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PROGRAMME ANNUAL PROGRESS REPORT

Period (Year): 2015

Project Number and Title: SOM-005 JP Capacity Building	PROJECT START DATE¹:	AMOUNT ALLOCATED by MPTF	RECIPIENT ORGANIZATION
Project ID: 00096489 (MPTF Project ID)	<i>1st Tranche transfer – 1 October 2015</i> <i>2nd Tranche Transfer- 16 December 2015</i>	<i>(please indicate different tranches if applicable)</i> Allocation for 2015 Total: \$3,773,710 1 st Tranche – 1,894,377.33 2 nd Tranche – 1,879,332.80 Received - 2015- US\$ 3,773,710	 <i>Empowered lives. Resilient nations.</i>
Project Focal Point: Name: Albert Soer E-mail: Albert.Soer@undp.org	EXTENSION DATE: dd-mm-yyyy	FINANCIAL COMMITMENTS Budgeted for 2015: \$ 2,344,377	Gender Marker: 2
PSG: Capacity Development (Cross Cutting)	PROJECTED END DATE: 13.12 2017	EXPENDITURES as of [date] 31 December 2015	IMPLEMENTING PARTNER(S):
Priority/Milestone The objective of the SIP Project is to enable the governments to fill critical capacity gaps in the civil service and to strengthen the capacity of key ministries and agencies to perform core government functions.		\$ 2,046,258 (87%)	Federal Government of Somalia: Ministry of Planning and International Cooperation, Office of the Prime Minister, National Civil Service Commission, Aid Coordination Unit, Ministry of Labor, Ministry of Finance, Office of the President

¹ The date project funds were first transferred.



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			<p>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.</p>
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<p>Location: National or Regional:</p> <ul style="list-style-type: none"> • Federal Government of Somalia (Mogadishu) • Puntland (Garowe) 	<p>Sub-National Coverage Areas (if applicable):</p>
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Description of the Capacity Development – Strengthening Institutional Performance (SIP) Project

The SIP project supports the capacity development of the Federal Government of Somalia as well as the State of Puntland. The Project aims to enhance the performance in terms of efficiency and effectiveness of the partner government institutions through three key components of support aimed at overall gender mainstreamed institutional capacity development of the government institutions:

- a) Capacity Injection, through provision of short-term ‘embedded’ advisory positions
- b) Civil Service Management, through development of a comprehensive HR Management Framework, as well as a training and professional development strategy, and
- c) Core of government functions, through supporting the development of the new development plan and associated M&E arrangements, supporting Aid Coordination, and gender mainstreaming.

The Project will ensure to have effective harmonization with other CD programmes, specifically that of the World Bank. The project was formally signed by the FGS and the UN on 17 June 2015, with a total budget of USD 12,974,918.



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SITUATION UPDATE:

This section describes the political, security and administrative environment that this project has operated within since it started in July 2015 up to the end of 2015. At a political level, the High Level Partnership Forum was held end of July in Mogadishu. This meeting evaluated progress made against the Peace and State Building Goals (PSGs) outlined in the New Deal Compact. The FGS at the same meeting pledged cooperation with the UN to achieve its goals and objectives stated in the projects signed on 17 June 2015

On the security front, a complex attack on the Jazeera Hotel in Mogadishu led to structural damages to the main United Nations Development Program (UNDP) offices at the United Nations Common Compound (UNCC) on 26 July 2015. The attack led to some key UNDP staff relocating to locations in Nairobi; the UN Compound at the protected Mogadishu International Airport (MIA) UN base and other locations in Somalia (Hargeisa and Garowe). National staff had to work from home for prolonged periods leading to challenges in coordination of staff activities and program implementation. Other attacks on hotels and government institutions continued to occur in the reporting period posing serious and imminent threats to the operations of the United Nations (UN) and the project generally.

A political development that was directly linked to UNDP's Capacity Development - Strengthening Institutional Performance (SIP) project was the abrupt transfer of the Aid Coordination Unit (ACU) from the Ministry of Planning and International Cooperation (MOPIC) to the Office of the Prime Minister (OPM)'s office in the third quarter. The ACU was initially based at the Ministry of Finance but was later moved to the MOPIC in the first quarter of 2015. These frequent shifts of MOPIC through the Government structure indicate uncertainty where the aid coordination functions should be located. The shift impacted the project to some extent in terms of contracting. For example, in a short space of time three Letters of Agreement have been signed with the Ministry of Finance, then MOPIC and more recently with the Office of the Prime Minister. Moreover, this move creates challenges with other contractual obligations such as the management of the assets provided to ACU and a more general disruption in the flow of business. Several meetings were held to discuss the consequences of this shift, and a division of labor has been agreed upon between ACU and the MOPIC.

At the program level, the project supported the payment of salaries for fifty three civil servants and local advisors at the Federal level and Puntland.

