

FEDERAL GOVERNMENT OF SOMALIA

MINISTRY OF FINANCE

SPECIAL FINANCING FACILITY FOR LOCAL DEVELOPMENT
(SFF-LD)



PROJECT IMPLEMENTATION UNIT (PIU)

PROGRESS REPORT

FOR THE PERIOD: JULY – SEPTEMBER 2016

SUBMISSION DATE: NOVEMBER 8, 2016

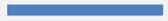
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PROGRESS OF SFF-LD ACTIVITIES AGAINST PROJECT WORK PLAN

	TASKS	2016				2017			
		Q ₁	Q ₂	Q ₃	Q ₄	Q ₁	Q ₂	Q ₃	Q ₄
1	Project Effectiveness date - Jan 2016	Completed							
2	Appointment of PIU Core Staff – January and March 2016	Completed							
3	WB Project Implementation Support Mission (I & II) – May and August 2016 respectively.		Completed	Completed					
4	Submission of Quarterly Progress Reports – Q1, Q2 and Q3		Completed	Completed	Completed	Planned			
5	Establishment of Steering Committee		Completed						
6	Engagement of Engineering Consulting Firm		Completed						
7	Assessment of project locations in Phase I regions by PIU and ECOTECH			Completed					
8	Engineering Drawings and Designs for Phase I and Phase II projects			Completed		Planned			
9	Steering Committee Quarterly Meetings			Completed	Planned				
10	Appointment of Regional Project Officers				Planned				
11	Regional Consultation for Phase II Projects				Planned				
12	Engagement of Infrastructure Contractors for Phase I regions and Phase II					Planned	Planned		
13	Launch of Phase I Projects and Phase II Projects					Planned	Planned		
14	Engaging capacity building consultant for PIU & FMs					Planned			
15	Procurement of project vehicles					Planned			
16	Implementation Supervisions by PIU for Phase I and Phase II projects					Planned	Planned	Planned	Planned
17	Implementation Supervisions by ECOTECH for Phase I and phase II projects					Planned	Planned	Planned	Planned
18	Completion of Phase I and Phase II projects						Planned	Planned	Planned

Legend:

 Represent Completed Activities

 Represent Planned Activities

1.Situational Update

During the reporting period July 2016- September 2016, Somali National leadership forum brought together leaders from the Federal government, FMS/IRA , Somalia's key partners and representatives of the international community in both Baidoa and Mogadishu in sequence to discuss and agree on implementation of key instruments to fast track Somalia's electoral process. This included but not limited to terms of limit of the current institutions of the federal government, finalization of the constitutional review, ironing out issues regarding the electoral committees. The forum also agreed on the 30% of the elected members of the upper and lower houses to be women and lastly the forum endorsed the timelines of the calendar of the 2016 election.

1.1 Executive Summary

This is the third quarterly progress report submitted by SFF-LD project Grant no.P156257.This reporting period July 1, 2016 - September 30, 2016, focuses on the following two objectives:

1. Support the building of legitimate public sector institutions by using government systems and demonstrating they can work;
2. Play a critical role in helping define the division of roles, responsibilities, and capacities between the central government and the federal member states in the area of development financing.

In the third quarter of the year, SFF-LD has made progress on the actualization of core sub-projects. The PIU Coordinator sent out an official emails to the relevant administrations for projects under phase I regions introducing ECOTECH as the engineering consulting firm contracted by the Ministry of Finance of the FGS for the development of designs and BoQs for the selected infrastructural projects. After that, a team from PIU, ECHOTECH and respective local authorities made a tour of project location in both Jowhar and Baidoa. An agreement was reached on the designs of both roads, especially on the length of the road and the extent of damages.

A team from WB and PIU met for the second time since kick off of SFF-LD activities to discuss and review progress made on the several action points agreed in the first implementation support mission. It is at this seat where all achievements, constraints, way forward are discussed, debated and agreed upon. The meeting also had a capacity building component, in that best experiences are shared and adopted.

SFF-LD program steering committee met for the first time in Mogadishu and made several deliberations after an intense discussions including next phase of interventions, program work plan, budget and procurement plan.

