

# UN Multi-Partner Trust Fund for Somalia QUARTERLY REPORT

### 1 July – 30 September 2016



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### GENERAL UPDATES

In addition to the standard review of each Joint Programme's (JP) achievements and implementation status, this report reflects a number of upgrades to the Fund's operations. In the last three months, the UN concluded additional agreements with new and existing donors, thereby demonstrating the Fund's breadth and value in mobilizing resources for critical needs. That such support continues to be provided in line with the Compact and under SDRF oversight underlines our collective commitment to genuine national ownership of this process.

The MPTF Secretariat and UN agencies are also pleased to report new, more robust Gender specific indicators to further fulfil the UN's obligations under the Women, Peace and Security agenda.

The commitment to national ownership was further reinforced through progress made under the National Window, where implementation of smallscale infrastructure projects is now underway. This process has provided the opportunity for intensive collaboration between the FGS, the UN and the World Bank on capacity building, risk management, and harmonization of business processes under a national framework.

In summary, the last quarter was marked by:

- Inclusion of a new MPTF donor, Germany, with a €4.7m contribution for the UN's work on State Formation, Elections & Enabling Services;
- Signing of new agreements with the EU, DFID & USAID across a range of UN programmes, including Gender Empowerment initiatives;
- SDRF endorsement of the Social Protection JP, with support from the Italian Government (\$1.5m), and the UNHCR trans-border refugee and returnee project, funded by PBF (\$3m);
- Intensive trainings for the FGS on National Window related processes;
- New analysis of SDRF Trust Fund risks through the Risk Management Group, which presented new treatment measures to the SDRF Steering Committee on 19 October 2016;
- Development of and reporting on new Gender indicators in each JP and at portfolio level;

• Renewed focus on Fund Administrator coordination with the World Bank and the AfDB.

#### SDRF-Endorsed MPTF Projects (31 October 2016)

	(01 000000, 2010)
Support to Emerging Federal States	Active
Constitutional Review	Paused
Parliament Support	Active
Electoral Support	Active
Rule of Law	Active
Youth Employment	Active
Sustainable Charcoal Reduction & Alternative Livelihoods	Active
Pilot Project to Strengthen National Service Delivery (National Window)	Active
Local Governance & Decentralized Service Delivery	Active
Institutional Capacity Development	Active
UN Enablers	Active
Women's Leadership & Empowerment	Initiation phase
Social Protection Project	Initiation phase
Refugee Return & Reintegration	Initiation phase

#### UN MPTF Projects in the Pipeline

Peacebuilding Fund Package	SDRF approval envisaged	
	for 17 November 2016	

#### Donor Contributions (USD)

	Committed	Deposited	Deposit %
Denmark	19,385,166	9,296,846	48.0%
🚟 DfID	32,737,072	19,250,833	58.8%
EU	35,313,141	27,950,980	79.2%
Italy	4,895,448	3,364,721	68.7%
Norway	10,014,679	10,014,679	100.0%
SDC	6,368,524	4,050,295	63.6%
SIDA	24,837,171	15,170,428	61.1%
📕 Germany	5,168,100	5,168,100	100%
🔤 USAID	500,000	500,000	100%
OPISI PBF	28,099,8471	28,099,847	100.0%
Totals:	167,319,148	122,866,729	73.4%

\*Includes only signed commitments.

<sup>1</sup> Total PBF resources, including IRF projects

### UN MPTF Performance Assessments<sup>2</sup>

The following indicators measure the performance of the fund at the level of disbursements, management, donor behaviour as well as programmatic obligations, including communications and risk management.



On-target or achieved

In progress or partially achieved

Off-target or not achieved

### Quality of Operations

Category	Indicator	Target	Status	Rating
Disbursements and volume	Total UN MPTF disbursements to PUNOs	> \$30 m	\$ 17,843,508 <sup>3</sup>	
	Disbursement ratio of active programmes <u>[Total expenditures</u> ] Allocations	> 90%	83.6%	
	Number of Joint Programmes developed for approval	5 / year	2 new JPs in Q3 <sup>4</sup> , 14 overall.	
	No. of JPs received funding within 3 months of SDRF approval	All	10 of 11	

### **UN MPTF Management**

Category	Indicator	Target	Status	Rating
Reporting	Adherence to reporting timelines (Up-to-date reporting as per MOUs)	100%	100%5	
	No. of UN MPTF donor briefings	Monthly	2	
Communication	MPTF Newsletter published	Quarterly	Published 1 April, 1 July 2016, 1 Nov.	
Risk management	Implementation of robust risk management systems	Regular RMG meetings & risk reports produced for SDRF SC	Monthly RMG meetings held. Risk report produced for SDRF SC.	
Coordination	Fund administrator coordination	Quarterly portfolio coordination meetings	1	

<sup>&</sup>lt;sup>2</sup> Most indicators are cumulative if not indicated otherwise.

<sup>&</sup>lt;sup>3</sup> MPTF Gateway as of October 2016.

<sup>&</sup>lt;sup>4</sup> Social Protection Project & Refugee Return and Reintegration.

<sup>&</sup>lt;sup>5</sup> Q3 report sent on time on 31 October 2016.

### Donor Engagement

Category	Indicator	Target	Status	Rating
Earmarking	% of un-earmarked contributions (cumulative)	50%	14.4%	
Availability of funding	Average time taken to disburse funds after SDRF Steering Comm. approval <sup>6</sup>	3 months	3+ months <sup>7</sup>	

### **Crosscutting Issues**

Category	Indicator	Target	Status	Rating
Human Rights	% of JPs with explicit HRBA in <b>D</b> esign, Implementation and <b>M</b> onitoring)	D – 100% I – 100% M – 100%	D – 100% I – 100% M – 100%	
Gender	Proportion of gender specific outputs across Joint Programmes <sup>8</sup>	-	26%	_
	Proportion of Joint Programme staff with responsibility for gender issues <sup>9</sup>	-	37%	-

### Portfolio-level Results

The following indicators measure the value-added of the MPTF as a portfolio as opposed to a situation in which PUNOs and donors engage bilaterally.