Activities to review and reform the civil service laws continued in the FGS and Puntland. Several meetings were held in Mogadishu led by the FGS Ministry of Labor to gather more into reviewing the Federal Government of Somalia (FGS) Civil Service Law # 11 leading to a zero draft which will be finalized and put before the FGS in 2016. The Federal Ministry of Labor and Social Affairs (MOLSA) established a mixed government – non-government committee to lead the review of the law. In Puntland, the Ministry of Labor Youth and Sports (MOLYS) led efforts to review the main labor law, Civil Service Law #5 and with the project presented recommendations to the Ministry in an Advisory Note which are now before the Puntland Cabinet for review.

The project envisages providing support to the establishment of Civil Service Institutes (CSI) in both the FGS and Puntland. In this regard, the CSI has one of the Local Advisor who is currently engaging government



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officials and doing desk reviews to come up with Concept Notes for both CSIs.

Towards the end of 2015 the Federal Ministry of Planning and International Cooperation (MOPIC) launched the preparations of the National Development Plan (17 October 2015). The NDP will cover 2017 – 2019 and will build upon the New Deal, align itself to the SDGs and will be iPRSP compliant. The MOPIC is supported by the project in this process among others through advisory services and financial support for training, workshops, and consultations. Within this process, the project is supporting the localization of the SDGs to the Somalia context.

ANNUAL PROGRESS REPORT RESULTS MATRIX

SUB-OUTCOME STATEMENT

OUTPUT STATEMENT AND NARRATIVE

OUTPUT INDICATORS (if available for the reporting period)

Indicator	Geographic Area	Baseline	Projected Target (as per results matrix)	Quantitative results for the (current quarter) reporting period	Cumulative results since Project commencement (quantitative)
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Output 1: Capacity gaps in priority institutions filled in placing staff and advisors in priority positions.

Number of staff (disaggregated by sex, location, institution, position) within public institutions supported by UNDP	Federal	Zero	Federal: 6	39: (10 OOP); OPM (23 ACU); (6 Local Advisors MOPIC)	39
	Puntland	Zero	Puntland: 10	16 Recruits placed in MOPIC – 12; MOLYS 2; GGAP 1 and MOWDAFA 1.	16
Percentage of	Federal	Zero	Federal: 75%	75%	75%



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direct supervisors satisfied with staff and advisors	Puntland	Zero	Puntland: 75%	75%	75%
Output 2: Rationalized and updated Civil Service Management policy, framework, system, processes, and guidelines developed.					
# of Civil Service Laws reviewed or amendments proposed	Federal	Zero	Federal: 1 draft	One: Civil Service Law # 11 reviewed, zero draft available	1
	Puntland	Zero	Puntland: 1 draft	1: Civil Service Law #5 and Presidential Decree 150 that established the CSC, were reviewed and Government advised revise.	1
# of HR Management Framework submitted	Federal	Zero	Federal: 1 draft	Zero	Zero
	Puntland	Zero	Puntland: 1 draft	1 Draft Manual Produced	1
# Number HR Management instruments rolled out	Federal	Zero	Federal: 1 draft	Zero	Zero
	Puntland	Zero	1 Draft	1 Draft Manual Produced	1
Output 3: Improved training policy, facilities and plans proposed.					
# of Civil Service Training / Capacity Development Policy submitted	Federal	Zero	Federal: 1 draft	Zero	Zero
	Puntland	Zero	Puntland: 1 draft	Zero	Zero
Training standards	Federal	Zero	Federal: 1 draft	Zero	Zero



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developed	Puntland	Zero	Puntland: 1 draft	Zero	Zero
Number of Civil Service Training Institute concepts developed	Federal	Zero	Federal: 1 draft	Zero	Zero
	Puntland	Zero	Puntland: 1 draft	Zero	Zero
Output 4: Strategic guidelines developed for internal Government coordination, good governance and strategic communication					
Guidance materials for Federal Parliamentary relation management	Federal	Zero	Federal: 1 draft	Zero	Zero
Strategic Communications guidelines	Federal	Zero	Federal: 1 draft	Zero	Zero
Service delivery (Citizens') Charter for Puntland	Puntland	Zero	Puntland: 1 draft	Zero	Zero
Complaints Mechanism, Puntland	Puntland	Zero	Puntland: 1 draft	Zero	Zero
Good Governance Advocacy strategy, Puntland	Puntland	Zero	Puntland: 1 draft	Zero	Zero
Output 5: Assessments, tools, and plans developed to mainstream gender					
Number of tools developed	Federal	Zero	Federal: 3 draft	Zero	Zero
	Puntland	Zero	Puntland: 3 draft	Zero	Zero
Number of partners supported	Federal	Zero	Federal: 3	Zero	Zero
	Puntland	Zero	Puntland: 5	Zero	Zero



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Number of staff trained	Federal	Zero	Federal: 5	Zero	Zero
	Puntland	Zero	Puntland: 5	Zero	Zero
Output 6: Guidance to undertake Development Planning, M&E and Aid Coordination including reporting developed.					
Number of institutional coordination arrangements for development policy drafted	Federal	Zero	Federal: 1	* The National Advisory Council with oversight over the iPRSP process was established. * Government – International Partner coordination meeting established.	Two
	Puntland	Zero	Puntland: 1	One: Puntland Development Forum	One
Number of M&E Strategies reviewed, amended, updated or developed.	Federal	One: M&E Strategy reviewed.	Federal: 1	Zero	Zero
	Puntland	Zero	Puntland: 1	One: M&E Policy Formulated and under Puntland Cabinet review for approval	One
Number of processes, tools and guidelines for collection and storage of data	Federal	Zero	Federal: 1	Zero	Zero
	Puntland	Zero	Puntland: 1	One: M&E Database Developed	Two