PIU successfully concluded recruitment processes for the regional project officers. Qualified and competent persons were engaged to oversee and report SFF-LD activities in the five (5) active federal member states. PIU is planning to provide an intense three-day training in the next quarter before the officers are dispatched to their respective states. The capacity building for RPO would entail training among other things on: stakeholder mapping, community consultations, technical areas of project cycle management, monitoring and evaluation and reporting.

1.2 Program steering committee

As outlined in the project document, the project implementation unit (PIU) worked closely with federal member states (FMS) and interim regional administration (IRA) in nominating a representative for the program steering committee. The core responsibility of the SC is to approve SFF-LD plans, annual budget, reviewing SFF-LD performance and provide advice on SFF-LD management and future program operations in light of lesson learned from activity implementation.

On July 19 , the SC for SFF-LD met for the first time in 2016, to discuss the achievements made and challenges encountered in SFF Norway project and introduce SC members on how the SFF-LD program is structured. In addition to that, the SC was convened to discuss and approve key items; PIU annual Work plan, PIU Annual operational budget, PIU procurement plan, suggested Next phases of SFF-LD regional interventions and lastly and most importantly SC TOR. The participation comprised of the Minister for finance as the chair of the SC, PIU staffs and delegates from FMS/RA including Jubbaland, Southwest, Hiiraan & M.Shebelle, Galmudug and Benadir. Puntland representative didn't make it to the SC meeting and sent an apology through the PIU project coordinator.

1.3 WB Second Implementation support Mission

A team from World Bank and PIU had a two day (15&16 August, 2016) intensive meeting to discuss and review progress made on implementation of key action points set out in the aide memoire of the first mission. World Bank provided support to PIU; in the review and updating annual work plan for 2016/2017, review and agree on capacity building modality, provided guidance in establishment of a meaningful and workable stakeholder engagement mechanism. Moreover, the World Bank assisted PIU on technical areas of finances, procurement, monitoring and evaluation and reporting.

In the end, the World Bank and PIU team agreed on key action points including among other things;

(a) WB to assist PIU in reviewing technical reports submitted by ECHOTECH to ensure high quality standard is adhered to in designs and construction of key prioritized infrastructure.

(b) Engage an individual consultant to support PIU in regional consultations, especially training and guiding regional project officers (RPO) on conduction of a successful stakeholder mapping and an inclusive community consultations. In doing so, the WB drafted a Term of reference for the assignment and shared the same with PIU, which the latter provided useful input.

(c) In the evaluation of bids, an agreement was reached whereby PIU project Coordinator is required to constitute an evaluation team of technical staff to evaluate the bids received.

1.4 Infrastructural sub-project implementation progress

Jowhar:

On August 11th 2016, a team of engineers led by SFF-LD engineer went to Jowhar to kick-start the preliminary and detailed design of the road that connects Kongo village and Jowhar town. The engineering team consisted of engineers, architects and environmental experts from ECHOTECH, the consulting engineering firm contracted by SFF-LD to carry out the design of the 5.5 KM road. The engineers accompanied by the regional administration took a tour through the road to assess the extent of damages and discuss what level of rehabilitation the road requires to revert it back to its normalcy.

After a lengthy evaluation of status of the road, the defects that have been reported include:

(1) The roads have damages especially it has worn out asphalt and it subsequently raised aggregate layer, this has been mainly caused by lack of timely rehabilitation of the road coupled by poor drainage system.

(2) Nine extensively damaged culverts were reported that require a thorough rehabilitations.

Once the road assessment was concluded, a brief meeting happened at the mayors residence where the administration strongly recommended local Somali contractors be engaged to rehabilitate the road. This they said would promote local businesses in providing supplies to the construction site. In addition to that, it's expected to promote community contracting and ownership of sub-project by the locals.

