Strengthening Central Policy and Coordination Functions	
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<b>Puntland:</b> Draft Statistical Act	
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<b>Somaliland:</b> Minutes of the workshop	
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## 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 - is largely complete with a number of final appointments having taken place in the 2<sup>nd</sup> quarter including two (international) UNV staff covering the areas of Contract Management and M&E and Reporting respectively. 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		Federal: 2 Puntland: 2 Somaliland: 2	<b>Federal:</b> None conducted  <b>Puntland:</b> One Project Steering Committee meeting held on 28/06/2015  <b>Somaliland:</b> 1 PSC meeting conducted on May 10, 2015
Number of Project progress reports generated periodically or monitored, reviewed and evaluated.		Federal: 2 Puntland: 2 Somaliland: 2	<b>Federal:</b> 1 <b>Puntland:</b> 2 <b>Somaliland:</b> 2
Percentage of staff in the Project teams recruited.	None	Combined: 90%	<b>Puntland:</b> 100% staff recruited <b>Somaliland:</b> 100% staff recruited. <b>Federal:</b> 100% staff recruited
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.		<b>Activity 7.1.1:</b> The project management teams are fully staffed with the core teams (three persons), while depending on available funding the more specialized staff (gender, statistics) and the programme management team will be completed.	

Activity 8.1.3: Ensuring reporting, reviewing and M&E systems are in place.

**Puntland:**

Staff recruitment completed

**Somaliland:** Recruitment completed

**Activity 7.1.2:** While the teams all have their operational environment appropriately organized, it remain challenging in Mogadishu due to the security situation where permanent occupation of the UNCC is not yet possible and space at the MIA is limited.

**Activity 7.1.2:** A dedicated progress report June – December 2014 for the CD interim project submitted to partners.

**Sources of Evidence for Results Progress and Achievements**

Employment and consultancy contracts

Progress report for June – December 2014

**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 2nd quarter was as follows, which shows a 33, 3% female – 66, 6% male distribution.

Position	Name	M	F	Location
Programme Manager	Albert Soer	X		Nairobi
Team Leader	Sergei Pushkarev	X		Hargeisa
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		Nairobi - temporarily
UNV – International – Contract Management	Shemsedin Aliu	X		Nairobi - temporarily
Project Specialist	Samira Hassan		X	Hargeisa
Project Specialist	Musa Aden	X		Garowe
Project Specialist	Mohamed Ahmed	X		Mogadishu
Finance and Contracting Analyst	Annette Makau		X	Nairobi
Finance and Contracting Analyst	Yahya Abdi	X		Hargeisa
Finance and Contracting Analyst	Nimo Said		X	Garowe
Finance and Contracting Analyst	Faiza Sheikh		X	Mogadishu
Project Associate	Keziah Kuria		X	Nairobi

A challenge in ensuring a gender balanced project team is that the number of female candidates for senior positions has been very limited, and on two occasions a selected female candidate turned down the job offer.

### 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

A significant challenge when dealing with government institutions is often the lack of a fully competent second tier, or middle management, cadre (Directors, Deputy Directors and Technical Managers) to engage with on substantive technical and management issues. In most cases, the key point(s) of contact with the partners (and often the gatekeepers in institutions) are the 1st tier cadre (Permanent Secretaries, Director Generals) or the political level (ministers, deputy and state ministers). Insufficient internal models and approaches of delegation and or communication on development initiatives often leads to insufficient understanding on the work-floor, and hence, to challenged realizing progress in the more practical work like development of procedures, work-process improvements and the like.

The often very busy and in-high-demand senior staff understandably finds it challenging to respond to the different initiatives and follow-up on progress. The sheer requirements of the senior staff to be able to focus on a plethora of competing political, administrative, personal or developmental issues is impressive and would require a competent 2nd tier to support and implement.

A potential solution is the strengthening of the middle management cadre through an accelerated leadership and management development programme or strategic placement of experienced national advisors to fill potential voids and serve in the critical position of interlocutors.

The project operates in an environment that at the same time is evolving rapidly and that it is only partially understood. This means that forward planning remains difficult as it cannot precisely be foreseen how long specific result realization will take, whether or not all support needs are planned, whether or not newly intervening factors emerge, whether or not full understanding and stable consensus on expectations are realized. This means that in order to be able to realize results, the project activity planned should remain flexible to a certain degree. For example, the Somaliland government requested that a training be done with director generals and department heads on the new structures and management instruments emanating from the functional reviews to gain better insight. Although it was not planned originally, the team decided that this is essential for the overall success, so appropriate planning and work days were allocated.