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developed				One: Statistical Bill submitted to Cabinet.	
# of Aid Coordination Architecture developed and institutionalized	Federal	Zero	Federal: 1	One: The ACU at the Federal level is operational.	One
	Puntland	Zero	Puntland: 1	One: Puntland Aid Coordination Forum launched 30 December 2015.	One
Number of DAD/AIMS systems operational	Federal	Zero	Federal: 1	Zero	Zero
	Puntland	Zero	Puntland: 1	Zero	Zero
Number of Quarterly reports on Aid Flows are generated through DAD/AIMS	Federal	Zero	Federal: 2	Zero	Zero
	Puntland	Zero	Puntland: 2	Zero	Zero
Output 7: Project management and implementation arrangement is established. And ensure appropriate project implementation					
Number of Project Board meetings are convened as scheduled	Federal	Zero	Federal: 2	Zero	Zero
	Puntland	Zero	Puntland: 2	Two	Two
Number of Project progress reports generated periodically or monitored, reviewed and evaluated	Federal	Zero	Federal: 2	Two (ACU Quarterly reports)	Zero
	Puntland	Zero	Puntland: 2	Three	Three



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Percentage of staff in the Project teams recruited.	Combined	Zero	Combined: 90%	100%	100%
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UNDP ONLY: sources of evidence

Output formulation	Indicators	Source of Evidence
Capacity gaps in priority institutions filled in placing staff and advisors in priority positions.	Number of staff (disaggregated by sex, location, institution, position) within public institutions supported by UNDP	Staff contracts and CTG records for contracts with relevant staff members Staff Time sheets
	Percentage of direct supervisors satisfied with staff and advisors	Oral Interviews held by UNDP project staff with Supervisors in the FGS and Puntland line ministries supported by SIP
Rationalized and updated Civil Service Management policy, framework, system, processes, and guidelines developed.	# of Civil Service Laws reviewed or amendments proposed	FGS Draft of Civil Service Law No:// 11 and Puntland Civil Service Law No:// 5
	# of HR Management Framework submitted	Draft Manual (Puntland)
	# Number HR Management instruments rolled out	HR Management Instruments FGS and Puntland Government Directives authorizing the instruments to be operational
Improved training policy, facilities and plans proposed.	# of Civil Service Training / Capacity Development Policy submitted	FGS and Puntland Government Draft Policies
	Training standards developed	FGS and Puntland Government Training Standards
	# of Training Modules developed	FGS and Puntland Government Copies of Training Modules
	Number of Civil Service Training Institute concepts developed	FGS and Puntland Government Civil Service Training Institute Concepts
Strategic guidelines developed for internal Government coordination, good governance	Guidance materials for Federal Parliamentary relation management	Copy of the guidance materials



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and strategic communication.	Strategic Communications guidelines	Copy of the Strategic Communications Guidelines	
	Service delivery (Citizens') Charter for Puntland	Copy of the Puntland Citizens Charter	
	Complaints Mechanism, Puntland	Complaints Mechanism Concept Note Complaints Mechanism verified to be in operation through interviews with beneficiaries and providers	
	Good Governance Advocacy strategy, Puntland	Puntland Good Governance Advocacy Strategy draft document	
Assessments, tools, and plans developed to mainstream gender	Number of tools developed	Drafty documents for tools, plans and assessments developed in FGS and Puntland	
	Number of partners supported	Signed Agreements with partners	
	Number of staff trained	Signed attendance sheets to meetings and trainings in both Puntland and the FGS	
Guidance to undertake Development Planning, M&E and Aid Coordination including reporting developed.	Number of institutional coordination arrangements for development policy drafted	FGS and Puntland draft documents on institutional coordination	
	Number of M&E Strategies reviewed, amended, updated or developed.	FGS and Puntland M&E Draft Strategy documents	
	# of Aid Coordination Architecture developed and institutionalized	Puntland Development Forum Meeting records FGS: Records of the National Advisory Council Meetings PSG Working Group meetings	
	Number of DAD/AIMS systems operational	System is set up at the relevant institutions in Puntland and the FGS	
	Number of Quarterly reports on Aid Flows are generated through DAD/AIMS	Quarterly reports drafted in FGS and Puntland	
Project management and implementation arrangement is established. And ensure	Number of Project Board meetings are convened as scheduled	Project Board meeting reports from FGS and Puntland	



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appropriate implementation	project	Number of Project progress reports generated periodically or monitored, reviewed and evaluated.	Project progress review reports (Puntland and FGS
		Percentage of staff in the Project teams recruited.	Staff records (Contracts and Timesheets)



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NARRATIVE

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

The Capacity Injection Mechanism allows Government to fill key capacity gaps in line ministries by financing, for a period of time, the salaries of key personnel. The Mechanism encourages the use of regular civil service procedures for the identification, recruitment and management of local personnel and at the same time creates a coherent framework under which development partners are able to provide longer term advisory assistance to the government.