Dates	26th July – 31st July, 2016
Project Name	Rehabilitation of 5.5KM Road – Middle Shabele Region
Location	Jowhar, Somalia



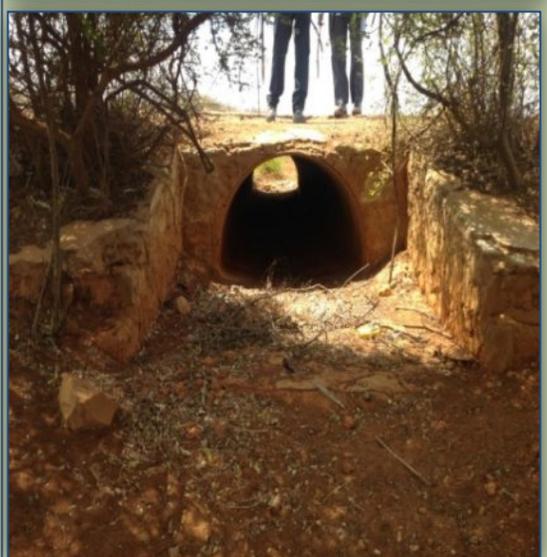
Baidoa:

On Monday, August 15, 2016 a team of Engineers from Ecotech consultants and SFF-LD Engineer met with the Mayor of Baidoa Mr. Abdullahi Ali Watin in Baidoa to discuss the rehabilitation and the reconstruction of 5.5 km Baidoa Main Road project. Ecotech Consultant Engineers together with SFF-LD engineer carried out a reconnaissance survey of the entire segment of the existing road to be rehabilitated, starting from Arch 1 Monument and ending at Manyo Fulka. The purpose of the reconnaissance survey was to assess the physical condition of the road, determine quantities and for collecting data in the designing of the engineering works.

From the inspection carried out by the engineers from both PIU and the consultancy firm, it emerged that the asphalt road shows significant deterioration due to fatigue, aging and lack of repairs over the years. Alligator cracks, distortions, potholes, transverse and longitudinal cracks and complete disintegration in some places were also seen.

After concluding the survey, the engineers and the local administration agreed on the initial plan of rehabilitating the 5.5 KM road. Moreover, in order to optimize employment opportunity for the community through labor-intensive construction, utilizing hand tools and light equipment instead of heavy equipment is preferred.

Dates	<i>1st August – 7th August, 2016</i>
Project Name	<i>Rehabilitation of 5.5 KM Road – Bay Region</i>
Location	<i>Baidoa, Somalia</i>



In parallel, ECOTECH and PIU engineers conducted site assessments for Kismayo courthouse and Banadir Solar Streetlights which are projects funded through UN MPTF National window.

Kismayo:

On 4 August 2016, a team of engineers led by the SFF-LD engineer visited Kismayo to kick-start the preliminary and detailed design of the Regional Court. The team consisted of engineers, architects and environmental experts from Ecotech, the consulting engineering firm contracted to carry out the design of the new Regional Court.

The team conducted a consultation meeting with all relevant authorities of Jubbaland administration, including the Deputy Minister of Justice and Religious Affairs, Mr. Aden Insar, Chairman of the Appeals Court, Chairperson Lower Court and Attorney General of Jubbaland State. During the meeting, various design options were discussed and agreement was reached on the design of a 2-storey building consisting of 32 rooms complete with auditoriums, judge platforms, latrines, parking, and entrance and exit gates. A rain-water storage reservoir was also included in the design.

Dates	8th August – 12th August, 2016
Project Name	Regional Court – Lower Jubba Region
Location	<i>Kismayo, Somalia</i>



Banadir:

On 3 August, a kick off meeting for the design work for the Banadir Solar streetlights Projects was held in Banadir Regional Administration (BRA) offices. In an effort to harmonize the Solar projects in Banadir region, a proposal was made by BRA team to provide specifications for the poles, solar panels and batteries. Additionally, it was agreed that the poles to have concrete base to withstand damage.

PIU and ECOTECH teams assessed three roads in Mogadishu for solar-powered street lighting. Details of the Projects are as follows

1. Russia Road , 2KM
2. Munabolio Road, 2KM
3. 15 May Road, 1KM

Dates	8th August – 12th August, 2016	
Project Name	Regional Court – Lower Jubba Region	
Location	<i>Kismayo, Somalia</i>	
		
		
		

1.5 PIU Capacity building:

In the first phase of SFF-LD program, PIU capacity building was highly prioritized and in light of this, PIU did an internal capacity assessment exercise whereby staffs were required to list all relevant areas where a capacity injection is needed. The consolidated capacity assessment report highlighted capacity gap that existed within the PIU, what type of training each individual PIU staff requires to dispense work effectively and what mode of training is appropriate for each of the training needs reported.