Category	Indicator	Target	Status	Rating
Government ownership	% of gov. officials who say gov. is fully engaged in Design, Implementation, Coordination & Monitoring of MPTF projects <sup>10</sup>	Design – 75% Implement. – 75% Coordination – 75% Monitoring - 75%	D – 57% I – 71% C – 57% M – 57%	
Flexibility	% of un-earmarked contributions	2015:10% 2016: 20% 2017: 30%	14.4%	
Use of national systems	% of MPTF resources going to National Window	2015: 5% 2016: 10% 2017: 15%	3.1% <sup>11</sup>	
Aid transparency	% of UN funds channeled and reported through SDRF	2015: 10% 2016: 25% 2017: 50% <sup>12</sup>	35% <sup>13</sup>	

<sup>&</sup>lt;sup>6</sup> Average time to disburse 75% of the funds as per SDRF Steering Committee standard procedure.

<sup>&</sup>lt;sup>7</sup> Slightly over 3 months.

<sup>&</sup>lt;sup>8</sup> Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women's Empowerment.

<sup>&</sup>lt;sup>9</sup> Staff members are those contracted to undertaken work for the Joint Programme including full time staff, consultants, advisors, interns, etc. Staff members with responsibility for gender issues are those who have gender related activities included in their Terms of Reference.

<sup>&</sup>lt;sup>10</sup> Total of 7 survey responses were received.

<sup>&</sup>lt;sup>11</sup> Based on estimated share of \$13m PBF funds to go to National Window.

<sup>&</sup>lt;sup>12</sup> MPTF Secretariat has changed the targets from 'increase by 10% per quarter' to concrete annual percentage targets

<sup>&</sup>lt;sup>13</sup> Aid Flow Analysis - Feb 2016.

UN collaboration and synergy	# of JPs that leverage on each other's results in the same communities (or leverage on each other's results through sequenced approach)	All	All <sup>14</sup>	
Transaction costs	Stakeholder perceptions on whether MPTF decreases or increases transaction costs <sup>15</sup>	Majority should view MPTF as decreasing transaction costs	Decreasing – 50% Increasing – 38% Same – 12%	

### Progress towards Programmatic Results

### **PSG 1: Inclusive Politics**

Joint Prog.	PSG Milestones	Progress achieved to date	Status
Emerging Federal States	National reconciliation commission established; Consultations on est. of administrations; Decision on federal model reached.	<ul> <li>Reconciliation conferences held in Galkayo &amp; Dollow;</li> <li>Capacity of key institutions enhanced;</li> <li>Operational facilities and logistical and HR support provided to MOIFA;</li> <li>BFC Commissioners recruited &amp; supported;</li> <li>Institutional Capacity Assessment Baseline Surveys for Jubbaland &amp; Galmudug.</li> </ul>	
Constitutional Review	Oversight Committee established; Review on constitutional priority areas conducted; Draft constitution submitted to Parliament	<ul> <li>Implementation for the Joint Programme on Constitutional Review has been paused with no activities undertaken in Q3.</li> </ul>	
Inclusive Institutions (Parliament)	Parliaments established and fully functional at Federal level and in Somaliland and Puntland	<ul> <li>Key legislation reviewed and passed at federal and regional level;</li> <li>Parliamentary oversight missions conducted in Somaliland and Puntland;</li> <li>Capacity of federal &amp; regional MPs &amp; staff enhanced.</li> </ul>	
Electoral Process	Prepare for credible elections in 2016	<ul> <li>Technical advice provided to FIEIT;</li> <li>Feasibility study commenced on voter registration options;</li> <li>Establishment of NIEC secretariat and recruitment of acting Secretary-General;</li> <li>Political Parties Law signed by FGS;</li> <li>Outreach on the 2016 electoral process.</li> </ul>	

#### PSG 2: Security

Joint Prog.	PSG Milestones	Progress achieved to date	Status
Rule of Law (Police)	Capacity & accountability of state security institutions to provide basic safety & security strengthened.	<ul> <li>SGBV investigation training conducted for Puntland police officers;</li> <li>Community policing centre established in Banadir;</li> <li>Delivery of police stipends completed;</li> <li>Capacity of police officers &amp; staff enhanced;</li> </ul>	

 <sup>&</sup>lt;sup>14</sup> All five survey respondents report synergies exist between their Joint Programmes and others.
 <sup>15</sup> Total of 8 responses received (5 PUNOs and 3 Donors).

### PSG 3: Justice

Joint Prog.	PSG Milestones	Progress achieved to date	Status
Rule of Law (Courts and Corrections)	Key priority laws aligned with Constitution & international standards; Somalis have access to fair and affordable justice.	<ul> <li>Key legislation approved;</li> <li>Puntland Bar Association was reactivated;</li> <li>Legal scholarship scheme ongoing;</li> <li>Capacity of government officials enhanced in areas such as SGBV and Child Rights;</li> <li>Construction of Mogadishu Prison ahead of schedule.</li> </ul>	

### PSG 4: Economic Foundations

Joint Prog.	PSG Milestones	Progress achieved to date	Status
Youth Employment	Improve potential for growth & employment; Skills development and training; job creation; Capacity development of ministries & institutions.	<ul> <li>Agribusiness training on sesame production ongoing in Baidoa, Jowhar &amp; Beletweyne;</li> <li>In Bossaso 29 enterprises identified to participate in apprenticeship scheme;</li> <li>The Shaqeyso program developed on i) lifeskills, ii) vocational skills, iii) build your own business skills, iv) community works;</li> <li>Road rehabilitation in Kismayo commenced.</li> </ul>	•
Sustainable Charcoal Reduction	Promote sustainable development & Natural Resources Management (NRM) by developing legal & regulatory frameworks; Building capacity in key NRM institutions.	<ul> <li>Resource mobilization activities conducted;</li> <li>Institutional support provided to MOLFR;</li> <li>Processes undertaken to hire consultant for national &amp; regional policy on charcoal;</li> <li>Discussions with Ambassador of Qatar on hosting International Conference;</li> <li>Draft ProDoc formulated to be presented to Programme Steering Committee for endorsement.</li> </ul>	
Pilot Project to Strengthen National Service Delivery <i>(NW)</i>	Successful management by PIU of 2 small-scale infrastructure projects & identification of a third; Successful comms campaign developed by PIU; PIU's PCM & PFM systems strengthened.	<ul> <li>Integrated work plan completed to harmonise UN and World Bank activities;</li> <li>Project Steering Committee operational;</li> <li>Designs for two projects complete;</li> <li>Workshop by UN for PIU staff completed;</li> <li>Project communication strategy developed.</li> </ul>	

