



USAID | **SOMALIA**
FROM THE AMERICAN PEOPLE

Strengthening Somali Governance

Quarterly Progress and Performance Report

FY 2015 Q3

As of July 31, 2015

**Strengthening Somali Governance
FY 2015 Q3 PROGRESS REPORT**

(01 APRIL 2015 – 30 JUNE 2015)

Contract No: AID-623-C-14-00007

Prepared for Hodan Hassan
United States Agency for International Development/Somalia
C/O American Embassy
United Nations Avenue, Gigiri
P.O. Box 629, Village Market 00621
Nairobi, Kenya

Prepared by
Chemonics International
1717 H Street NW
Washington, DC 20006

The authors' views expressed in this report do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Table of Contents

Contents

ACRONYMS AND ABBREVIATIONS	IV
I. CONTEXT UPDATE (BY REGION)	6
II. EXECUTIVE SUMMARY	8
III. KEY NARRATIVE ACHIEVEMENTS.....	11
IV. PROGRESS AGAINST TARGETS.....	16
V. PERFORMANCE MONITORING.....	18
VI. LESSONS LEARNED	19
VII. ENVIRONMENTAL MONITORING.....	20
VIII. PROGRESS ON LINKS TO OTHER ACTIVITIES.....	21
IX. PROGRESS ON LINKS TO HOST GOVERNMENT	22
X. PROGRESS ON GENDER STRATEGY.....	23
XI. SUSTAINABILITY	24
XII. FINANCIAL INFORMATION	25
CASH FLOW REPORT AND FINANCIAL PROJECTIONS (PIPELINE BURN-RATE)	25
XIII. ACTIVITY ADMINISTRATION	30
1) <i>Client Deliverables</i>	30
2) <i>Public Outreach Documents</i>	31
ANNEXES & ATTACHMENTS	32
ANNEX I: SECURITY UPDATE.....	32
ANNEX II: SCHEDULE OF FUTURE EVENTS.....	35

Acronyms and Abbreviations

AMEP	Activity Monitoring and Evaluation Plan
AMISOM	African Union Mission in Somalia
ASOW	Activity Scope of Work
AU	African Union
BFC	Boundaries and Federal Commission
CDCH	Center for Dialogue, Civic Education, and Human Rights
COP	Chief of Party
CSO	Civil Society Organization
DG	Director General
FGS	Federal Government of Somalia
FY	Fiscal Year
GJD	Governing Justly and Democratically
HR	Human Resources
IJA	Interim Jubaland Administration
IDP	Internally Displaced Person
IEE	Initial Environmental Examination
IGAD	Inter-Governmental Authority on Development
ISWA	Interim South-West Administration
IT	Information Technology
M&E	Monitoring and Evaluation
MoCA	Ministry of Constitutional Affairs
MoF	Ministry of Finance
MoICT	Ministry of Information, Culture and Tourism
MoIFA	Ministry of Interior and Federal Affairs
MoJ	Ministry of Justice
MoPIC	Ministry of Planning and International Cooperation
MoPWR	Ministry of Public Works and Reconstruction
MoWHR	Ministry of Women's Affairs and Human Rights
MoYS	Ministry of Youth and Sports
MP	Member of Parliament
MoU	Memorandum of Understanding
NDP	National Development Plan
NEC	National Electoral Commission
NIEC	National Independent Electoral Commission
NISA	National Intelligence and Security Agency
OPM	Office of the Prime Minister
OoP	Office of the President
PEG	Partnership for Economic Growth
PFM	Public Financial Management
PS	Peace and Security
PSG	Peace Building and State Building Goal
SNA	Somali National Alliance
SNTV	Somali National Television
SONNA	Somali National News Agency
SOP	Standard Operating Procedures
SOSCENSA	Somalia South-Central Non-State Actors
SOWPA	Somali Federal Government's Women Parliamentarian Caucus
SSF	Somalia Stability Fund
SSG	Strengthening Somali Governance
TIS	Transition in Somalia
ToR	Terms of Reference
UAE	United Arab Emirates

UNDP
USAID
WB

United Nations Development Programme
United States Agency for International Development
World Bank

I. CONTEXT UPDATE (By Region)

Mogadishu

This reporting period coincides with the Federal Government of Somalia's (FGS) mid-year appraisal period, with national debates escalating over the FGS' ability to meet the political milestones of state formation, constitutional review, and Vision 2016. On May 5, 2015, Somalia hosted a historic visit by U.S. Secretary of State John Kerry, as he arrived in Mogadishu to meet with President Hassan Sheikh Mohamud, Prime Minister Omar Abdirashid Sharmarke, and regional state leaders to discuss Somalia's road to political and social recovery.

This reporting period can also be characterized by political tensions in Mogadishu due to the FGS' motion against the Interim Jubaland Administration's (IJA) Regional Assembly, Central State formation process, as well as the nomination, vetting, and endorsement of the newly selected members of the National Independent Electoral Commission (NIEC), the Boundaries and Federal Commission (BFC) and the Judicial Service Commission. Proponents have called the development of these commissions as an integral part of the roadmap to Vision 2016, while critics from Puntland and Jubaland continue to accuse the FGS of unconstitutional endorsements and motions without the consultation and representation of regional states.

Somaliland

Somaliland, much like most of Somalia, has also experienced political challenges as elections draw near. On May 11, 2015, the *Guurti*, without the consultation of the National Electoral Commission (NEC), ruling or oppositional political parties, announced a two-year extension of the current government's term, including a further postponement of presidential and parliamentary elections scheduled for June. This unilateral decision prompted widespread popular uprisings and condemnations throughout Somaliland, with many international observers decrying this as a step backward in Somaliland's state-building process. The current government has also been accused of entering into secret talks with the FGS in favor of unification, after diplomatic cables from Saudi Arabia were leaked containing memos that hint at bilateral talks between the secessionist Somaliland government and the FGS.

Puntland

In this reporting period, tensions between the Puntland Regional Government and the FGS worsened due to allegations surrounding FGS support for the Central State formation process. After the selection of Abdikarim Guled as the President of the Interim Central State Administration, Puntland released a statement rejecting the outcome of the Central State formation, and reiterated its commitment to preserving the territorial boundaries of Puntland.

Puntland also hosted the IJA in Garowe for joint talks on their mutual opposition to both the Central State formation process and the two newly formed commissions – the NIEC and the BFC. FGS Prime Minister Omar Abdirashid Sharmarke is scheduled to attend a meeting in Garowe, ahead of the High-Level Leader's forum, scheduled for July 29, 2015 in Mogadishu.