The Capacity Injection Mechanism is operated by the World Bank. As the mechanism was not yet fully operational in the reporting period, the project proceeded to provide capacity injection services to fill urgent gaps. The project has supported the FGS and Puntland core government institutions with salary support for selected staff. Through the Project, six positions were financed at the Federal MOPIC covering different portfolios including Finance, Statistics, ICT, Data Management, International Cooperation and Monitoring and Evaluation (M&E). These Advisors contribute to the establishment of professional operational and office management systems, while they are training the civil servants in MOPIC as well as other government agencies in those areas. In terms of deliverables the embedded Advisors contributed to the following:

- In conjunction with the regular staff of the MOPIC at the FGS level carried out in-house assessments on the financial management and information and communication technology (ICT) systems.
- The Finance Advisor successfully installed the accounting and financial management software - QuickBooks. This software improved financial planning and management in the Ministry with gains expected to be passed on to other key Ministries.
- The ICT Advisor in the reporting period continued to support the MOPIC with day to day hands on support. He managed to develop a biometric security system whereby staff members have to use their fingerprints before entering their offices. This was lauded as a first at MOPIC and most government offices. This service will enhance security at the MOPIC offices and could also assist the HR and Administration Unit's electronic records of staff attendance.
- The Statistics Advisor has been involved in hands on training to data management staff in the Statistics Unit which led to them being able to launch the Consumer Price Index (CPI) survey. Reports on the CPI are now regularly available from the Statistics Unit.

The International Cooperation and Relations Advisor is mainly responsible for coordinating the New Deal facility engagements with donors and the FGS. Furthermore, the Planning Advisor has been involved in a number of activities some of which include providing trainings to the staff of the Policy and Planning Department at MOPIC. He has also been involved in giving advice and support to different FGS Ministries



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for reviewing, updating and coordinating policies specific to their portfolios.

The Office of the President is the lead institution primarily responsible for overseeing the implementation of and direction of the strategic vision for Vision 2016, the New Deal Compact as well as plans and policies by providing institutional leadership. The Policy Unit is structured into seven advisory units: Administration and Finance; National Security; Policy and Priority Programs; Strategic Planning; Justice and Constitutional Affairs and Maritime Security. The SIP project is supporting the salaries of the coordinators of these Units and two administrative assistants. These positions are key in ensuring that the President's office functions smoothly and is able to connect with the rest of the Government institutions in policy coordination. The table below lists the functions of the Units supported by the project and their deliverables in the reporting period.

Policy Unit	Key Deliverables during the reporting period
<p>Finance and Administration: (The Unit is a member of the National Financial Governance Committee (NFGC) whose main objectives included provision of technical advice on financial governance)</p>	<ul style="list-style-type: none"> - Participation in all monthly meetings for the NFGC - Participated in the preparation of the 2016 budget and 2015 budget reviews - Collaborated with UNDP and the EU for the finalisation of the Policy Unit Budget
<p>National Security:</p>	<ul style="list-style-type: none"> - Participated in a seminar with the UN to explore various options on setting up a National Framework on Weapons and Ammunitions Management - Conducted training on identification, registration and tracing of illicit weapons and ammunitions - Preparing documentation used for engagements with the international community on establishing bilateral relations on issues related to national security sector strengthening.
<p>Policy and Priority Programs</p>	<ul style="list-style-type: none"> - The Unit led the engagements on the formation of the Consultative Leadership Forum and drafted its Action Plan. - The Unit has worked closely with the MOPIC on the development of the national development frameworks.



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Strategic Planning	<ul style="list-style-type: none">- The Unit presented to the Presidency, a strategic plan on the implementation of Vision 2016 as well the finalisation of the state formation process.- The Unit has been leading the FGS planning team responsible for organising the next HLPF meeting in Istanbul in 2016.
Justice and Legal Advice	<ul style="list-style-type: none">- Prepared and provided the President with a legal opinion on the legality of the impeachment motion submitted to parliament- Drafted speeches to the opening and closing of the 2015 FGS Parliament- Drafted all presidential decrees and circulars related to the Nomination of senior Government officials e.g. Ambassadors, Consular Generals and promotion of senior military and police officers.- Reviewed and examined the constitutionality of all laws submitted to the President for approval- Reviewing Parliamentary debates and advising the President regularly on parliament business
Maritime Security	<ul style="list-style-type: none">- Prepared report for submission to the Commission on the Limits of the Continental Shelf (CLCS)- Participation in briefings and meetings concerned with Somalis' maritime delimitation issues and briefing the Presidency on developments

The project supported the ACU with 100% of all the costs including salaries building upon the support provided to ACU through the previous Capacity Development projects, for the staff in finance; planning; reporting; monitoring and evaluation and statistics, as well as supporting the New Deal coordination



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architecture. ACU continued to perform its function as secretariat for HLPF, Somalia Development and Reconstruction Facility (SDRF) and the New Deal Committees. These committees bring together the PSG lead ministers and international development community and aim at promoting a strong Government leadership with ownership of the implementation process of the Somali Compact.