### PSG 5: Revenue and Services

Joint Prog.	PSG Milestones	Progress achieved to date	Status
Local Governance	Government at all levels better able to manage financial resources; Enhance transparent & accountable revenue generation; Increase provision of & access to public services.	<ul> <li>Work on joint action plan for UN Peacebuilding Fund;</li> <li>Capacity of key institutions enhanced;</li> <li>Support to Ministry of Interior of Jubbaland in formation of district councils;</li> <li>Initiated Local Revenue Mobilisation Action, with government counterparts, to be piloted in Puntland and Somaliland.</li> </ul>	

### Crosscutting

Joint Prog.	PSG Milestones	Progress achieved to date	Status
Capacity Building	Review roles & responsibilities of government institutions & updated structures developed; Review government admin	<ul> <li>3rd Party Monitoring of project supported local advisors to FGS conducted;</li> <li>Workshops supported resulting in validation of NDP narrative sections;</li> </ul>	

	procedures, systems & structures completed & reform programme formulated; Review of civil service legal framework & institutional structures; Logistics assessment of selected buildings completed & integrated rehabilitation programme developed.	<ul> <li>Project supported advisor in MoF supported recruitment of staff in gov institutions, coordinated collection of fiscal information, led discussions with IMF on fiscal reforms, supported 1<sup>st</sup> IMF SMP committee meeting, &amp; launched Security Sector Expenditure reform;</li> <li>Support to MOPIC FGS for NDP drafting.</li> </ul>
Enabling Services	Enable safe, Coordinated and transparent delivery of International assistance through Somalia in support of all PSG priorities and milestones.	<ul> <li>UNDSS maintained MERT across Somalia;</li> <li>RCO support to SDRF, assistance to FGS on NDP process &amp; UN feedback on NDP; Led design of new PBF funded programmes; Coordinated submission of UN 'Offer of Support' on Somaliland Development Plan;</li> <li>RMU launch of new Contractor Information Management System; RMU &amp; RCO work on implementing \$2m (PBF) through national systems</li> <li>UN Women delivered chapter on gender in NDP; Financed, led &amp; coordinated Gender Theme Group to complete UN Gender Strategy</li> </ul>

### Highlights of Joint Programme Results

### Joint Programme on Support to Emerging Federal States

### MPTF Funds Received in Q3: US\$ 3,666,777 MPTF Funds Expenditure in Q3: US\$ 1,051,699

#### Highlights of Key Achievements

Reconciliation conferences were held in Galkayo in Galmudug and Dollow in Jubbaland. The project also supported a Strengthening Ceasefire Reconciliation Agreement workshop for the Merka community.

Boundaries and Federation Commission (BFC) Commissioners were recruited, trained, provided with office space, equipment, and supported with technical, financial and logistical assistance which resulted in the development of an action plan and draft strategic frameworks on the proposed vision for the BFC and boundary delimitation. Workshops were held on the delimitation of regional/district boundaries and how to federate the country, and to engage government and civil society stakeholders on the BFC's strategic plan. An International Consultant was hired to assist commissioners develop their five-year Strategic Plan.

A workshop was held on communication and public outreach for 30 South-West State (SWS) civil servants to promote the development of strategies for internal and external outreach. Training on public procurement procedures for 45 civil servants was undertaken in Kismayo. Workshops were also held on elections, federalism, good governance and societal engagement in Jubbaland and Galmudug.

The MoIFA was provided operational facilities, office equipment and logistical support. Support was provided to facilitate implementation of outreach activities, information-sharing and coordination meetings, as well as implementation of workshops on federalism, governance and state formation/building. A consultative meeting was also held by MoIFA to provide citizens with the opportunity to participate in drafting a citizenship bill. A facility for SWS MoPIC and other ministries was completed and the process to construct/rehabilitate office space for the Jubbaland Civil Service Commission and State House Cabinet conference hall was finalized. Technical Advisors were recruited for the Office of the Prime Minister (OPM) including a Liaison and Coordination Advisor, Communication and Reporting Advisor and an intern. A Letter of Agreement and work plan for implementation of a federalism dialogue was developed and approved for the OPM.

Institutional Capacity Assessment Baseline Surveys for Jubbaland and Galmudug were completed and reports are being finalized. The strategic planning process in SWS continued and is expected to be completed by Q4. The project initiated an Organization Structure review and Functional Description development for Emerging States. Guidelines for the Jubbaland Civil Service Commission as well as the vision document and strategic plan have been finalised. The project continued its support to Galmudug Interim Administration through an International Consultant to guide the development of a Strategic Plan and to align it with the NDP. An International Consultant was also hired to support the regional engagement strategy plan/framework development for Aid Coordination at national and state levels. The SWS MOPIC hosted an aid coordination meeting to achieve better coordination and collaboration with civil society and other organizations. SWS authorities also engaged CSOs in finalizing a strategic plan for the emerging state.

#### Key constraints and challenges

Progress on the Hiraan and Middle Shabelle state formation process has been further delayed. The strategic plans for SWS and Galmudug were expected to be finalized but have been delayed again due to emerging states being focused on the 2016 elections. The target date for their completion is now October 2016.

### Joint Programme on Constitutional Review

### MPTF Funds Received in Q3: US\$ 0 MPTF Funds Expenditure in Q3: US\$ 269,854

#### Highlights of Key Achievements

Since the operational closure of project on 30th Jun 2016, no activities were undertaken during the third quarter of 2016.

During the PSG 1 working group meeting on 16 June 2016, all stakeholders agreed that no major activities shall be undertaken for Constitutional Review until after the completion of the electoral process. Therefore, project was operationally closed effective 30 June 2016. In a recent PSG 1 working group meeting, it was agreed that regular operational running costs and other project costs of national counterparts<sup>16</sup> would be covered by the Programme until 30 June 2016 (rent, transport, communication, salaries of staff, including advisors, consultants and interns etc.). The Programme made payments against its obligations prior to 30 June 2016. Some of the payments will be processed in Q4 of 2016.

With the recent political developments, particularly the focus on electoral process, national stakeholders decided that all the work developed under the Constitutional Review Process will be handed over to the new Parliament and Government, thus providing a more advanced starting point for the next phase of the process, which should gain new momentum in early 2017.

On clearance of all pending obligations, project will be financially closed in Q4 of 2016.

#### Key constraints and challenges

Operational closure of Joint Programme due to ongoing electoral process.