During 18th -22nd September 2016, a team from UN provided an intense five-day custom tailored workshop in Mogadishu for PIU staffs. The training module covered included Project Cycle Management, Monitoring and Evaluation of sub projects, Public Procurement, Financial & Progress Reporting, Auditing, Risk Management, Communication , Visibility and Do no harm.

On 30th & 31st August 2016, PIU team participated in a workshop organized by Transition initiative for stabilization (TIS) plus in conjunction with FGS ministry of interior. The main theme of the seminar was to discuss and agree on best methodology of engaging the wider national stakeholder of wadajir framework. In particularly, the PIU team learned how to roll out conflict and resource mapping, stakeholder engagement, consensus building and how to gather prioritizations from the locals.

Lastly but not the least, in an effort of enhancing PIU capacity, PIU Coordinator and the Communication Specialist attended a one- day workshop on communication strategy and visibility facilitated by a WB consultant for project coordinators and communication specialists of WB funded projects. The workshop mainly shed light on how to develop communication strategy for MPF/WB programs. Subsequently, a WB Communication associate paid a visit to PIU office to further assess and evaluate communications capacity of PIU'S/institutions and assess how PIU' manage risks and expectations. The main purpose of the consultants' visit was to develop a plan on communications in order to improve and manage (effectively) PIU's communications efforts.

1.6 Recruitment of Regional project officers

In the project document, regional project officer was highly prioritized to be recruited for active federal member state and interim regional administration, to support PIU team in the development, monitoring, reporting on sub-project and liaise with the local administration on all active SFF-LD activities in the region. In the process of engaging regional project officers, PIU developed a TOR for the position and published the vacancy in most visited website nationally. In total, five (5) candidates were shortlisted for each federal member state/ interim regional administration. PIU staged an intense vetting processes for the shortlisted candidates comprising of both written and oral assessment. In the end, a candidate was successfully selected to assume PIU role in each of the five (5) FMSs.

1.7 Communications & Visibility

SFF-LD has developed a communication strategy for the UN MPTF and WB programs to reach the local population, raise awareness, build relationship with various stakeholders and to set standards for clear and consistent messaging and promote transparency. The strategy also aims to raise awareness about SFF-LD's objectives, activities and contribution to the local community, as well as the MoF/FGS's initiatives/intentions to strengthen state legitimacy and government effectiveness.

On 19 July 2016, the 1st Steering Committee meeting was held in Mogadishu. To cover this important event and in an effort of raising awareness about SFF-LD activities, Somali National TV (SNTV) and Universal TV were invited. A press release was also widely distributed to diverse stakeholders.

Furthermore, the process of revamping of SFF-LD website has commenced with the goal of aligning the programs' website with that of the UN MPTF. SFF-LD is expecting to hold Community Consultations. Program materials, such as pamphlets, booklets and other materials, will be developed to enhance visibility.

There are some limitations in measuring public perception due to safety concerns and therefore SFF-LD will not be able to approach ordinary citizens, for instance in Baidoa or Kismayo, to measure public perceptions. The only opportunities SFF-LD has to measure perception or the image of SFF-LD is through community consultations. The program intends to use social media (Facebook and twitter) to engage with the public.

Looking ahead: SFF-LD is planning to make the best out of the planned community consultations, with regards to enhancing communication and visibility of SFF-LD activities. The plan underway is to air the event on national television. Messaging tools; posters, booklets, fliers and other materials will be developed to heighten visibility.

1.8 Deliverables completed

The following section lists a number of documents and supporting materials, produced throughout the 3rd quarter, it provides an idea of the progress made with regards to implementation of key activities.