Jubaland

The IJA held its inauguration for its Regional Assembly on May 8, 2015, attended by Somali President Hassan Sheikh Mohamud, Inter-Governmental Authority on Development (IGAD) Ambassador Mohamed Abdi Affey, the Kenyan Foreign Minister, as well the Ethiopian Foreign Minister. The IJA Regional Assembly formation has been the subject of much controversy in Mogadishu, with many opposition figures questioning the legitimacy of the selection process for Members of Parliament

(MPs), a process backed and observed by IGAD. On May 20, 2015, demonstrations protesting the selection process of the IJA Regional Assembly took place in Baidoa, the interim capital city of the Interim South-West Administration. On May 23, 2015, the Somali Federal Parliament voted for a motion against the IJA Regional Assembly, and called for a do-over of the entire process. In response, the IJA cut off all working ties to the FGS. Tensions between the FGS and the IJA remain ongoing.

IJA President Ahmed Mohamed Islam has re-shuffled some of his ministers for the first time. The affected ministries are the Ministry of Finance (MoF), the Ministry of Energy and Water, and the Ministry of Information and Transport. The current term of the IJA, as articulated by the Addis Ababa Agreement, is set to expire on August 27, 2015. Political observers are predicting a regional election in Jubaland in August 2015.

II. EXECUTIVE SUMMARY

Objective 1

This reporting period has seen delays in Strengthening Somali Governance (SSG) programming due to prolonged absences of the Somali Federal Parliament, which officially returned to session on April 27, 2015. Since their return from leave, SSG has been focused on offering technical support to the newly formed Parliamentary Commissions, as well as providing technical training to the Legislative Drafting Unit. SSG's strategy for Quarter 4 is to mitigate the influence of Somalia's constantly changing and complex political climate on Objective 1's goal of strengthening the legislative sector.

Objective 2

The SSG project was faced with several security and political obstacles during this reporting period, including elevated security risks from Al-Shabaab during Ramadan. SSG also had to mitigate the political challenges of finding opportunities to work with all of Somalia's regions (Jubaland, Puntland, Somaliland, Benadir), as many of the regional states have severed their ties to the FGS. For example, both Jubaland and Puntland have cut all ties to the FGS in response to the FGS Parliament's motion against the formation of the IJA Regional Assembly and the formation of the Interim Galmudug Administration. Despite these obstacles, SSG technical activities in Quarter 3 continued to produce deliverables such as assessment meetings with Somalia's executive branches, functional reviews, SSG technical support packages, and information sessions and public consultations on SSG's technical support with ministries.

In May 2015, SSG Chief of Party (COP) met with the Deputy Prime Minister to work with the Office of the Prime Minister (OPM) in the area of staff capacity development, particularly in executive office management skills, strategic communications, and to discuss possible revenue generation streams that can assist the FGS in delivering public services. SSG developed three white papers to assist the FGS in the area of revenue generation. The strategies identified in these white papers include: hotel occupancy tax; encroachment and trench cut fees and; utility user fees.

SSG reached out to Ali Omar, Director General at the Office of the President (OoP), to request support in the areas of staff capacity development, policy development, and inter-governmental coordination with Somalia's Cabinet. The OoP also encouraged SSG to engage with ministries on legislative drafting. SSG was pleased to report that the project was already working with the MoF on the Anti-Money Laundering Bill, with the Ministry of Information, Culture, and Tourism (MoICT) on media legislation, and with the Ministry of Agriculture and the Ministry of Livestock, Forestry and Range on seven agricultural and dairy bills that are in the preliminary drafting phase,.

Functional reviews were finalized for three ministries, and based on the results of the reviews, technical support packages were created and subsequently delivered to the Ministry of Public Works and Reconstruction (MoPWR) and the Ministry of Planning and International Cooperation (MoPIC). The technical support packages included standard operating procedures (SOPs), policies, terms of reference (ToRs), job descriptions, and ministerial policies. The ministries are now in the process of implementing their public consultations and addressing their short-term technical needs.

Objective 3

The Objective 3 assessment report was finalized and approved during this quarter. The assessment report is a key deliverable describing SSG's understanding of the current environment in which local civil society organizations (CSOs) and media operate, gauging the level of citizens' understanding around constitutional rights and responsibilities, and providing initial recommendations for activity-level interventions in support of Objective 3 goals. SSG continued to meet with CSOs in both

Somalia and Somaliland, and began the process of conducting assessments and needs-analysis of these various CSOs.

The assessment component of Objective 3 is vital to the SSG technical training support for Somalia's CSOs. The Assessments highlight key areas of capacity gaps, while providing the project with a framework that can inform our training curriculum. The upcoming work plan includes technical training for CSOs in Somaliland, Puntland, and Somalia which are tentatively scheduled throughout Quarter 4 and into Quarter 1 of fiscal year (FY) 2016. SSG is also beginning to engage other regional states such as Jubaland as the project further expand operations.

A. Key Narrative Achievements

In Quarter 2, SSG focused on introducing the project to Somalia, Somaliland, and Puntland legislative, executive, and civil society actors. During this reporting period, SSG began the implementation phase of SSG's Year 1 work plan, including the completion of capacity assessments, functional reviews, and the signing of Memorandum of Understanding (MoU) agreements with eight target ministries.

Objective 1 achievements this quarter included a successful technical training session with the FGS Parliament's Legislative Drafting Unit, where Committee members were trained on the key components of legislation drafting. SSG has also consulted with the Parliamentary Committee on Economy, Trade, and Industry on the draft Foreign Investment Bill to provide technical support in the drafting of this legislation.

SSG met with the Ministry of Interior and Federal Affairs (MoIFA) to discuss how SSG can support the two newly formed NIEC and BFC Commissions in the area of capacity building. MoIFA is currently providing these two commissions with start-up assistance in the form of a temporary office and staff. SSG informed MoIFA that the project can provide capacity building training, technical support programming, and will be working directly with the Commissions, which are mandated to work as independent bodies.

Objective 2 achievements included finalization of all priority ministries' preliminary assessments, including the completion of functional reviews of MoPIC and MoPWR, and partnering with the Somalia Stability Fund (SSF) to conduct a functional review of MoIFA. SSG also delivered the technical support package to priority ministries including MoF, MoICT, MoPIC, MoIFA, MoPWR, and the Ministry of Justice (MoJ). Technical support packages were also completed for the Ministry of Women's Affairs and Human Rights (MoWHR) and the Ministry of Constitution Affairs (MoCA) and are awaiting delivery. The technical support packages are a series of documents SSG identified as the building blocks for ministerial institutional building, and include SOPs, job descriptions, ToRs, and policy manuals.