<sup>&</sup>lt;sup>16</sup> Ministry of Constitutional Affairs (MoCA), Oversight Committee, Independent Constitutional Review and Implementation Commission, Ministry of Constitution, Federal Affairs and Democratization Puntland, MoCA Galmudug, MoCA South West State

### Joint Programme on Support to the Electoral Process

### MPTF Funds Received in Q3: US\$ 3,844,942.55 MPTF Funds Expenditure in Q3: US\$ 1,435,661

#### Highlights of Key Achievements

During the last quarter, the joint programme (JP) provided the bulk of its support through technical advice directly to the FIEIT and through electoral strategic input to UN leadership. Key elements of this support included developing guiding principles and possible measures to ensure transparency, minimum quota for female representation in both houses, and projections to logistical and budgetary requirements. The JP also organized conceptual discussions on remaining issues around the 2016 elections on ID/voter registration systems, citizenship criteria, competing mandates, data and process ownership, security, sustainability and funding. The JP is conducting a feasibility study, expected to be concluded before the end of 2016, which will look into all registration options and attempt to clarify current systems in place.

The JP supported the establishment of an NIEC secretariat and the recruitment of an acting Secretary-General, together with the first Secretariat staff, in addition to a finance training for the operations staff and a session on the capacity development plan for the Secretariat. The NIEC Website, which was launched at the end of July, symbolizes the increase in capacity of the Secretariat and its efforts for outreach and awareness raising in preparation for one-person-one-vote elections in 2020.

Further progress on the 2020 elections was achieved through the signing of the Political Parties Law by the Federal President of Somalia, which foresees a registration role to the NIEC as part of the 2020 elections process. The JP has been closely discussing and advising the NIEC and MOIFA on how to initiate the first conceptual steps towards the development of the Electoral Law in an inclusive and consultative manner.

In support of raising awareness and increasing outreach on the 2016 electoral process, the JP has facilitated several briefings for civil society organisations and has developed, in cooperation with UNSOM Public Information Office, electoral messages and communication products (infographics and videos), with focus on explaining the electoral model and advocating the 30% women's representation.

#### Key constraints and challenges

The main challenge for the joint programme remains the political uncertainty around key issues as state formation of Hiraan and Middle Shabelle, the 30% women's quota, demands by Somalilanders on Upper House representation and the formation of an Independent Electoral Dispute Resolution Team (IEDRT). This has significantly affected proper electoral planning, despite the programme maintaining a high level of flexibility in work plans while keeping key partners and stakeholders abreast of the challenges, e.g. through biweekly to weekly coordination meetings for UN and the international community.

The request by the Federal President of Somalia for the UN to take the lead role in managing disbursements of candidate fees and support to delegates with travel and accommodation during Lower House polling processes has put additional pressure and strains on the JP. The JP has reached out to IOM for cooperation to take on the management of a disbursement mechanism.

### Joint Programme on Support to Building Inclusive Institutions of Parliament

### MPTF Funds Received in Q3: US\$ 1,269,090 MPTF Funds Expenditure in Q3: US\$ 425,578

#### Highlights of Key Achievements

MPs from the Security Affairs and Defense Committee of Somaliland House of Representatives (HoR) and core staff reviewed the draft counter-terrorism bill during a workshop in Nairobi. The bill is expected to be tabled for debate during the next session of Parliament. A two-day study tour to the Parliament of Kenya was held, where the delegation met with representatives of both Houses to examine and share experiences and ideas on the counter-terrorism law, election law and gender quotas.

During the 37th Session of the Puntland House of Representatives, several bills were passed including the Quality Control law, the Fishery Service Fees law, the NGO law and the Sexual Offenses law. The legal advisor of the Somaliland HoR, Head of Legal and Legislative Services Department of the National Federal Parliament (NFP) and the UNDP project legal officer benefited from a 20-day course on legislative drafting in Uganda.

Five committees from the Somaliland HoR conducted oversight missions for MPs to improve representation and ensure accountability of regional executive branches as well as to monitor the delivery of services. Somaliland's Law and Justice Committee carried out its first oversight mission to Awdal region. In addition, Somaliland MPs and staff conducted constituency visits to Sool, Awdal and Sahil. The Social Affairs Committee of Puntland HoR conducted oversight missions to five districts in the Mudug region.

The Joint Programme supported the participation of the Secretary General of the NFP in an induction workshop in Westminster. Upon his return, the SG developed a plan for induction training for new MPs. A training for project staff in the Somaliland House of Elders secretariat was held on financial management, procurement, human resource management, the new organizational chart, accounting, and assets management.

The inauguration of the new security perimeter for the NFP took place in July. The Joint Programme handed over videoconferencing equipment to the Puntland HoR and secretariat staff received ICT training. Internet connectivity of the House has also been upgraded. The Joint Programme procured, delivered and installed a new sound system for the Southwest State Assembly and delivered a second consignment of furniture for the plenary hall.

During a two-day "Parliamentary Regional Offices" workshop, 16 staff members from all five regional offices and staff from the Secretariats of both Houses of Somaliland's Parliament were trained on outreach and constituency services. The Regional Parliamentary Offices Manual has been drafted for the lessons from the training to be practically applied.

#### Key constraints and challenges

Challenges include limited secure options of venues, difficulty in accessibility for both counterparts and project staff and visa processes for MPs to attend international conferences. Reports from committee oversight missions are sent to UNDP but committee reports are not produced to be tabled and debated in plenary. In order to address this issue, the Joint Programme is committed to providing technical assistance to standardize committee reports to be tabled and debated. The Joint Programme is working closely with counterparts to streamline reporting requirements and will work to build the capacity of the committee to produce reports.

### Joint Programme on Support to the Rule of Law

### MPTF Funds Received in Q3: US\$ 1,994,709.72 MPTF Funds Expenditure in Q3: US\$ 4,823,083

#### Highlights of Key Achievements

A perception survey was commissioned to determine public knowledge on rule of law institutions, trust in formal justice providers, and to identify key opportunities for engagement. A draft report for Somalia has been written, and the Somaliland draft report is expected in Q4. Construction of the Mogadishu Prison and Court Complex (MPCC) is ahead of schedule. Infrastructure assessments were carried out for three prisons - Kismayo, Baidoa and Beletweyne - and construction of three regional Police HQs in South Central is ongoing.

The Puntland Bar Association was reactivated with a new chairperson elected and 5 new members of the High Judicial Council appointed. The Joint Programme also provided support to the operations of the Puntland High Judicial Council. Review of the Puntland Legal Aid Policy is in its final stages. The Sexual Offences legislation was enacted and Juvenile Justice legislation approved.