Document	Date	Comment
Infrastructural project		
Engineering Inception report	12 July 2016	The report provides a detailed information on the methodology to be employed by ECOTECH in conduction of projects assessment. THE PIU engineers reviewed the report and added useful contributions.
Engineering Field trip assessment reports	August 2016	ECOTECH produced reports on assessments done in the four project locations. While PIU engineers provided comments and useful input to the report.
Environmental & Social Action plan	12 Sept 2016	This is a document that provides guidance on environmental effects of implementation of SFF-LD sub-projects .
Engineering preliminary design (First draft)	20 Sept 2016	The first draft of the preliminary design was received, PIU engineers were instructed to review and provide input.
Program steering committee		
SC meeting (Agenda)	19 July 2016	The agenda was developed by PIU and reviewed by WB.
SC meeting (Minute)	25 July 2016	The minute was generated by PIU and shared with WB, UN and regional delegates for their comment and input.
WB Second implementation support mission		
Meeting Agenda	28 July 2016	The agenda was proposed and sent to PIU for review
Aide Memoire	15-16 August 2016	The Aide Memoire is an outcome of a joint discussion between WB & PIU, it provides details on the next point of actions.
Recruitment of Regional project officers		
Project Officers Term of reference	4 August 2016	Term of reference for RPO was developed by PIU with input from WB and UN.
Project Officers Recruitment report	30 August 2016	PIU prepared a detailed report on the recruitment of RPO, detailing vetting processes and the outcome.

1.9 Challenges, remedial actions taken and lesson learnt

Delays in project implementation: SFF-LD could not roll out community consultations in this reporting period. The delays emanated from the need to hire a community engagement consultant, which was not originally envisaged in the project document. It was lately felt necessary to bring on board a consultant to help PIU in building the capacity of regional project officers, emerging FMS's institutions as well as to lead the community consultation sessions for the identification of priority projects. The recruitment of the consultant has been initiated. Meanwhile PIU has been tasked to do all the necessary arrangements in rolling out regional consultations in the subsequent quarter.

Recruitment of regional project officers (RPO): Initially, the plan was to hire an RPO for each active region, however after a lengthy discussion between SFF-LD management, UN and WB an agreement was reached to bring on board a RPO for each FMS/IRA. This decision was heavily guided by the fact that experience and skills made in one region could be rolled out in the next active region of the same FMS/IRA. Aside from that, the modalities to make use of in the vetting processes was made more transparent and merit based by drawing panel members with different expertise.

2. Project Quarterly Plan

The next quarterly plan, briefly highlights key activities planned to be accomplished in the fourth (4) quarter . The next quarterly plan is forward thinking and its extracted from SFF-LD annual work plan and also informed by newly identified priorities.

Proposed core activities for the 4th quarter of the year include;

Steering committee meeting: its expected the second SC meeting to happen in the 4th quarter, so that SC members discuss progress made on SFF-LD key activities, review and approve operational activities including annual work-plan, budget, procurement plan and next phase of interventions.

Commencement of regional consultations: PIU is planning to kick start regional consultations for phase two (2) regions. In the consultations, PIU anticipates community members to build consensus around different competing needs and identify set of priorities in each of the region.

An induction training for Regional project officers: A plan is underway to bring aboard the RPO, this would entail building the capacity of the officers through training on relevant themes , inorder to support PIU in conduction of successful community consultations.

Actualization of Phase 1 sub-projects: Assuming all external parameters remain constant, PIU has scheduled key program activities to roll out in the 4th quarter and report a positive progress in execution of the two (2) WB funded sub- projects.