The Objective 3 assessment was finalized in May 2015 and June 2015, with SSG meeting CSOs in Mogadishu and Somaliland to identify capacity gaps and key priorities for support. The assessments found that many CSOs were weak in organizational management, strategic communications, political organizing, and advocacy. As a result of these assessments, SSG will conduct technical training programs in communications, advocacy, organizational management, and democracy and governance in Quarter 4.

B. Quantitative Highlights

SSG's activity monitoring and evaluation plan (AMEP) was approved by the United States Agency for International Development (USAID) on June 22, 2015. Since then, the program has made progress in reviewing activities conducted since program inception to collect and report on targets achieved against the AMEP. Major achievements against the AMEP include:

- **Functional Reviews for Three Ministries are now completed**, with all SOPs, TORs, job descriptions, and Policies now complete and awaiting ministerial delivery.
- **Stakeholder Engagement:** During this reporting period, the project engaged more than 297 targeted key leaders and other stakeholders ranging from parliamentary and ministerial officials, to civil society groups including the women’s caucus, youth, and media officials.
- **Trainings:** The SSG team conducted a total of 15 training days, with a particular focus on CSOs, in order to enhance their advocacy and communications skills in Mogadishu and Hargeisa, as well as trainings for radio journalists in Mogadishu that reached a total of 150 participants (74 male and 76 female).

C. Activity Administration

Political and security conditions in Quarter 3 severely impacted SSG’s activity administration due to heightened security concerns during the Islamic holy month of Ramadan. This particular work period has seen security conditions deteriorate in all regions of southern Somalia, with Al-Shabaab regaining lost territory in Lower Shabelle and carrying out indiscriminate, high-profile attacks in the capital. The volatile security climate has forced SSG to mitigate the threat to staff by limiting movements while navigating increasing checkpoints throughout Mogadishu.

As for the political challenges this quarter, there were heightened tensions between regional administrations and the FGS over disagreements in the formation of the Interim Galmudug Administration and the FGS Parliamentary motion against the formation of the IJA Regional Assembly. SSG overcame these political challenges by ensuring that our programming focused on technical support delivery, while avoiding indirect involvement in the political disagreements between our various government partners.

D. Subsequent Reporting Period’s Work Plan

During this quarter, the work plan was updated, revised, and submitted for re-approval, but additional changes were needed. The revised work plan was approved by USAID on June 20, 2015.

III. KEY NARRATIVE ACHIEVEMENTS

Objective 1

The FGS Parliament was officially in session on April 27, 2015, after their spring leave at the end of Quarter 2. SSG's programming in the area of technical capacity building of Somalia's legislative sector has seen delays due to both sessional adjournments of the Parliament, political in-fighting between the FGS and regional administrations, and finally, the Ramadan holiday that severely decreased the number of sessions.

The IJA Regional Assembly was inaugurated on May 8, 2015. Shortly thereafter, on May 23, 2015, the FGS Parliament rendered a no-confidence motion against the IJA Regional Assembly, which resulted in the severing of ties between the FGS and the IJA. As part of SSG's work plan, Jubaland has been identified as a potential recipient for SSG technical support. The IJA's newly formed Regional Assembly has requested SSG capacity building programming in the area of legislative support. Despite the FGS motion against the IJA Regional Assembly, both FGS Prime Minister Omar Abdirashid and FGS President Hassan Sheikh Mohamud have welcomed the formation of the Regional Assembly, and are working together to calm tensions between Jubaland the FGS.

SSG's Legislative Strengthening Specialist and short-term Governance Expert met with the MoJ's Drafting Legislation Unit to assess their capacity and devise capacity building strategies while offering technical training support to key staff members.

SSG was able to meet with the Chair of the Committee on Budget, Finance, Planning, International Cooperation, and Financial Oversight of Public Institutions, the Chair of the Committee for Economy, Trade, and Commerce, as well as some of the Parliament's department directors. At the end of this reporting quarter, the SSG COP met with the Economy, Trade, and Commerce Committee to present a comparative analysis on past National Foreign Investment Draft Bills and provide a clear roadmap of issues to consider in the current drafting of the 2015 Foreign Investment Bill.

SSG met with the Budget and Finance Committee to plan a one day procurement training session scheduled for Quarter 4. SSG learned during the meeting that the Committee already received training on the procurement bill from the World Bank (WB), and that the United Nations Development Programme (UNDP) are also in the process of finalizing a short-term consultant to provide further assistance with the bill. SSG will assess and assist the Committee in previously identified areas where capacity gaps exist without duplicating support.

With the approval of USAID, SSG also began attending the Peacebuilding and State-Building Goals (PSG) 1, 2, 3, 4, and 5 sessions, as well as the working group session in early June 2015 to ensure that the project work plan does not duplicate planned support from other implementing agencies, while devising ways it can complement PSG milestones in accordance with Somalia's PSGs.

SSG provided significant support to the MoF-sponsored Anti-Money Laundering Bill by reviewing, providing comments and recommendations, and assisting in moving the Bill forward to Parliament. Also during this quarter, the MoF's Terrorism Finance Bill and MoFA's Bill Establishing the National Commission for Refugees and Internally Displaced Persons (IDPs) were also distributed. The closing accounts of the 2014 budget was also distributed to MPs to read through before a plenary debate.

Objective 2

In this quarter, SSG achieved many milestones in regards to strengthening ministerial institutional capacity by identifying and completing initial assessments of eight key ministries: MoF, MoICT, MoFA, MoPWR, MoWHR, MoJ, MoCA, and MoPIC. SSG signed MoUs with these priority ministries.

In this period, SSG also held a successful meeting with the director generals (DGs) of the administrative and financial departments of six ministries: MoPIC, MoPWR, MoICT, MoIFA, MoJ, and MoCA. The discussion focused on identifying professional development needs for staff across all ministries.

SSG's COP provided a brief explanation of the meeting's objectives and an overview of SSG activities, confirming that the project is fully committed to supporting the FGS' ministries in a collaborative, consultative, and transparent working environment. The outcome of this meeting included an interim appraisal of priority need of the various key ministries. The priorities by individual ministry are detailed below.

MoPWR. MoPWR indicated they would require immediate technical training in the areas of:

- Land surveying;
- Computer Aid Design (CAD);
- AutoCAD software;
- Geometry;
- Upgrading engineering courses;
- Public financial management (PFM);
- Project management;
- Accounting;
- Human resources (HR) management;
- Communications training;
- Construction management;
- Basic computer skills.