In Q3, 933 cases were taken to Community Dispute Resolution Houses in Puntland. At Federal level, a workshop was held for the Traditional Dispute Resolution policy which was finalized. A symposium was organized in Hargeisa on Alternative and Traditional Justice Mechanisms. At the federal level, the Case Management System is now fully functioning, covering 17 districts in Mogadishu. In Banadir, permanent courts handled 860 cases and mobile courts adjudicated 118. In Puntland, mobile courts held awareness raising sessions in 31 villages and 1,010 individuals were supported with legal aid services. At the Federal level, agreements were signed with two NGOs to a run a legal aid scheme in Mogadishu, Kismayo and Baidoa.

In Puntland, 65 students continued to receive law degree scholarships and 73 graduates are now serving in various capacities in public and private institutions. At the federal level, 34 students supported by the legal scholarship programme graduated the scheme. Twenty-five law graduates are currently in the internship judicial programme in Somaliland. Training and review workshops for mobile courts and roll out of case management systems, trainings on data management and statistics for justice actors, training and awareness on Legal Aid at police stations and prisons in Hargeisa also are among the major achievements in Somaliland.

Joint Programme staff and the Ministry of Justice (MOJ) visited a center for Al-Shabab defectors in Mogadishu, and six police stations and one prison center in Hargeisa. The Juvenile Justice department of MOJ organized a workshop to ensure ROL priorities are streamlined into the NDP process. Survivor support hotlines were established in two more districts. Government officials and Civil Society groups attended a workshop on the Convention of the Rights of the Child. Thirty-five prosecutors in Puntland were trained on SGBV investigation and prosecution and the MOJ recruited a Head of Gender Unit and two Gender Unit interns. SGBV investigation training was conducted for Puntland police officers. The programme commenced an assessment of the situation of women police officers in Somalia as well as analytical work on the needs of women inmates in Somali prisons.

#### Key constraints and challenges

In Somaliland, the delay to pass or ratify the Police Act is a major constraint. There will be delays with the MPCC reaching full operational capability due to delays in funding. The prevailing security situation hu has also severely hampered inspection visits to the site.

### Joint Programme on Youth Employment in Somalia (YES)

### MPTF Funds Received in Q3: US\$ 0 MPTF Funds Expenditure in Q3: US\$ 1,659,504

#### Highlights of Key Achievements

During this quarter, the Joint Programme led the design of a joint dried fisheries intervention launched in October targeting fishing communities in and around Bossaso, Berbera and Kismayo. The initiative aims to reach out to young entrepreneurs from 1,800 households to improve their capacity to become self-employed throughout the value chain in the production, processing and marketing of dried fish products. A fisheries employer's workshop was also organized in Bossaso to solicit interest of businesses to make use of apprentices. Key employers expressed their commitment to offer internships to young Somalis.

A total of 1,546 youth were involved in YES funded activities in Somalia. 140 youth have completed agribusiness training in Baidoa, Jowhar and Beledweyn. 150 are undergoing business skills training in the same locations. 161 youth underwent life skills training provided by the Youth Centre in Mogadishu. YES started to explore job creation possibilities in the renewable energy sector, by engaging Solargen Technologies to examine skills gaps and interventions needed for job creation in this sector. Thus far, 60 youth were selected to undergo training provided by Solargen Technologies.

The Shaqeyso program was developed to provide training to Somali youth on i) life-skills, ii) vocational skills, iii) build your own business skills, iv) community works. Registration of 160 youth occurred in October. Life-skills Train the Trainers was also conducted. A pilot training course (6 weeks) was attended by 120 youth.

To promote employment in the construction sector, a construction skills manual was completed and construction train the trainers conducted. In addition, the Ministry of Youth and Sports (MOYS) staff are being trained in business development and start-up in Kismayo.

Two NGOs (SAF and HACDESA) were identified and Letters of Agreement signed to implement activities in the two districts prioritized during the Programme Steering Committee meeting were trained in Mogadishu in September. The two NGOs are targeting 1,300 youth in Beletweyne and Kismayo Districts with cash-for-work activities.

The Joint Programme staff held regular meetings with the Minister of Labour Youth and Sport of Puntland to kick start mangrove rehabilitation activities in Bossaso. The programme will focus on 270 youth, concerned with the establishment / management of nurseries and seedlings over a period of 6 months. Rehabilitation of 2,944m of gravel road in Kismayo is in progress. 450 young Somalis are involved in the project that is expected to create 10,460 worker days.

#### Key constraints and challenges

There are on-going security concerns since the MOYS is located next to the Banadir Regional Administration's registration department. Al Shabab announced that all Somali's getting national ID cards and institutions issuing them are potential targets. Establishment of a One Stop Youth Centre in Kismayo has been delayed. Limited stakeholder participation and representation from districts and regional authorizes resulted in numerous planning meetings which delayed the identification of youth for the agronomy training in Baidoa and Beletweyne. ILO planned to conduct an agribusiness fair but it was postponed due to challenges in coordinating the event with the Somali Chamber of Commerce and concerns over suitable and safe venues to conduct the fair.

## Joint Programme on Sustainable Charcoal Reduction & Alternative Livelihoods

#### MPTF Funds Received in Q3: US\$ 0 MPTF Funds Expenditure in Q3: US\$ 33,662

#### Highlights of Key Achievements

Third quarter activities for the Programme Initiation Phase focused on resource mobilization, providing institutional support to the Ministry of Livestock, Forest and Range MOLFR, undertaking procurement processes to hire an international consultant to work on the national and regional policy on Charcoal, holding of an awareness raising workshop in Galmudug State, and getting agreement of PUNOs on sourcing of additional funds. The agenda and working documents for the first Programme Steering Committee were also prepared during the reporting period.

MOLFR and UNDP held follow-up discussions with the Ambassador of Qatar to get a confirmation on the hosting of an International Conference on Charcoal in Doha. It is unlikely that the Conference will be held before the conclusion of the on-going electoral process in Somalia. However, there are positive indications that Qatar will support the Conference.

A draft Programme Document has been formulated in consultation with the PUNOs and MOLFR. The draft will be presented to Programme Steering Committee for endorsement and sourcing of additional funds by activities and UN agencies. The draft Programme Document will absorb PIP activities and has an implementation timeframe of 1 April 2016 to 31 December 2017.

MOLFR has been instrumental in bringing Member States (Puntland, South West, Galmudug) on-board. This has included assessing the capacity needs of the Member States and ensuring their engagement in decision making processes, such as in the Programme Steering Committee.