3. Workshop, Training and Events Schedule

Reporting Quarter: 3rd quarter <i>Title of workshop, training, events.</i>	Implementation month and place	Participants	Comments
WB Second Implementation Support Mission	August 15-16, 2016	World Bank Task Team & PIU Staff	The objective of the mission was to review implementation progress of SFF-LD Project since the last mission held May 3-5, 2016. WB mission team and PIU reviewed, updated and agreed the following: - <ul style="list-style-type: none"> - the annual work plan for 2016-2017; - activities of the Project Steering Committee; - capacity building approach; - establish mechanisms for meaningful stakeholder engagement; - conducted technical meetings with the Project Implementation Unit (PIU) on procurement, financial management, monitoring and evaluation and communications; - introduced the incoming Task Team Leader, Sheila Kamunyori.
Community Consensus Guide Training	Aug 30 th & 31 st , 2016	<ul style="list-style-type: none"> ▪ Amir Sirad, M&E Specialist ▪ Najib Abukar, Communication Specialist ▪ Abdinur Farah, Project Engineer ▪ Abdullahi Abdinur, Project Engineer 	The workshop theme was on consensus planning process and conflict resolution. It introduced the trainees to the concept of participatory development and stakeholder engagement in Somalia as well as providing instructions on conflict resolution and examples that provide further clarity for the concept.
Validation workshop of inception report on Public Procurement Policy and Regulations by Ernst & Young Consulting firm	August 30th 2016	PIU procurement Specialist, and procurement units of 5 line FGS ministries.	Ernst & Young, a consultancy firm which is engaged to set up a legal and regulatory framework of public procurement for the Federal Government of Somalia conducted one day meeting with the procurement staff of key 5 FGS ministries to review, comment and validate an inception report submitted by the firm. Comments and feedback from the participants was addressed in the final document of the report.
Capacity building workshop for PIU, MoF and other government officials	18-22 September 2016	All PIU and other government officials	The training was a week long and has covered the following: - <ul style="list-style-type: none"> - Programme/Project Cycle Management - FGS Public Procurement procedures - Monitoring, Evaluation and Reporting - Communication and Visibility - Do no-harm approach - Risk Management & Audit

<p>Capacity building workshop, organized by WB.</p>	<p>July 15, 2016</p>	<p>PIU Project Coordinator and communication specialist and staffs in other line ministry's.</p>	<p>The training was on;</p> <ul style="list-style-type: none">- Communication strategies for WB funded projects.- Visibility/Messaging.
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4. Overview of financial expenditure

	BUDGET AMOUNT US\$	ACTUAL EXPENDITURE 30 TH September 2016 US\$	BUDGET BALANCE US\$	PERCENTAGE SPENT %
Receipts				
Multilateral Sources	6,000,000.00	360,902.23	5,639,097.77	6.02%
Total Receipt	6,000,000.00	360,902.23	5,639,097.77	6.02%
Expenses				
Firm consultant for detailed design and engineering Supervision	250,000.00	29,663.75	220,336.25	11.87%
Small-Scale Infrastructure	3,500,000.00		3,500,000.00	0.0%
Operating Costs	1,514,780.00	304,910.18	1,209,869.82	20.13%
Capacity Building and Audit fee for 2 years	600,000.00	0.00	600,000.00	0.00%
Contingency Emergency Component	135,220.00	0.00	135,220.00	0.00%
Total Expenditure	6,000,000.00	334,573.93	5,665,426.07	5.58%

The present itemizes each scale infrastructure capacity building emergency response funds transferred from the ministry of the government of

As of 30th September, the project received an amount of 360,902.23 MPF, of which 29,663.75 MPF is on the account of the central bank for the quarter. Since the start of activities, the project has received this quarter's fund made available into service (129,831.42) professional

29,663.75) for the engineering consultancy firm engaged in the development of preliminary and detailed design and civil works.

Aside from that, other operational cost originating from travel expenses (USD 5,090.00), bank charges (USD 2,410.00) and service (USD 2,213.00) were incurred during the reporting period.

The ratio of real expenditure to date / budgeted expenditure up until sub-project activities completion category project components is as follows;

- Small-scale infrastructure: 0.0 % of total planned expenditure has been spent.
- Firm consultant for detailed design and engineering Supervision: 11.87% of total planned expenditure has been spent.
- Operating cost: 20.13 % of total planned expenditure has been spent.
- Capacity building: 0.00 % of total planned expenditure has been spent.
- Contingency Emergency component: 0.00 % of total planned expenditure has been spent.

Available fund as of 30th September 2016 are USD 26,328.30 in the Designated Account 1126.