During the reporting period, the Aid Coordination Unit organized numerous meetings including an awareness session on the New Deal for Banadir Regional Administration. Moreover, the 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 in the reporting period. All this work has been carried forward by the Advisors supported by the project.

The Annex Section provides details of all the members of staff and institutions supported at the FGS level, while a summary is provided in the table below:

Partners	No of Local positions supported by project
FGS: MOPIC	6
FGS: OOP	10
FGS OPM: (ACU)	23
Puntland: MOPIC	12
Puntland: Ministry of Labour Sports and Youth	1
Puntland: Good Governance and Anti-Corruption Bureau	1
Puntland: Ministry of Women Development and Family Affairs	1
Total	53

In Puntland, a total of 15 short-term advisors were fielded with the Ministry of Planning and International Cooperation (MOPIC); the Ministry of Labor, Youth and Sports (MOLYS); the Ministry of Women Development and Family Affairs (MOWDAFA); the Civil Service Commission (CSC); and the Good Governance and Anti-corruption Bureau (GGAB) to help in generating specific deliverables. Examples of these deliverables include the development of the Puntland Good Governance Advocacy Strategy document; the Puntland Service Delivery Charter and a Complaints Mechanism document. The Advisor at MOWDAFA will assist in drafting tools to mainstream gender and also train civil servants in various ministries on gender mainstreaming. With the injection of these local advisors part of the results have been the training of two hundred and twenty six staff members across different government units in Puntland on different areas of their work.

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

The Civil Service Management arrangements in Somalia – both on Federal level and in Puntland – require



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updating. The Civil Service Laws are not fully responding anymore to the present day requirements, while the more administrative management arrangements concerning e.g. recruitment, labour force management, performance management etc., require modernisation. The specific outputs the SIP project is contributing to are: i) Civil Service Laws reviewed or amendments made; ii) HR Management Frameworks submitted and iii) the number of HR management instruments rolled out.

Civil Service Laws reviewed

Having been last reviewed in the 1960s, the (Federal) Civil Service Law in Somalia is outdated and needs to be updated to come to par with modern human resources management practices. A key development in the FGS was that MOLSA established a Civil Service Law Review Committee made up of different stakeholders from the Ministry of Labour and the Civil Service Commission.

With the support of the project, efforts have been made to review the legislation at the Federal levels in the reporting period with a zero draft being produced in the FGS. This zero-draft is to be further reviewed and discussed early 2016 and presented for formal government adoption. The Federal Civil Service Law Review Committee held several meetings and workshops - facilitated by an international labour law and regulations expert supported by the project - in Mogadishu to review the FGS Civil Service Law No:// 11.

In Puntland, an analytical review of civil service regulatory and policy frameworks, including Civil Service Law #5 and civil service management decree #150 were undertaken. The immediate result of these reviews was the formulation and issuance of two Advisory Notes to the Puntland Government: one on civil service regulatory and policy frameworks; and the other on civil service management arrangements. Building on these results and the streamlined functions recommended in the Functional Reviews, for MOLYS and CSC, the organisational development plans (ODPs) of the two institutions for 2016 - 2018 and the implementation strategies for 2016 for both plans were formulated.

HR Management Framework submitted

While basic HR management regulations exist at the FGS level, they are mostly not fully operational nor fully answering to the present day needs. Based upon the new Law once approved, the project will support the elaboration of amended, new and improved regulations in the context of an updated HR Management Framework.

In Puntland, the project supported the implementation of a series of Functional Reviews (FR) in government ministries as part of the Puntland Government's civil service reforms strategy. Launched in 2014 with the review of functions of four ministries (MOF, MOS, MOI&LG and MOPIC), the reviews were carried out and completed in three more institutions (MOLYS, MOE&HE and CSC). The immediate results of this exercise were streamlined functions aligned to the respective mandates, new organograms and change management plans for the institutions reviewed. In particular, organizational restructuring of ministries, beginning with the reshuffling of Director Generals (DGs) in the ministries reviewed earlier in 2014, were initiated to ensure greater alignment of their core competences with the functions of their respective institutions. These improvements are important to create a favorable environment for the implementation of professional civil service management.



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The two core agencies in civil service management in Puntland (MOLYS and CSC) were supported to further develop the role and responsibility distribution between them and to develop solid cooperation mechanisms. The project international consultant facilitated workshops where agreements for improved demarcation of roles and responsibilities between MoLYS and CSC were reached. As a result, UNDP facilitated the formulation of three-year Organizational Development Plans (ODPs) with one year implementation strategies for both. Under the new streamlined responsibilities, MOLYS is being supported to strengthen its role in civil service and labor market regulation; and to gradually phase out some of the civil service management responsibilities it currently performs to CSC.