#### Key constraints and challenges

The on-going electoral process has caused delays in several of the strategic activities that are planned as part of initiation phase. There have also been delays in holding regional consultations due to the cash transfer modality in the Letter of Agreement between UNDP and MOLFR. The reimbursement modality does not allow the MOLFR to make payments upfront for venues and travel of participants. This has resulted in lack of trust between the vendors and MOLFR. It would be advisable to look into the possibility of transferring funds in advance for the events to the MOLFR and settle the advance on receipt of expenditure report and supporting documents.

### Pilot Project to Strengthen National Service Delivery (National Window)

### MPTF Funds Received in Q3: US\$ 0 MPTF Funds Expenditure in Q3: US\$ 22,437

#### Highlights of Key Achievements

The Project implementation Unit (PIU), under the Federal Ministry of Finance (MoF) has been tasked to execute small-scale infrastructural projects on behalf of the Federal Government (FGS) to demonstrate its capacity to deliver services to its citizens. Two projects have been identified to date: 1) construction of a regional and district courthouse in Kismayo and; 2) installation of solar street lighting in Banadir.

In an effort to harmonize work streams of both UN and World Bank activities, the PIU generated an integrated work plan that clearly highlights areas where the two Fund's activities could cooperate and remove duplication of efforts and resources.

With support from the UN, the PIU worked closely with Federal Member States (FMS) and Interim Regional Administrations (IRA) in nominating a representative for the Programme Steering Committee (SC). On 19 July, the SC met for the first time with participation of the Minister for Finance as chair, PIU staff, and delegates from various regions.

An open procurement process was undertaken to select the design and supervision firm for the infrastructure projects. In total, 15 firms sent expressions of interest for the development of preliminary and detailed engineering designs and bill of quantities for the projects. Following a thorough bid evaluation, ECHOTEC was awarded the contract. A Regional Project Officer was also recruited to support the PIU team in development, monitoring, reporting, and to liaise with the local administrations.

On 4 August, a team led by the programme's lead engineer and ECHOTEC visited Jubbaland for the assessment and preliminary design of the Courthouse in Kismayo. The team held a meeting with relevant authorities where design options were discussed. Agreement was reached on the design of a 2-storey building comprising 32 rooms. On 3 August, a meeting was held on the design work for the Solar Streetlights Projects in Banadir Regional Administration (BRA) offices. In an effort to harmonize the solar projects in the region, an agreement was made for the BRA team to provide specifications for the poles, solar panels and batteries.

The PIU undertook an internal capacity assessment exercise to identify capacity building requirements. In September, a UN team provided a four-day workshop in Mogadishu for PIU staff on Project Cycle Management, M&E, Public Procurement, Financial & Progress Reporting, Auditing, Risk Management, Communications and Visibility, and Do No Harm. A comprehensive capacity development plan is underway.

#### Key constraints and challenges

Despite the introduction of the Financial Management Information System (FMIS), the slow process of payments for project activities has been reported which has resulted in payments being processed manually at ministry level. However, a PIU Financial Management Specialist has been trained on use of the system which is expected to speed up payment of both vendors and staff. The project was unable to undertake community consultations for the third small scale infrastructure project during the reporting period due to the need to hire a community engagement consultant. The recruitment is at its final stage and the consultant is expected to be on board by early November.

### Joint Programme on Institutional Capacity Development

### MPTF Funds Received in Q3: US\$ 1,300,860 MPTF Funds Expenditure in Q3: US\$ 940,961.44

#### Highlights of Key Achievements

The Joint Programme continued to fund an advisor based in the Ministry of Finance, to assist in the recruitment of staff in key government institutions, coordinate the collection of fiscal information and lead discussions with the IMF on fiscal reforms. The advisor also supported the first intergovernmental IMF Staff Monitored Program committee meeting, and launched the Security Sector Expenditure reform.

In Puntland the Joint Programme supported the recruitment of a National Strategic Planning advisor to work on the revised Puntland Five Year Development Plan aligned to the NDP. An LOA between UNDP and Puntland Good Governance and Anti-Corruption was also signed and office equipment procured.

At federal level, the Joint Programme signed an LOA with the Ministry of Women and Human Rights Development to support filling of capacity gaps and support the Ministry to conduct assessments, develop tools, strategies and plans to mainstream gender across government. An LOA with the Puntland Ministry of Women's Development and Family Affairs was also signed.

The Joint Programme continued to provide logistical, financial and consultancy support to MOPIC FGS for the drafting of the NDP. Under the New Deal facility, UNDP recruited and deployed an international consultant for the development of a costed framework for sub-federal engagement in New Deal/NDP implementation.

A Third Party Monitoring exercise conducted for the Joint Programme showed that local advisors supported by project at the Federal Ministry of Planning and International Cooperation (MOPIC), Office of the Prime Minister (OPM), Aid Coordination Unit (ACU) and Ministry of Interior and Federal Affairs (MOIFA) had conducted their duties in accordance with their ToRs.

A team of Programme supported advisors in MOPIC was instrumental in the successful hosting of 4 three-day workshops in Mogadishu resulting in the validation of the narrative sections of the NDP. The project also supported the Minister and the Monitoring and Evaluation Director to attend the Fifth High Level Meeting of the Development Cooperation Forum of the UN Economic Council.

The Policy Unit in the Office of the President provided support to the President on a number of national policy issues and worked on a media outreach campaign to sensitize the Somali public on the 2016 election process and the 30% quota for women.

#### Key constraints and challenges

Logistical challenges were experienced for the second time when FGS Ministry of Labor officials tried to obtain Kenyan visas to attend the validation workshop for the Civil Service Law #11. The delayed release of project funds meant that LOAs were only signed towards the end of September. The bulk of project activities for 2016 will now only be implemented in the fourth quarter, putting pressure on partners to deliver.

### Joint Programme on Local Governance & Decentralized Service Delivery (JPLG)

MPTF Funds Received in Q3: US\$ 4,893,721 MPTF Funds Expenditure in Q3: US\$ 5,605,071

#### Highlights of Key Achievements

Various workshops were held across Somalia, ranging from improving shared understanding of local governance and decentralised service delivery, to technical trainings on Public Planning/Expenditure Management and Human Resource Management. Additionally, several orientation workshops were held in new Federal Member States and over 150 participants from Puntland and Somaliland were trained on gender and local governance.

Several Civic Education outreach activities were performed under the theme of 'Voice and Accountability' in districts of Puntland and Somaliland to enhance a sense of citizenship and raise awareness about people's rights and responsibilities in district councils and village committees. As a result, communities in Banadir and Baidoa conducted public initiatives to construct and rehabilitate central roads. Civic Education focus will start to shift towards the Federal Emerging States in the South during the next quarter.