### **The major challenges for the Puntland Project Component are:**

- i. There has been frequent changes of Director Generals of Ministries, including two SIP partner ministries (Ministry of Planning and International Cooperation; and Ministry of Women Development and Family Affairs). This has had the effect of reversing the gains the project has made in strengthening the technical capacity of the partners and in their understanding of UNDP modalities.
- ii. There remains significant overlap in responsibilities between the Ministry of Labor, Youths and Sports; and the Civil Service Commission. It is hoped that the functional review of the two institutions will help to clarify their respective mandates and responsibilities.
- iii. The limited funding for the project meant that a number of key project activities were not undertaken. This came against very high expectations from the partners.
- iv. The security situation of Puntland had deteriorated significantly (from Moderate to High Risk). This resulted into restricted movement of project staff, especially international personnel. The immediate effect had been reduced delivery levels.

### **Somaliland: challenges and lessons learnt**

The major challenge for the project in Somaliland in Q2 was that the donors decided not provide funding for activities in Somaliland any more, which means imminent closure of the project office in Hargeisa. The project staff had numerous meetings with the project partners discussing the implications and repercussions for their work. The project partners were generally not pleased with this solution. In their view, UNDP is able to provide a better quality technical support for a number of reasons, including prior experience, presence of staff in Hargeisa, familiarity of the government with UNDP rules and procedures, etc.

Another challenge was to plan for the functional review implementation support under the contingency situation with funding. Thanks to the management decision, the project will be able to provide limited support to the government through four short term missions of an international consultants.

## SECTION 5 – RISK MANAGEMENT

This section can be used to update or use the risk logs developed during the project development stage and provide any mitigation measures being undertaken by the project.

Type of Risk <sup>1</sup>	Description of Risk	Mitigating Measures
Political	Change of Ministers and senior staff in the Ministries. In the Ministry of Planning and International Cooperation; and the Ministry of Women Development and Family Affairs there had been changes of Director Generals.	In a young and post conflict administration changes such as these do frequently occur with consequent reversal of gains in capacity development. Where systems in the institutions are affected, the additional impact of loss of institutional memory occurs. The project strategy in mitigating this risk includes engagement of a larger number of senior staff of the partner institutions in day to day project implementation and in capacity building activities.
Organizational		
Security	Change of security level to high risk. This has already occurred with the immediate effect of restricted project staff movement.	The mitigating strategies for this risk include stepping up project implementation using LOAs. A recently held training of key staff of partners by UNDP on LOA implementation modalities is enhancing this strategy. The second strategy is to delegate higher project management responsibilities to senior national project staff, with remote support by the project manager.
Operational	Absence of qualified consultants to implement the assignments	The strategy to use a combination of national and international professionals to support key aspects of the project implementation guarantees availability of the consultants.
Finances		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	Dynamic government agenda Increased presence of development partners in Somaliland	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. 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

<sup>1</sup> Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other. required staff- both

		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.
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## SECTION 6 – MONITORING AND OVERSIGHT ACTIVITIES

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Monitoring Visit to Garowe by the SIP Project Monitoring and Evaluation Specialist	7-11 June 2015	The M&E Specialist met with key government counterparts and discussed project plans for monitoring and evaluation.	Participatory approach to monitoring and evaluation and follow-up on quality progress reporting should be undertaken.
Review of implementation of Letter of Agreement with the Ministry of Planning and International Cooperation	25 June 2015	The Project Team found the Ministry to have implemented training activities under the LOA without sufficient number of participants from other government institutions.	The project team advised the Ministry to ensure effective coordination with relevant partners in the implementation of project activities that require multiple stakeholders' participation.

## SECTION 7 – FINANCIAL REPORT

Donor	Annual Work Plan	Available resources for the year	Contribution as % of AWP	Disbursed	Balance <sup>2</sup>	% Delivery	Comments
DFID	962,000	963,008	14%	515,443	447,565	8%	
EC	1,638,364	1,638,364	24%	349,292	1,289,072	5%	
UNDP	1,500,000	1,789,513	26%	1,508,605	280,908	22%	
BCPR	577,430	2,400	-	-	2,400	-	
Norway	622,808	278,250	4%	346	277,904	-	
SIDA	-	22,553	-	13,345	9,208	-	
Unfunded	1,481,305	-	-	-	-	-	
<b>TOTAL</b>	<b>6,781,907</b>	<b>4,694,088</b>	<b>69%</b>	<b>2,387,031</b>	<b>2,307,057</b>	<b>35%</b>	

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<sup>2</sup> Available resource for the year minus funds disbursed till now.