MoPIC. MoPIC mentioned that their staff possesses diverse educational and occupational backgrounds. MoPIC is primarily interested in the standardization of the Ministry's civil servants, particularly in the areas of PFM, accounting, information technology (IT), HR management, and office and program management.

MoICT. The Ministry has four agencies, each with separate and diverse needs. These agencies are the Somali National News Agency (SONNA), Radio Mogadishu, Somali National Television (SNTV), and the Dalka newspaper. MoICT specifically requested technical training support in the areas of:

- Ethics in media;
- Editorial management skills;
- Basics of journalism in the area of reporting;
- Accounting;
- HR management;
- Strategy internal and external communication training;
- Multimedia training.

MoCA: SSG was in the process of finalizing an MoU with MoCA and this should be signed by the end of July 2015. A technical support package tailored for MoCA was completed. This package includes SOPs, TORs, job descriptions, and policies and procedures. SSG has been meeting regularly with MoCA on their proposed public consultations regarding the constitutional process, and the project is awaiting further scheduling information from the Ministry.

MoJ. The Ministry currently requests training and support in the following areas:

- PFM;
- Procurement;

- Legislative drafting;
- Administration;
- HR management;
- Project planning;
- Budget planning;
- Strategic planning;
- Database management;
- Public consultations;
- External audits.

MoIFA. MoIFA also shares similar institutional building needs with other ministries, but wanted to emphasize their desired support with legislative drafting and short-term technical support for the NIEC and BFC Parliamentary Commissions.

The SSG COP informed the representatives of the eight ministries that SSG can currently gain access to 800 professional training courses in different fields including IT, engineering, and statistics, and will hopefully be able to gain access to 1,700 courses in the future. Some of these programs are internationally-recognized diploma programs, and prospective trainees could potentially receive certifications. The COP also shared SSG's work plan with the ministries so they could view information regarding the potential for international short-term technical assistance (STTA) consultants that will train ministerial staff on the provided courses. These courses are designed as full day sessions for eight weeks total. The training schedule will be sent to the ministries by July 25, 2015 and trainings will begin in August 2015.

MoPIC: With technical support from SSG, MoPIC hosted the first ever Inter-Ministerial Meeting on June 7, 2015. The strategic purpose of this meeting was to facilitate inter-governmental communication, while encouraging effective cooperation amongst the ministries. Initial capacity assessments by SSG demonstrated many of ministries were unfamiliar with each other's mandates, and have never met their respective counterparts.

MoPIC invited two people from each of the 26 ministries and the response was overwhelmingly positive with 46 participants in attendance, including at least one DG from each ministry. The meeting was chaired by the Deputy Minister of Planning and International Cooperation and was closed-door to encourage honest and open communication between the ministries. However, MoPIC has agreed to share the meeting notes with SSG. At the end of the historic meeting, it was agreed-upon that the line Ministries would meet monthly to build on their momentum and increase collaboration and coordination amongst each other.

SSG had a second meeting with MoPIC's IT department regarding their website and social media needs, and it was discussed that SSG will support in the planning and design of the website and social media sites. SSG and the IT team agreed on concrete steps for changes to the government websites, and SSG is currently awaiting the SSG Website and Social Media Coordinator to commence his ToRs in order to meet this deliverable. The meeting also addressed strategies to regain the use of the Somali Government's domain (*gov.so*), which SSG is actively advocating for.

MoPIC also benefited from SSG technical support in the initial stages of the Poverty Reduction Strategy Paper (PRSP), and assessed the need for extensive public consultations and outreach/coordination with the Regional administrations, the Federal government, and relevant civil society actors.

SSG also assisted MoPIC in helping to devise a National Oversight Committee to oversee the implementation of the National Development Plan (NDP). The Committee convened its first meeting on May 16, 2015. During Quarter 4 this Committee will act as the coordinating body for the drafting, consultative process, and final implementation of the NDP. SSG will look for key opportunities for engagement to assist them in their role.

MoICT: SSG meet with the Ministry's HR and Training Director, Abdullahi Sheikh Abdirahman, and Director of SONNA, Ahmed Farah Mohamed, to conduct an informal needs assessment and to discuss how the Ministry can benefit from SSG support activities. The two representatives shared the priority training needs for the Ministry's staff, and the areas in which they require immediate support.

Technical Support Packages to Ministries. SSG developed technical support packages comprised of SOPs, ToRs, policies, and job descriptions that were delivered to MoPIC and MoPWR on June 22, 2015 and June 23, 2015 respectively. Similar packages are currently being developed for MoIFA, MoF, and MoICT.

Objective 3

SSG accelerated CSO capacity development activities in Mogadishu, Puntland, Somaliland, and Jubaland. The Objective 3 assessment was finalized and approved this quarter. A revised draft activity scope of work (ASOW) was submitted addressing USAID feedback. The revised ASOW is pending USAID approval.

Earlier this quarter, SSG conducted a three-day training with CSOs in Banadir region with 56 Somali civil society activists from various CSOs attending. The training modules focused on effective engagement with the relevant government agencies, the private sector, international donors, and their Somali co-nationals. Furthermore, they were also introduced to the seven dimensions used to evaluate the sustainability of CSOs, and other key topics aimed to strengthen their engagement capacity.

SSG met with the Somalia South-Central Non-State Actors (SOSCENSA) to discuss and explore possible areas for SSG support to improve engagement between the FGS and civil society. Two conferences are scheduled for next quarter at the end of August 2015. The first day of the conference will be limited to SOSCENSA's member organizations to strategize and develop priorities for the FGS. The second day of the conference will bring CSOs and key government officials together to review the identified challenges and a way forward to resolve them through strong civil society engagement in partnership with the FGS. SOSCENSA would like SSG to act as an observer in these two conferences, as part of SSG's assessment of SOSCENSA, and to then use SSG findings to identify capacity gap areas.

SSG also participated in a launch ceremony for Somalia's first National Youth Policy at the SYL Hotel in Mogadishu on June 17, 2015. Key government officials included the Minister of Youth and Sport, Deputy Minister of Health, Minister of Women, and representatives from women and youth CSOs in attendance. SSG has been working with youth organizations in Mogadishu who would like technical support in capacity training in the areas of youth advocacy, youth civil society governance structure, and strategic communications in order to develop an effective working relationship with the FGS and Ministry of Youth and Sports (MoYS). This ceremony brought these youth CSOs in direct contact with FGS ministries, and is part of SSG's work plan to support CSOs in engaging their governmental counterparts.