Annex 1: Results framework and Monitoring

Project Development Objective Indicators				
Indicator Name	Baseline	2016	Results (3rd QTR) (From 1st July to 30th September)	
Direct project beneficiaries (Number) - (Core)	0.00	250000.00	No direct beneficiaries reported so far, for the WB funded sub-projects.	Sub-project activity project is at proce
Female beneficiaries (Percentage - Sub-Type: Supplemental) - (Core)	0.00	51.00	No female beneficiaries reported for the WB funded sub-projects.	Sub-project activity awaiting EOI to b submission of bid
Financed sub-projects that are functioning/ delivering services to communities three months after completion (#) (Number)	0.00	2.00	None	Preliminary desig and Jowhar have be sent out to the
Perceptions of Regional Administrations or federal government performance on sub-project activity (%) (Percentage)	0.00	0.00	N/A	The survey to be is completed.
Sub-projects for which community/ or local authority engagement in post-project sustainability	0.00	2.00	None	Arrangement is ir sustainability agre handed over to th institution.

and/ or O&M plan is established (#) (Number)				
Beneficiaries under the activated crisis response component (#) (Number)	0.00	N/A	None	This component h reporting would h /emergency hits t
Intermediate Results Indicators				
Indicator Name	Baseline			
Local Project Oversight Committees established (#) (Number)	0.00	2.00	2	During the consul Norway constitut committee for bot project, drawn fro local community confirmation fron of the existent of
Grievances registered related to project are addressed (%) (Percentage)	0.00	100.00	No grievances/complaints reported in this quarter.	PIU is anticipatin complaints, once rolling out.
Interim Regional Administrations accompanying project design and implementation (consultation, identification, procurement and implementation processes) (#) (Number)	0.00	2.00	2	Regional adminis participated in the of priorities. In th recommendations designing of sub-
Roads rehabilitated, Non-rural (Kilometers) - (Core)	0.00	14.00	None	Designing of both implementation t
Sub-projects completed as	0.00	2.00	None	The indicator to b

planned and within budget (#) (Number)				project activities i
Government officials participating in capacity building measures under the project (#) (Number)	0.00	20	0	A consolidated ca been shared with building activities administration to quarters.
Work days created for short term employment in the sub-projects (of which female) (#) (Number)	0.00	50	0	SFF-LD is a labo: rehabilitation/ coi infrastructure. Th laborers/ skilled p project activities l
Specific POM for the contingency component (Component 3) has been adopted (Yes/No)	N		N/A	This can only be i activated.

Annex 2: SFF-LD Communication Strategy

This communication strategy/plan will be edited, adjusted and improved through the course of the program to activities and rapidly changing environment in Somalia.

Activity/Target Audience	Messages/task	Method/How	Timeframe
<p>The local Community</p> <ul style="list-style-type: none"> - Elders/leaders - Youth and students - Women groups - Civil society - Businesses and entrepreneurs 	<p>Activities of the program, what does SFF-LD stands for and its objectives, how SFF-LD contributes to community, transparent process and mythology, decision-making process, governance, clear motivation of the program, trust building success stories, link between MoF, FGS and SFF-LD, progress of the program, benefits to the society at large and it planned improvements that will affect their lives positively (tangible benefits/ cause and effect arguments)</p>	<p>Community gathering/consultations, TV, Radio, Billboard, fliers, PowerPoint presentations, interviews, success stories and articles to illustrate impact, SFF-LD website and other media outlets such as, Hiiraan, baidoamedia, etc.</p>	<p>Depend on the situation progress made on ground.</p>
<p>The Ministry of Finance, the Federal Government of Somalia and Regional Administrations</p>	<p>Transparent process, progress of the program, financial overview, deliverable to the local population and relevant feedback for the MoF (what has been achieved with the implemented projects; trust, confidence and legitimacy?)</p>	<p>Status reports/briefing papers, meetings, e-mails, monthly news bulletin, SFF-LD website, success stories and articles to illustrate impact</p>	<p>Monthly</p>
<p>World Bank</p>	<p>Transparent process and methodologies, decision-making, program progress, use of budget and risks</p>	<p>Status reports/briefing papers, meetings, e-mails, monthly news bulletin, SFF-LD website, success stories and articles to illustrate impact. Lessons learned.</p>	<p>Quarterly</p>
<p>Others Donors</p>	<p>Success stories, example for other programs, lessons learned Common risks</p>	<p>meetings, e-mails, monthly news bulletin, SFF-LD website, success stories and articles to illustrate, impact, PSG4 (meetings)</p>	<p>Occasional</p>