Operationalising the foregoing management arrangement requires the revision of the civil service legal framework and management guidelines; and the institutional strengthening of both MOLYS and CSC. These were rationalised in an earlier support by UNDP in the review of the civil service regulatory frameworks and management arrangements, which resulted in the issuance of Advisory Notes on the same. Together with the FR outcome, the advisory notes informed the formulation of the ODPs for both agencies and the drafting of new civil service management guidelines that are of international standards and applicable to Puntland's social and political context. Currently, the project is supporting the revision of Civil Service Law #5 to provide the necessary legal framework within which the new streamlined functions of MOLYS and CSC and the civil service management guidelines will be implemented.

Output 3 – Improved training policy, facilities and plans proposed.

While injecting capacity into the system is of paramount importance, ensuring that human resource capacity is maintained over time is of equal importance. To do so, civil servants' professional development needs to become institutionalized. Under this sub-component, the Project will support the respective agencies in institutionalization of training and development functions. Technical support will be provided for developing civil service training policy, strategy and plans, which may include strengthening or establishing civil service institutes.

Consultative work to achieve this output has been carried out by line Ministries both at the Federal and Puntland level. The project is supporting the strengthening of Civil Service Institutes in the FGS and Puntland. To achieve this, new concepts on the CSIs set up need to be developed in consultation with the relevant line Ministries. In Puntland, an international consultant has been contracted by the project to start work on drafting a proposal for the training Institute and training programs in 2016. Training modules and training standards will be developed in line with the CSI concepts when they are finalized.

The project has supported in house trainings for a number of staff and institutions at the FGS level. For example, two international consultants supported by the project managed to hold trainings for government officials in Mogadishu on civil service law reform. Furthermore, trainings were successfully held with MOPIC staff and other government agencies involved in drafting the proposed 2017-2019 National Development Plan on the whole essence of coming up with the NDP and how it will be done.

In the absence of a Civil Service Institute (CSI) in Puntland, civil service training is mostly undertaken using ad-hoc mechanisms through local consultants. During the period under review, 226 civil servants, including



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69 women (representing 31 percent) were trained in functional areas of their work, notably in monitoring and evaluation; results based management; strategic planning; policy development; and good governance.

Output 4 – Strategic guidelines developed for internal Government coordination, good governance and strategic communication

While the OPM maintains relations with Parliament, the efficiency and effectiveness of these relations can be improved. Strategic communications are underdeveloped and good governance guidance is mostly absent.

No progress has been made as of yet at the Federal level with regards to the production of guidance draft materials for Federal - Parliamentary relations management and the Strategic Communications guidelines. New Letters of Agreements (LOAs) with the OOP need to be signed and there were unanticipated delays during the reporting period. This is work in progress.

There are country specific guidelines at the Puntland level which the project seeks to support. These include drafting a Service Delivery Charter; a Complaints Mechanism and a Good Advocacy Strategy Strategy document. The experts who are advising and assisting with the drafting of these documents were hired close to the end of the reporting period and had several consultative meetings, to be continued in 2016.

Output 5 – Assessments, tools, and plans developed to mainstream gender.

Gender mainstreaming capacities are insufficient to warrant sufficient attention to gender in government policies, strategies and operational processes.

This output is specifically meant to assist the different government institutions to develop strategies and tools to mainstream gender in their day to day work. The project targets three institutions and five in Puntland to be supported on mainstreaming gender in the civil service. Furthermore, the project aims to train ten people at both the Federal and Puntland levels on gender mainstreaming in the civil service. A number of actions including the introduction of gender sensitive budgeting will be explored; gender sensitive legal and policy analysis and the development of gender sensitive legal and policy development. These activities were not carried out in the reporting period.

Coordination with the UNDP Gender is ongoing to develop targeted support to the Ministries dealing with Gender. The actual delivery is expected to start early 2016.

OUTPUT 6 – GUIDANCE TO UNDERTAKE DEVELOPMENT PLANNING, M&E AND AID COORDINATION INCLUDING REPORTING DEVELOPED

Ad hoc arrangements for development planning standards and M&E levels of operationality. The Aid coordination structures exist but require further strengthening.



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In this output the project targets to assist project partners develop policy development guidelines; proposals to clarify responsibilities of individual government institutions with a follow up on inter-ministerial coordination meetings in both areas.

Monitoring and Evaluation (M&E)

At the FGS level, one M&E draft policy document has been developed. Further work still needs to be done on the policy document before it will be taken for Cabinet approval.

In Puntland, two policy guidelines related to M&E were developed. The policies are the M&E framework and the Statistics Policy were submitted to the Puntland Cabinet on 12 November 2015 for approval.

Planning

The Federal Government of Somalia under the leadership of the Ministry of Planning and International coordination launched the development of the National Development Plan 2017-2019. An overall approach to the process (Guidance Note) was elaborated and discussed with both the national and international partners. A series of consultations forums was established and these are operational (NDP Advisory Council, DG meeting, Government – International partner forum). The plan will build upon the New Deal, be compliant with the IPRSP and mainstream the Sustainable Development Goals. MOPIC assigned a dedicated team to manage the overall process and the CD-SIP project provides support, among others with the lead consultant. An intense national consultation process is foreseen in the first quarter of 2016, and the final National Development Plan is expected to be finalized by July 2016.