SSG conducted a three-day communications training for 20 CSOs in Hargeisa to develop capacity building plans, including specific skills and tools needed, and establish action plans and strategic communications plans for media engagement and dialogue. Specific topics included: communication and strategic communication plans, developing messages, developing a communication plan, and using social media platforms. The second phase of the Basic CSOs Communications training took place in Hargeisa with participants from 20 new CSOs in attendance, including youth, women, and research institution representatives based in Hargeisa. The second phase of the Basic CSOs Communication training covered the same topics as phase I, as most of the CSOs require capacity building in strategic communication planning, developing messages, and navigating social media.

SSG met with the Center for Dialogue, Civic Education, and Human Rights (CDCH) to update CDCH on Objective 3 assessment findings and discuss capacity gap areas and project initiatives for future SSG support. CDCH discussed key challenges facing CSOs in Somaliland such as: socio-cultural restraints that promote status quo politics; marginalization of civil society actors in Somaliland by the media with a focus on state-sanctioned government institutions; limited linkages between civil society and the media; and unethical journalist practices to print and promote particular stories severely impacting CSOs' efforts to promote political transparency, open dialogue, and civil liberties. SSG discussed possible ways of mitigating these challenges.

IV. PROGRESS AGAINST TARGETS

Below is a quantitative breakdown of progress against key targets during this reporting period.

Type	Indicator	Year 1 Target	Quarter Three Actual Achievement	Comments/Explanations of Q3 Results
Objective 1: Legislative, oversight, and representational functions of Somalia's deliberative bodies improved				
Output	Person hours of training completed in fiscal policy and fiscal administration supported by USG assistance (4.1.1-14)	100	0	
Output	Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level (GNDR-1)	1	0	
Output	Number of draft laws subject to substantive amendment and final vote in legislatures receiving USG assistance (2.2.1-3)	100	0	SOG is supporting the enactment of the draft Foreign Investment Bill. The bill has already had two readings and is presently with the Parliamentary Committee on Economy, Trade, & Industry.
Output	Number of public forums resulting from USG assistance in which national legislators and members of the public interact (2.2.1-6)	10	0	
Objective 2: Ability of targeted government institutions to carry out essential functions improved				
Output	Number of training days provided to executive branch personnel with USG assistance (2.2.2-6)	30	4	More training is scheduled in Quarter 4 as a plan was only approved in Quarter 3.
Output	Number of Election Officials Trained with USG Assistance (2.3.2-3)	0	0	
Output	Number of individuals receiving voter and civic education through USG-assisted programs (2.3.2-12)	3000	0	
Output	Number of consensus-building forums (multi-party, civil/security sector, and/or civil/political) held with USG assistance (2.3.1-7)	2	3	Consultative and consensus building forum to discuss the Foreign Investment Bill was held for representatives from the Ministry of Commerce & Industry, MoPIC, MoIFA, , and the Office of the President, chaired by the Parliamentary Committee on Economy, Trade, & Industry. Assistance also provided to MoPIC for national oversight committee, as well as for NDP.
Objective 3: Citizen awareness of and engagement in government decision making increased				

Output	Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions (2.4.1-9)	10	36	Communications training to CSO's in Hargeisa to deliver advocacy interventions. Internews training in Mogadishu.
Output	Number of training days provided to journalists with USG assistance, measured by person-days of training (2.4.2-8)	200	11	Internews training to Radio Journalists in Mogadishu.

V. PERFORMANCE MONITORING

SSG's AMEP was revised and submitted for USAID on May 19, 2015. The AMEP was approved on June 22, 2015.

VI. LESSONS LEARNED

Political and social external variables: SSG's work is very much affected by the political situation in Somalia that may hinder or otherwise delay completion of activities. For example, although MoPIC has served as one of the most active ministries in terms of cooperation with SSG, the Minister has been heavily focused on political issues surrounding the state formation process in Galmudug. Rather than wait for the state formation process to conclude, it was SSG's decision to reach out to key technical staff in MoPIC, as well as the MoPIC DG, to ensure programming continues as scheduled. Because of this strategy, MoPIC is one of three ministries, along with MoPWR and MoIFA that has had their functional review completed and has received complete technical support packages.

Effective internal coordination: With the arrival of the new COP this quarter, SSG established internal management tools and protocols to encourage effective collaboration and information sharing. Weekly meetings have allowed staff working across all components to share vital information that can be utilized effectively in other programs. For example, close collaboration with MoIFA is conducive to SSG's proposed work plan that involves short-term technical support to the NIEC and BFC, who are temporarily guided by MoIFA. Information sharing and sustainability are the cornerstone of SSG programming, and these two lessons will continue to guide the project's work plan into Quarter 4 and beyond.

VII. ENVIRONMENTAL MONITORING

The Initial Environmental Examination (IEE) and Request for Categorical Exclusion for USAID/Somalia's Peace and Security (PS) and Governing Justly and Democratically (GJD) assessment was for FY2010 through FY2015. All activities anticipated under the SSG contract are covered by the categorical exclusion issued in the IEE. The relevant text is included below:

The following activities are Categorically Excluded from initial environmental examination as no environmental impacts are expected as a result of these activities. These fall under the following citations from Title 22 of the Code of Federal Regulations, Regulation 216 (22 CFR 216), subparagraph 2(c)(2): (i) Activities involving education, training, technical assistance or training programs except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc.); (ii) Activities involving controlled experimentation exclusively for the purpose of research and field evaluation and carefully monitored; (iii) Activities involving analyses, studies, academic or research workshops and meetings; (v) Activities involving document and information transfers; (viii) Programs involving nutrition, health care, or family planning services except to the extent designed to include activities directly affecting the environment (such as construction of facilities, water supply systems, waste water treatment, etc.); (xiv) Studies, projects or programs intended to develop the capability of recipient countries and organizations to engage in development planning.

VIII. PROGRESS ON LINKS TO OTHER ACTIVITIES

During this reporting period, the COP traveled to Nairobi, Kenya to meet with USAID and other U.S. government officials, as well as coordinate with other implementing partners and international donors regarding potential and ongoing initiatives. SSG continued efforts to coordinate and link activities with the USAID-funded Partnership for Economic Growth (PEG) project on the development and introduction of seven new legislative agricultural bills. The PEG project requested SSG support in drafting and reviewing this legislation in partnership with the Ministry of Agriculture and the Ministry Livestock, Forestry, and Range. The SSG COP also met with the incoming COP of the newly-awarded Transition in Somalia (TIS+) program to discuss challenges and opportunities that come with working directly in-country. The SSG COP committed to sharing information and lessons learned on country context, as well as operational and technical issues. The COPs also agreed to meet personally in Mogadishu wherever possible.