## Annex 1: Training Data

#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry, District or UN staff	Others		M	F			
	FEDERAL							
1.	Ministry of Planning & International Cooperation specifically the Aid Coordination Unit (ACU)		20 <sup>th</sup> April 2015	10	4	Strengthening Institutional Performance – with a focus on Networking & Innovation	Civil Aviation Building, MIA	UNDP Strengthening Institutional Performance (SIP) Project – Barry Greville-Eyres
2.	Ministry of Planning & International Cooperation specifically the Aid Coordination Unit (ACU)		20 <sup>th</sup> April	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 <sup>th</sup> April 2015	10	4	Communications	Civil Aviation Building, MIA	UNSOM - Cassandra Nelson and team
4.	Ministry of Planning & International Cooperation specifically the Aid Coordination Unit (ACU)		27 <sup>th</sup> 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 <sup>th</sup> May 2015	10	4	Gender Equality	Civil Aviation Building, MIA	UNDP Gender Unit – Bihi Egeh
6.	Ministry of Planning & International Cooperation specifically the Aid Coordination Unit (ACU)	Government PSG WG Lead; Regional New Deal Focal Points	7 <sup>th</sup> May 2015	10	4	SDRF, with a focus on funding windows	Civil Aviation Building, MIA	UN RCO – Hanna Schmitt
7.	Ministry of Planning & International Cooperation specifically the Aid Coordination Unit (ACU)		11 <sup>th</sup> May 2015	10	4	Use of Country Systems	ACU premises – Villa Somalia	UNDP contracted staff employed in MoF – Hodan Osman
8.	Ministry of Planning &	3 MOPIC	17 <sup>th</sup> May 2015	10	4	Decentralization and Local Service	Civil Aviation	Anka Kitunzi – Chief Technical

#	Target Group		Dates	# of participants		Title of the training	Location of training	Training provider
	Ministry. District or UN staff	Others		M	F			
	International Cooperation specifically the Aid Coordination Unit (ACU)	additional staff				Delivery	Building, MIA	Adviser, UNCDF
	<b>SOMALILAND</b>							
9.	Civil Service Commission, Civil Service Institute, Good Governance and Anti-Corruption Commission		April 20-23 2015	9	2	Functional review implementation	CSC Hall	International consultant
	<b>PUNTLAND</b>							
10.	Ministry of Planning and International Cooperation; Ministry of Labor Youth and Sports, Ministry of Women Development and family Affairs; Civil Service Commission; and Good Governance and Anticorruption Bureau		15 June 2015	5	5	Management of Letters of Agreements	UNDP Garowe Offices	PPU, UNDP
11.	Ministry of Planning and International Cooperation		25-29 June 2015	8	2	Project Cycle Management	Ministry of Planning and International Cooperation	Local Consultant

## ANNEX 2 – OVERVIEW OF REPORTS

TITLE	DATE	NATIONAL PARTNERS	COMMENTS
<b>FEDERAL GOVERNMENT SOMALIA</b>			
Strengthening the Office of the Prime Minister (Supporting Central Policy & Coordination Functions through the Somalia Institutional Development Project)	May 2015	Office of the Prime Minister	FINAL - Inception Report prepared by Peter Reed – Short Term Technical Advisor for UNDP Somalia
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
<b>SOMALILAND</b>			
Functional review final report	April 2015	Civil Service Commission; Good Governance and Anti-Corruption Commission	The report contains recommendations of the new structure of four ministries, as well as list of functions, positions descriptions, and standard operating procedures for the ministries
<b>PUNTLAND</b>			
Draft proposal for the Civil Service Institute		Ministry of Labor, Youth and Sports	Consultant facilitating the review
Draft Functional Review Reports on Ministry of Education & Higher Education		Ministry of Education & Higher Education	Zero draft under review
Functional Review Reports on Civil Service Commission		Puntland Civil Service Commission	Zero draft under review

Simplified coordination framework for sector working groups		Ministry of Planning and International Cooperation	Consultant facilitating the review