In an effort to step up strategic engagement with the Federal Government of Somalia (FGS) and other federal member states (FMS), the Puntland Development Forum (PDF) was established in December 2015. The Forum is designed as a structured mechanism for the Puntland stakeholders to engage internally on key strategic issues, including development planning and aid coordination. Particular focus for the PDF will be to facilitate Puntland's participation in the SDRF and PSG working group meetings; and in the formulation of the 2017-2019 PRSP-compliant national development plan for Somalia.

Aid Coordination/Management

The project supports the (Federal) Aid Coordination Unit, at the Office of the Prime Minister. The ACU was fully functional during the reporting period and implemented its supporting functions to the Aid Coordination architecture and implemented a series of outreach activities.

In December a review meeting was held in Nairobi to evaluate the progress made in the PSGs by the different projects.

The project – in cooperation with international partners like the World Bank and the national partners – implemented the review of the Development Assistance Database. The conclusions were that the DAD was unlikely to be able to meet the needs of the country and that a new system is to be developed. This development will be implemented during 2016, supported by the project. The ad hoc processes of collecting data and aid analysis processes using simplified tools such as Excel, which were carried out in 2014 and 2015 with the support of the World Bank and UNDP, will also continue for 2016, while towards the end of 2016 the new system should be up and running.



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Output 7: Project management and implementation arrangement is established and ensures appropriate project implementation

This output reports on management activities carried out in the project by both the UNDP and project implementing partners to ensure high level implementation and project management. It looks at the interactions at the Project Board level which oversees and reviews implementation of projects in both locations. Two project board meetings are supposed to be held in each year. The projects targets four reports generated periodically. Finally the outputs tracks the number of staff recruited to ensure that the project is implemented by capable and a full staff complement.

At the Federal level, the ACU produces quarterly reports as part of their progress reporting, publicly sharing progress. All partners provide regular feedback and updates to UNDP.

However, the Joint Steering Committee, jointly overseeing the World Bank and UNDP Capacity Development projects, was unable to meet. Various dates were selected, but unfortunately each time the meetings had to be cancelled.

In Puntland, two project board meetings were held in June and December 2015. In the first meeting the draft work plan of the new SIP project was reviewed and approved; and the second meeting reviewed progress in the implementation of the work plan. Progress reports showing progress to date against project targets, including challenges.

Furthermore, in Puntland, project implementation was monitored internally through an international partner’s peer-review workshop assessing project results and documenting lessons learned. On external monitoring, the training of the Civil Service Commission staff was independently reviewed by a third party monitoring company on behalf of DFID and the main results reported. A similar exercise was carried out by DFID with regards to the capacity component at the FGS level. The assessment was carried out on one of the Advisors who is a Statistician. The report commended the Statistics expert for doing excellent work in training the Statistics Unit and coming up with the process of setting up the Consumer Price Index process.

At the beginning of the project, there was a 90% staff complement of the project team. Towards the end of the reporting period the team leader in charge of the project in Mogadishu resigned and left early December. A replacement was identified and recruited and will join the project on 15 January 2016.

For UNDP Somalia, the aim is to realize a 50% male: 50% female project staffing establishment. The staffing set-up at the end of the year was as follows, which shows a 36% female – 64 male distribution. Please note that the start date of the staff members is July 2015 as the earliest date, representing the start date of the project. However, some staff members started working in the predecessor projects and were present in similar function prior to the start of the present project. All contracts ending in 2016 are expected to be renewed.

Position	Name	M	F	Location	Start Date	End Date
Programme Manager	Albert Soer	X		Nairobi	July 2015	January 2017



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Team Leader	Francis Luwangwa	X		Mogadishu	January 2016	January 2017
Team Leader	Momodou Dibba	X		Garowe	July 2015	March 2016
Operations Manager	Sujitha Sekharan		X	Nairobi	October 2015	March 2016
Project Specialist – Aid Coordination	Pau Blanquer	X		Mogadishu	July 2015	March 2016
SIP Project Officer	Muse Duale Aden	X		Garowe	July 2015	March 2016
UNV – International – M&E and Reporting	Tendai Chabvuta	X		Mogadishu	July 2015	April 2016
UNV – International – Contract Management	Shemsedin Aliu	X		Mogadishu	July 2015	June 2016
Project Specialist	Omar Mohamed	X		Mogadishu	January 2016	January 2017
Finance and Contracting Analyst	Annette Makau		X	Nairobi	July 2015	April 2016
Finance and Contracting Analyst	Nimo Said		X	Garowe	July 2015	October 2016
Finance and Contracting Analyst	Faiza Sheikh		X	Mogadishu	July 2015	April 2016
Project Associate	Keziah Kuria		X	Nairobi	July 2015	January 2016

Other Key Achievements

- **Federal:** The National Development Plan (2017 – 2019) process which is under the leadership of the MOPIC was launched on 17 October. A Government – International Partner Working group meeting was held on 16th November 2015 in Mogadishu to discuss and agree on the way forward with regards to the drafting of the NDP and the logistics of conducting the consultative meetings across all regions in Somalia. The project engaged an international specialist who is based at the MOPIC and providing technical assistance to the Ministry and other relevant stakeholders on the technical contents of the NDP.
- **Federal:** A local consultant was hired to work on the process of localising the SDGs to fit into the Somali context. Efforts are underway to formulate an M&E working group and modalities for an M&E framework for the localised SDGs in the NDP.
- **Federal:** The Civil Service Law Review. The SIP supports the government committee that is working on a new civil service law. An initial draft is ready and is likely to be circulated in Q1 2016 for comments.
- **Puntland:** Draft reports with recommendations have been passed onto the government for further review. These functional reviews are step-by-step leading to amended organizational structures and improved work-process management arrangements.