IX. PROGRESS ON LINKS TO HOST GOVERNMENT

In Quarter 3, several SSG activities have focused on developing partnerships and institution building for the following host government institutions.

Organization	Name	Title
Mogadishu		
Federal Parliament	Hon. Mohamed Osman Jawari	Speaker
	Hon. Abdikarim Buh	Secretary General
MoPIC	H.E Abdirahman Yusuf Hussein Aynte	Minister of MoPIC
MoPWR	H.E. Salah Osman	Minister of MoPWR
MoF	H.E. Mohamed Aden Ibrahim	Minister of Finance
	Mrs. Hodan Osman	Technical Advisor
MoIFA	H.E. Abdirashiid Mahamed Hiddig	State Minister
MoJ	H.E. Abdullahi Jama	Minister of Justice
OPM	Mr. Dalmar Hassan	Director of National Capacity Development Program
Somaliland		
NEC	NEC Commissioners	
Somaliland House of Representatives	Hon. Abdirahman Mohamed Abdillahi	Speaker
	Hon. Ali Yusuf Ahmed	2nd Deputy Speaker

X. PROGRESS ON GENDER STRATEGY

SSG continued to make strides this quarter in gender mainstreaming and a social inclusion strategy, including hiring a long-term employee dedicated to overseeing this critical aspect of the project. SSG spearheaded two women’s roundtables as fact-finding assessments to identify gaps in gender inclusion in legislative, executive, and civil society capacity building programming.

The first roundtable discussion facilitated by SSG involved influential women from various CSOs, such as the Somali National Women Association and the Banadir Regional Women’s Organization, along with university students to discuss and devise strategies to increase women’s participation in the reconstruction of Somalia. Participants discussed issues such as women’s political engagement with the FGS, security challenges faced by Somali women and girls in Mogadishu, political participation, and social and economic inclusion. The roundtable identified several areas for potential SSG interventions such as the need to strategize and devise innovative ways to increase Somali women’s participation in Somalia’s reconciliation and state/peace-building processes and to also provide technical support in the area of political organizing and advocacy.

The second women’s roundtable involved the Somali Federal Government’s Women Parliamentarian Caucus (SOWPA). A list of parliamentarians in attendance is below.

Hon. Bibi Khalif Mohamed	MP / Chair of SOWPA	Federal Parliament
Hon. Maryan Moalim Isaak	MP / Deputy Chair	Federal Parliament
Hon. Qaali	MP and Chair of Committee	Federal Parliament
Hon. Amina Omar Jama	MP / Secretary of SOWPA	Federal Parliament
Hon. Zainab Mohamed Amir	MP / Member of SOWPA	Federal Parliament
Hon. Asha-Kos Mohamud Omar	MP / Member of SOWPA	Federal Parliament
Hon. Habibo Mohamed Kheyr	MP / Member of SOWPA	Federal Parliament
	MP / Member of SOWPA	Federal Parliament
Hon. Hussein Arab Essa	MP / Security Advisor to SOWPA (also chair of Defense Committee)	Federal Parliament
Hon. Abdulkadir Adan Noor	MP / Political Advisor to SOWPA	Federal Parliament

The Parliamentary Women’s Caucus spoke to SSG about their priority needs which included: support in social and political reconciliation efforts; workshops on political lobbying/advocacy and; long-term salary support for the Caucus’s technical staff. SSG re-affirmed its commitment and focus on short-technical support and long-term capacity building training without providing direct financial support to the Women’s Caucus. The parliamentarians expressed their interest in pursuing SSG’s technical support programs, particularly in the realm of political organizing and advocacy.

SSG also met with eight priority ministries to emphasize the importance of educating Somali women in political culture and competence, while also encouraging them to take part in Somalia’s peace-state building processes. SSG is prioritizing the engagement of women and youth at the grassroots level, and will aim to work closely with both the MoWHR and civil society to meet these much-needed objectives.

XI. SUSTAINABILITY

SSG continued its commitment to continuity, sustainability, and best-practices through this quarter. As reported last quarter, SSG adopted a policy to ensure capacity building activities incorporate not just politicians or their appointees, but also include all levels of governmental institution's civil servants, ranging from the secretariats to other permanent staff members. The aim of this sustainability strategy is to ensure that capacity building initiatives are not constantly interrupted by Somalia's changing political climate, and that the work of rebuilding Somalia's vital institutions continue. For example, all of SSG's technical support deliverables are shared with Ministerial DGs, as line ministers transition often. The aim of this policy is to ensure that the technical support packages in the form of SOPs, job descriptions, and TORs are allocated to various levels of ministerial organizational structure to ensure that the support stays with the respective ministry, should a minister be reshuffled or removed.

SSG is tailoring all its activities, support, and engagement with counterparts, consultants, and subcontractors to reinforce the need for implementation within the boundaries of Somalia and target regional areas. This will be a recurring theme and emphasized by SSG continuously moving into the next quarter.

In Quarter 4, SSG will begin professional training courses for ministerial, parliamentary and CSO trainees in order to ensure that capacity building interventions are holistic rather than a top-down approach.

XIII. ACTIVITY ADMINISTRATION

A. Constraints and Critical Issues

One of the most pressing issues facing the SSG project is the hostile security climate that can alter work plan programming and deliverables. SSG has several strategies to mitigate the effects of a rapidly changing political and security climate, including meeting with legislative, ministerial, and civil society clients at the SSG project office in order to ensure the continuity of project deadlines.

Another critical issue for SSG programming is the lack of capacity and coordination on the part of our government recipients. Many ministerial and parliamentary offices do not have the capacity to implement proper information sharing amongst their colleagues and with their external governmental partners. SSG is working with our governmental and parliamentary counterparts to provide support in the area of coordination and effective communication by conducting introductory meetings with the DGs of ministries and the commissioners of parliamentary committees to assist them in collaborative activities.

B. Personnel

In this quarter, recruitment for technical experts to assist with SSG's programming has been much more successful due to the assistance of a short-term office recruitment specialist. Some of the previous challenges were largely connected to high salary expectations on the part of selected technical expert candidates. Some candidates also cited security concerns and rising costs of the standard of living in Mogadishu.