The JPLG has been supporting the Ministry of Interior of Jubbaland State in the initial steps of the formation of district councils in Kismayo and Garbaherey districts, in line with the Wadajir Framework on Local Governance. In Puntland, the programme continued to support sector ministries in the implementation of service delivery models on health, education and water management. Additionally, land certificate programmes to improve land governance and administration/management have been concluded.

The draft Urban Master Plan for Gabiley was discussed in Somaliland and JPLG supported the Gabiley district with developing its long-term urban development plan, in line with existing local governance regulations.

The JPLG has initiated a Local Revenue Mobilisation Action, together with government counterparts, which is to be piloted in Puntland and Somaliland. JPLG set up a UN/local government task force and finalised the reports of the revenue assessment and trend analysis. These reports will inform districts on preparing funding proposals for their action plans, which will be drafted in the coming quarter.

Finally, together with other UN Joint Pogrammes, the JPLG has been working on a joint action plan for the UN Peacebuilding Fund (PBF). Three integrated, area-based proposals for Jubbaland, South West State and Galmudug will be presented to the relevant PSG working groups and expected to start in early 2017, with local governance as central pillar for service delivery, youth employment and community security

#### Key constraints and challenges

The focus on the electoral process has made it increasingly difficult for the Joint Programme to meet with government counterparts, especially in the new FMSs. Insecurity and violent attacks, which have increased in the past months, partly in relations to to the electoral process, have limited access to the districts but also increased fear of attending public events and trainings organized by JPLG, which has led to below-expectation attendance in meetings and public activities. Lastly, the cabinet reshuffle in Somaliland has delayed implementation of initiatives under the Ministry of Interior portfolio as the new Director General needs to be further capacitated on local governance.

### Joint Programme on Enabling Services

MPTF Funds Received in Q3: US\$ 1,416,438.74 MPTF Funds Expenditure in Q3: US\$ 440,501 Highlights of Key Achievements

With MPTF support, UNDSS maintained Medical Emergency Response Teams across Somalia, including in Dolow, where a number of UN agencies and international staff operate. On-going payments for the Airport Road security arrangements (NISA) continued, with few security related incidents reported in the area. The Surge Officer has reinforced DSS capacity to deliver on its crucial mandate.

The RCO continued to provide support to SDRF monthly meetings in Mogadishu and provided policy assistance to the FGS on the NDP process, including discussions on the design of a new Mutual Accountability Framework. The RCO coordinated UN (including UNSOM) feedback to the NDP draft, including through a series of FGS-UN roundtables. Feedback included a strong focus on Youth, with the RCO Youth Advisor providing in-depth reviews of the NDP. The RCO led the design of new PBF funded programmes (South-West State and Jubbaland) that apply the CRESTA approach and use of the UN National Window. An initiative to increase support to People with Disabilities was launched, and the RCO continued to coordinate a comprehensive socio-economic integration response to the Dadaab issue. In Somaliland, the RCO coordinated the submission of an 'Offer of Support' to authorities on the type and depth of support the UN can provide for drafting of the Somaliland Development Plan.

RMU launched a new Contractor Information Management System (CIMS) with enhanced functionality, such a Capacity Assessment sharing tool and Multi-Rating Tool to share informal performance ratings. RMU and RCO delivered a 5-day training to government officials and continued its work on implementing \$2m of PBF resources through national systems. RMU produced reports on Renewable Energy/Electricity and Telecoms sectors, highlighting risks and opportunities for the UN to engage in each sector. In July, RMU delivered an inclass training to the Food Security cluster in Mogadishu. Risk Management training was also provided to government partners engaged in the implementation of JP Rule of Law. Finally, the RMU with the WB, Sweden, DFID, EC and the ACU continued to monitor risks to the SDRF and to implement treatment measures. The RMU also worked with several of the MPTF Joint Programmes (JP) to strengthen their own risk management procedures and approaches.

Through extensive engagement with the FGS, UN Women delivered a chapter on gender in the NDP, including targets and milestones. UN Women also financed, led and coordinated the work of the Gender Theme Group to complete the UN Gender Strategy, which serves as an accountability framework for UN AFPs and UNSOM to respond to the NDP and the UN Strategic Framework. The second stage of the research on women's access to justice and security started. UN Women initiated two pieces of analytical work on FGM, which will also form the background for the work on human rights, women and security agenda.

#### Key constraints and challenges

While the JP has received generous funding from donors through the MPTF and beyond, the value and costs of enabling services remain insufficiently understood by some actors. The Joint Programme will intensify its efforts to communicate the outputs and the impact of its services in allowing UNSOM, UNCT and partners to operate in a safe, coherent and risk informed manner. In particular, the JP proves to be an important vehicle to drive strategic and analytical work and allows UN Women to play a value added role across all UN interventions, and also help strengthen UN Women's own programming. The JP on Enablers is therefore a model that may be replicated in other countries as a way to mainstream gender.

### Gender Equality & Women's Empowerment

This section briefly outlines activities undertaken by Joint Programmes during the reporting period which have directly contributed to the promotion of Gender Equality & Women's Empowerment.

In August, 26 women from the South-West State Ministry of Women's Affairs and CSOs were trained under the Joint Programme on Support to Emerging Federal States on conflict resolution skills to facilitate meaningful engagement of women in formal peace processes. UN delegations met with the President of Jubbaland and Acting President of South-West State where the 30% quota for women's representation in Lower House elections was discussed. The project and UNSOM provided support to Ministry of Women and Human Rights (MOWHR) of Galmudug on implementation of the 30% quota. Similarly, The Joint Programme on Electoral Support has provided technical input on proposals for electoral mechanisms to achieve the quota.

The Joint Programme on Rule of Law continued to support a 4-year law degree programme for 36 female scholarship beneficiaries as well as 17 female graduate interns in justice institutions. The Joint Programme also signed agreements with legal aid providers to primarily support female beneficiaries seeking legal advice and representation. A Letter of Agreement was drafted with MOWHR to provide technical and financial support to tackle SGBV issues in conflict in South Central. The Joint Programme conducted training for prosecutors in Garowe on the Penal and Procedure Code with emphasis on the criminal Justice response to SGBV. The programme broadened its SGBV investigation and prosecution efforts to familiarize 35 prosecutors and 16 police officers (Puntland) on the newly passed Sexual Offences legislation in Puntland and Somaliland. Analytical work commenced on women's representation in the police and legal aid needs of women in conflict with the law.