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- **Puntland:** Establishment of the Puntland Development Coordination Forum, focusing on Puntland Government's engagement on PSGs both internally and with the Federal Government; and enhancing internal coherence and coordination in development planning.
- **Puntland:** In Puntland, Organizational Development Plans (2016 - 2018) that delineate the functional responsibilities of the two key civil service management institutions: the Ministry of Labour Youth and Sports; and the Civil Service Commission) were finalized and put before cabinet for approval.
- **Federal:** Infrastructure and operational support: At the FGS level, MOPIC has been supported with four brand new vehicles to aid its mobility and office equipment such as desks and computers. The OPM has been supported with prefabricated office units at the Villa Somalia.
- **Federal:** All salaries for the ACU and MOPIC (FGS) advisors have been supported by the project successfully this is not a key achievement.
- **Federal:** Trainings were carried out on Civil Service Law Reform for the Civil Service Law Reform Committee and another training was carried out for the Government officials and MOPIC staff members on the NDP by another UNDP international Consultant. The Statistics Advisor at MOPIC carried out in house trainings for the Department of Statistics staff in data gathering and analysis for the Consumer Price Index and other surveys.

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

Communication:

The use of English as the main means of communication in Somalia presents challenges when meetings are conducted with government partners especially older civil servants. In a number of occasions presentations end up being translated and it is not possible to gauge how much of the content is lost in translation.

Resignation of staff members:

It is always a challenge when staff move or resign as recruitment processes take long and it is also disruptive to the established workflow patterns. For example, 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 own independently.

Security challenges:

Security attacks against government establishments remain a key challenge in Mogadishu and other parts of Somalia. 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. UNDP staff housed at



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the UNCC had to be relocated to the MIA which meant a hiatus in the close working relation between National staff and the international staff who are mainly based at the MIA. The constant Security Threat Information (STIs) disrupt work for fear of the unknown. A significant number of days are lost as national staff have to work from home and meetings outside the protected zones have to be cancelled last minute due to security reasons. This at times reduces the momentum in project implementation.

Political challenges

One key development that was directly linked to UNDP's Capacity Development Program Strengthening Institutional Performance (SIP) project was the abrupt transfer of the Aid Coordination Unit (ACU) from the Ministry of Planning and International Cooperation (MOPIC) to the Office of the Prime Minister (OPM)'s office in the third quarter. The ACU was initially based at the Ministry of Finance but was later moved to the MOPIC in the first quarter of 2015. While these shifts are not necessarily connected to the UNDP, they have an effect on accountability with regards to the parent Ministry a contract would have been signed with; management of assets given to the ACU and just a general disruption in the flow of business. However, the ACU and UNDP quickly convened meetings to understand the move from the MOPIC to the OPM and any unclear issues were clarified.

Lessons Learned

Managing HR with short term contracts:

The project supports the core government ministries with salaries for local Advisors on short term contracts ranging from three to six months. In an environment like Somalia where qualified human resources are scarce, the staff members have the potential to be absorbed by other institutions who can offer longer term and more secure contracts. Funds permitting it would be more preferable to give the Advisors depending on their Terms of Reference longer term contracts so they can instead focus on their work rather looking for new jobs.

Cooperation and open lines of communication with partners yields better results:

UNDP project has managed to cultivate cordial relations with partners across the spectrum of institutions being supported. This is important in resolving logistical hurdles and misunderstandings that might arise during project implementation. When the ACU was abruptly moved from the MOPIC to the OPM, this did not lead to serious disturbances in the work to be implemented. Through meetings between the project and concerned parties, to discuss the management of funds, equipment and staff, matters were clarified and solutions developed.

Consultation of partners/stakeholders in decision making.

The recruitment processes of advisors to the national partners are implemented jointly between UNDP and the partners. One of the issues that is hard to solve is that international consultants do not have the required technical skills, which often are not available on the local market, but often are not conversant with Somali culture. This – at times – leads to misunderstandings. The matching of national and international advisors to some extent addresses this issue, but always will remain a partial solution. The project is engaging a large number of national advisors and the expectation is that an increasing proportion of advisory services can in



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due time be sourced from the national market.

Provision of long term training: The project has over the period of implementing this project noted that there is need to engage international and or local trainers on various matters related to the project for longer periods. This will deal with the usual challenges that emerge when consultants come in, train and leave without making follow ups on a civil society that still needs to be assisted with follow on support.