Despite these challenges, the recruitment specialist was able to identify several new employees such as the Project Communications Manager, monitoring and evaluation (M&E) Manager, Capacity Building Specialist, Strategic Communications Specialists, Puntland Office Coordinator, as well as Objective 1 & 2 Team Leads.

In the upcoming quarter, we aim to set in place efforts to ensure employee retention, while devising innovative ways to mitigate the challenges of working in Mogadishu as the security climate deteriorates.

C. Changes in the Project

The new COP arrived in early April 2015 and immediately identified eight key ministries and six committees in the Federal Parliament, as well as priority CSOs, with whom SSG would engage immediately.

D. Contract, Award, or Cooperative Agreement Modifications and Amendments

In June, SSG received the second modification to its contract. Modification No. 2 increasing the total obligated amount from \$5,799,669 to \$8,371,785, and replaced the Chief of Party named as Danny Hill to Bradley Baxter.

E. List of Deliverables

1) Client Deliverables

1. Year 1 Work Plan (Revised, Approved)
2. Objective 1 ASOW (Revised, Approved)
3. Objective 3 Assessment Report (Revised, Approved)
4. Objective 3 ASOW (Revised, In-Progress)

5. Monitoring & Evaluation Plan (Revised, Approved)
6. Grants Manual (Revised, Approved)
7. Branding Implementation Plan and Marking Plan
8. Annual Foreign Tax Report
9. Quarter II Report
10. April 2015 Weekly Updates (5)
11. May 2015 Weekly Updates (4)
12. June 2015 Weekly Updates (4)

2) Public Outreach Documents

1. April 2015 Snapshot
2. May 2015 Snapshot
3. June 2015 Snapshot

3) Internal Communication Coordination Documents

1. April 2015 Key Leadership Engagement Reports (16)
2. May 2015 Key Leadership Engagement Reports (36)
3. June 2015 Key Leadership Engagement Reports (30)

Annexes & Attachments

Annex I: Security Update

Date	Incident
17/4/2015	Baalade Police Station in Boosaaso was attacked by armed militia men, no fatalities reported.
17/4/2015	Car bomb went off outside a popular restaurant near Central Hotel in Hamarweyne district, killing 10 people, Al-Shabaab claimed responsibility.
18/4/2015	An MP from Puntland was attacked and shot dead in the Hodan district of Mogadishu. Al-Shabaab has claimed the killing of Hon. Aadan Haji Hussein.
19/4/2015	Al-Shabaab attacked an African Union (AU) peacekeeping convoy in Lower Shabelle, injuring three and burning two vehicles.
21/4/2015	At approximately 8:00AM local time in Puntland, an explosion ripped apart a UN van transporting staff from the guest house to the main offices. This explosion resulted in the deaths of seven UN staff: four internationals (two Kenyans, one Ugandan, and one Afghan), and three Somali nationals.
22/4/2015	The Minister of Commerce for the Interim South-West Administration (ISWA) was said to have been attacked by National Intelligence and Security Agency (NISA) Officers in Jazeera district.
23/4/2015	A senior military officer was shot dead in Wadajir.
23/4/2015	A well-known elder was killed in Beletweyne, Hiiraan.
25/4/2015	A former MP, Haaji Ali Adan Bakara was shot dead in Bakara. In separate incidents, two city council workers were also killed in Mogadishu.
30/4/2015	A journalist killed in his home, along with his wife in Baidoa, Bay region.
30/4/2015	Two explosions in the market and police station in Janaale district, Lower Shabelle region, with four dead.
3/5/2015	Explosion injuring six people, including former district commissioner, in Ceelwaaq, Gedo region.
3/5/2015	A man shot dead in Bakaraa, Somalia.
6/5/2015	A senior military official killed in Kismayo.
6/5/2015	Deputy District Commissioner for Security and Policy at Wadajir District of Mogadishu was shot dead by armed men – Al Shabaab claimed responsibility for this and has threatened to continue killing the “enemy.”
8/5/2015	A government soldier was killed and another injured when an explosion went off in Howlwadaag district of Mogadishu.
8/5/2015	Three government soldiers were killed in an explosion in Bakara, Mogadishu.
8/5/2015	An MP of Puntland was killed in Galkayo. Al-Shabaab has claimed responsibility.
10/5/2015	African Union Mission in Somalia (AMISOM) attacked via hand grenade in Marka, Lower Shabelle. Two civilians were injured.
15/5/2015	Al-Shabaab took over two towns, Awdhiigle and Mubarak, in Lower Shabelle, which government soldiers were able to reclaim.
18/5/2015	A convoy carrying the President of South West State, Sharif Hassan, was attacked in Afgoye.
20/5/2015	The Al-Shabaab area in Gedo region was attacked by an air strike. It was reported that this attack was carried out by Kenya.

21/5/2015	A well-known elder was killed in Kismayo by armed men.
23/5/2015	An MP was killed and another injured on Makka Al Mukrama road. The MP's car was in front of a military pick-up truck. The military men and the MP's security services became suspicious of one another.
28/5/2015	Fighting broke out between the military and the police/NISA in Zone K in the Hodan district of Mogadishu as a result of the police trying to forcefully evict people from their homes. There were casualties during the exchange and three were injured, including civilians.
1/6/2015	Fighting continued between militias in Galgadud and the Liyu Paramilitary of Ethiopia on the border of Somalia and Ethiopia. 50 people have died so far in these clashes. Casualties were mainly civilians from Galgadud.
2/6/2015	The Deputy District Police Commissioner of Baidoa was killed by an armed man. His killer was also killed shortly after he carried out the assassination.
4/6/2015	A woman who worked at the airport was killed by armed men outside of her home in the Dharkenly district of Mogadishu.
4/6/2015	Liyuu Police entered into towns and villages in the District of Guricel on the border between Somalia and Ethiopia and killed 17 men.
16/6/2015	Roadside bomb hit a government troop's vehicle near Elasha Biya, just outside Mogadishu, killing three government soldiers.
16/6/2015	Police officer shot dead in Marka town, Lower Shabelle region.
17/6/2015	Roadside bomb hit a government troop vehicle in the Hurwiye district of Mogadishu.
17/6/2015	AMISOM vehicle attacked in Toratorow, Lower Shabelle.
18/6/2015	Car bomb targeting Ethiopian troops guarding the Adado Conference was detonated. A gun battle ensued. Al-Shabaab militants were killed before they could storm the building.
18/6/2015	Attack on a government base in Gedweyne village, Gedo region near the border between Ethiopia and Somalia. Attack was followed by heavy fighting between Al-Shabaab and government soldiers. At least 17 were reported to be dead. Al-Shabaab were able to seize one vehicle and arms.
20/6/2015	Armed men thought to be Al-Shabaab killed the Head of Intelligence in Afgoye and some of his guards at a checkpoint.
20/6/2015	Government soldiers at checkpoints in Afgoye were attacked by Al-Shabaab in the early hours of the morning. Al-Shabaab claimed to have killed 15 troops, including two senior officials, and seized three vehicles. The Government has denied this, claiming eight troops were killed and one vehicle seized.
21/6/2015	Well-known elder, Mumin Barre, was killed in Belet Weyne, Hiiraan region.
21/6/2015	Somali Intelligence Headquarters attacked. Al Shabaab claim to have killed 10 but the Government has claimed only one was killed and that the attack was foiled.
21/6/2015	Government worker working for the Office of the Prime Minister was shot dead by Al-Shabaab gunmen in the Dharkenly district of Mogadishu.
24/6/2015	A suicide bomber attempted to ram his car full of explosives into a convoy of diplomats from the United Arab Emirates (UAE). The explosion killed ten people, mainly Somali soldiers and civilians.