Advocacy by the Joint Programme on Youth Employment for strong involvement of vulnerable young girls led to the registration of 70 women (out of 120 youth) for the life-skills pilot training and 74 women (out of 160 youth) for the first cohort of the Shaqeyso programme. For the good agronomy practice training, 45% of trainees in Jowhar and Baidoa are young women. The Joint Programme has also managed to involve 100 young women (out of 450 youth) to participate in the road rehabilitation project in Kismayo.

For the Joint Programe on Sustainable Charcoal Reduction, women interns form part of the Letter of Agreement between UNDP and MOLFR. In an effort of encouraging women candidates to apply to the Regional Project Officer position for the Pilot Project to Strengthen National Service Delivery, the PIU added a clause in the advert to incentivize women candidates to apply.

Under the Joint Programme for Local Governance, UNICEF's Community Score Cards are designed to ensure that services are delivered to agreed standards and quality by soliciting feedback from community members. This has empowered Youth and women members to provide feedback on a monthly basis. During this reporting period, structures of Village Committees were also reviewed to consider youth and gender.

The Joint Programme on Capacity Development managed to have partners in the FGS and Puntland recruit seven women interns in the third quarter. The Joint Programme is jointly supporting the development of a Gender Toolkit in Puntland which will be used to conduct gender mainstreaming workshops for civil servants. The Joint Programme also supported the FGS Ministry of Women and Human Rights as well as FGS MOPIC to encourage participation of women in discussions on the NDP. Through the New Deal Facility under the ACU, a consultant was hired to work on the gender dimensions of the NDP.

### **MPTF** Communications

In the last quarter, two monthly MPTF donor briefings were held<sup>[1]</sup> which included, in addition to the regular general updates, an outlook on the MPTF and a multi-year development framework, an MPTF fund risk analysis conducted by the Risk Management Unit (RMU), a briefing on the Peacebuilding Fund (PBF), and a presentation on new MPTF gender indicators.

The communication project on 'cost of doing business in Somalia' has been ongoing and a video was published in late October, portraying some of the unique aspects for the UN of delivering in Somalia. The video can be viewed here: <u>https://vimeo.com/188664708</u>

The MPTF Guidance Document, a comprehensive document on everything one needs to know about the MPTF Somalia, has been updated and will be shared with donors at the next donor briefing.

With support from the Joint Programme teams, the MPTF Secretariat has continued to update the MPTF page, which is hosted under the UNCT Somalia Website (see direct link here: <u>http://bit.ly/2amvKgf</u>).

Finally, the MPTF Secretariat provided a training on communications & visibility to government officials (Project Implementation Unit and other ministries) as part of a larger workshop on project management and will support the PIU in drafting a communications & visibility strategy/plan that is aligned with the MPTF communication strategy and visibility plans.

### MPTF Risk Management

During the reporting period the MPTF Risk Management Working Group reviewed the following issues:

- Lack of formal banking system (update)
- Weak capacity of implementing partners (including gov't)
- o Inability to verify and monitor development outcomes
- Limited impact/results of fund intervention
- o Finalized SDRF update paper
- Update on the MPTF inter-programme risk analysis, which was presented in the SDRF Steering committee meeting in October.

Other ongoing risk analyses and activities included:

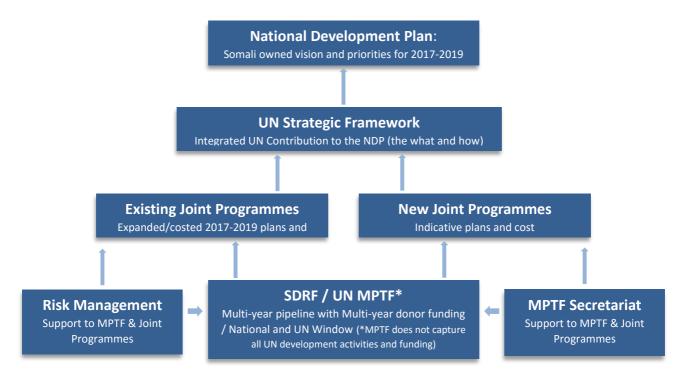
- A review/analysis of inter-programme risks across MPTF funded Joint Programmes with recommendations for improvements presented to MPTF JP management, the MPTF donor briefing and the RMG.
- A training on risk management to MPTF JP staff and government officials.
- Inputs to the government and civil society's MPTF partner specific Risk Management and Engagement Plans.

<sup>&</sup>lt;sup>[1]</sup> There was no MPTF briefing in July as there was no quorum due to leave dates of many donors and MPTF Secretariat staff.

### Looking Forward

With the finalization of the National Development Plan (NDP), the UN will soon draft a new, provisional Strategic Framework which will, inter alia, articulate how the MPTF portfolio is aligned with NDP priorities and which adjustments are required. We believe that this process should provide the opportunity to clarify the MPTF's comparative advantages, in collaboration with the World Bank, Somali authorities and donors.

The MPTF's added value and contribution to the NDP should form part of a broader strategic dialogue on a multi-year development framework, to ensure predictability and sustainability of funding for key developmental needs. While the NDP will need to be revalidated with the incoming administration, it constitutes nonetheless the final and overarching piece in a development oriented architecture built over the last three years. The lack of long-term funding to date has hampered FGS, UN and partner efforts to conduct genuine and in-depth development activities (while raising transaction and opportunity costs for all). A multi-year development framework would bring together a number of strategic, programmatic and funding instruments put together in recent years:



In the shorter term, the MPTF will submit new programming proposals to the SDRF from the Peacebuilding Fund allocation, with an initial proposed investment of \$6 million in Jubbaland.

Over the next quarter, the Risk Management Unit (RMU) will also continue assisting each Joint Programme with strengthening their respective risk management frameworks. The support feeds directly into the analysis conducted by the Risk Management Group (FGS, donors, WB and UN) for the joint SDRF risk management strategy.

Last but not least, our quarterly Newsletter, which provides more ground level insights into our work, will be issued within a week of this report.

### Contacts

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### Annexes

- I. Support to the Emerging Federal States
- II. Joint Programme on Constitutional Review
- III. Support to the Electoral Process in Somalia
- IV. Support to Building Inclusive Institutions of Parliament
- V. Support to the Rule of Law
- VI. Youth Employment
- VII. Sustainable Charcoal Reduction & Alternative Livelihoods
- VIII. Pilot Project to Strengthen National Service Delivery
- IX. Local Governance and Decentralised Service Delivery
- X. Institutional Capacity Development
- XI. Enabling Services