26/6/2015	Al Shabaab attacked the AMISOM base in Leego, Lower Shabelle, in the early hours of the morning. Following heavy fighting, Al Shabaab took over the camp, killing a number of AMISOM soldiers. They burned vehicles and other property and raised their flag. Al Shabaab claim to have killed 80 AMISOM soldiers and to have taken the bodies of up to 60 Burundians. It was also reported that they abducted 23 Somali soldiers and the Deputy District Commissioner of Leego although unconfirmed by AMISOM. Al Shabaab beheaded the Deputy District Commissioner and killed a Somali interpreter for AMISOM. There have been other reports that Al Shabaab have been parading bodies of AMISOM in different parts of Lower Shabelle.
27/6/2015	A senior Jubaland military commander was killed in an explosion in Bulagudud, near Kismayo.
28/6/2015	Heavily armed AMISOM and Somali military forces reclaimed the camp that was attacked on June 26, in Leego, Lower Shabelle. There was no fighting involved. AMISOM and government soldiers were said to have left the following day.
28/6/2015	Al Shabaab convicted three men of being spies for America and shot them dead in Saakow, Middle Jubba.
29/6/2015	Al Shabaab attacked a government soldier base near Southern Kismayo and engaged in heavy fighting, resulting in losses for both sides. The IJA has confirmed that five of their soldiers were killed and three injured, however, many say that the death toll was much higher
30/6/2015	A government official from the Ministry of Agriculture was killed in Afgoye.
2/7/2015	There have been reports that AMISOM have withdrawn from a lot of districts in Lower Shabelle after the incident of Leego. AMISOM has denied that they've withdrawn and stated that it's part of a wider policy of "re-adjustment."
3/7/2015	Prominent clan elder shot dead by armed men in Afgoye.
3/7/2015	AMISOM & the Somali National Alliance (SNA) withdrew from Qoryoole, Lower Shabelle, and Al Shabaab have taken over.
3/7/2015	Road side bombs were aimed at government troops in the north of Kismayo. Five troops were killed, and three injured.
4/7/2015	Al Shabaab have taken over the Walaweyn in Lower Shabelle.
5/7/2015	A woman who sells meat was shot dead by armed men in Wadajir, Mogadishu.
5/7/2015	A military officer was killed in a car bomb explosion in Hamar Weyne,
6/7/2015	Heavy fighting broke out between government soldiers and Al Shabaab in Jalalqsi, Hiiraan region.

Annex II: Schedule of Future Events

Date	Location	Activity
AUGUST 2015		
3/8-26/8/2015	Mogadishu	Human Resource Management Diploma Allison Course (1 month Course)
4/8-25/8/2015	Mogadishu	How to Write and Design Job Descriptions (Multiple sessions)
6/8-27/8/2015	Mogadishu	How to Design Employee Performance Evaluations for Supervisors (Multiple sessions)
2/8-31/8/2015	Mogadishu	Government Budgeting for Ministry Staff (2 Day Course, Multiple sessions)
4/8-27/8/2015	Mogadishu	Government Budgeting for Parliament and Staff (2 Day Course)
5/8-26/8/2015	Mogadishu	Government Procurement for Parliament and staff (Multiple sessions)
2/8-27/8/2015	Mogadishu	Legislative Process, Role of Committees, How to Host Public Hearings, Working With CSO's, Legislative Process, role of oversight, role of ministries and role of Executive Branch (Multiple Sessions)
4/8-25/8/2015	Mogadishu	How to Build Your First Website, Using Twitter, Using YouTube
23/8-27/8/2015	Mogadishu	Governance Journalists Training Workshop #3 (Multiple sessions)
9/8-18/8/2015	Mogadishu	Civic Engagement Training (MoPIC, MoPWR, MoIFA, MoICT C) (Multiple Sessions)
3/8-27/8/2015	Somaliland	Communications Training
TBD	Somaliland	Democracy and Governance Training
10/8-12/8/2015	Somaliland	Research and policy analysis workshops
24/8-26/8/2015	Somaliland	Advocacy skills training (CSOs)
17/8/2015	Somaliland	CSO Seminars--Roles of government (structure, authority, functions/branches of government); constitutional rights and responsibilities
25/8-27/8/2015	Jubaland	Parliament 101
SEPTEMBER 2015		
1/9-30/9/2015	Mogadishu	Monitoring and Evaluation (2 day course, Multiple sessions)

Date	Location	Activity
6/9-21/9/2015	Mogadishu	Public Financial Management (2 day course, Multiple sessions)
1/9-23/9/2015	Mogadishu	Research and Analysis Skills (2 day course, Multiple sessions)
3/9-23/9/2015	Mogadishu	Social media, messaging and other tools for CSOs (Multiple sessions)
1/9-30/9/2015	Mogadishu	Budget and Financial Planning for Managers (2 day course, Multiple sessions)
6/9-28/6/2015	Mogadishu	Office Administration Skills 101
15/9-30/9/2015	Mogadishu	Communications training for working with IDPs (MoPIC, NIEC, BFC, MoCA) (Multiple sessions)
6/9-22/9/2015	Mogadishu	Social media messaging for Ministries (Multiple sessions)
20/9-24/9/2015	Mogadishu	Governance Journalists Training Workshop #4 (Multiple sessions)
6/9-15/9/2015	Mogadishu	Continuing civic engagement training for 8 ministries (Multiple sessions)
27/9-28/9/2015	Somaliland	Public Financial Management (2 day course)