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USAID Somalia/Strengthening Somali  
Governance  
Annual Progress and Performance Report  
*FY 2015*

As of October 31, 2015

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

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Prepared for Nina Bowen  
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 Inc.  
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.

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## 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
COP	Chief of Party
CSO	Civil Society Organization
DG	Director General
FGS	Federal Government of Somalia
FY	Fiscal Year
HLPF	High Level Partnership Forum
HR	Human Resources
IDP	Internally Displaced Person
IEE	Initial Environmental Examination
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
MP	Member of Parliament
MoU	Memorandum of Understanding
NDP	National Development Plan
NEC	National Electoral Commission
NIEC	National Independent Electoral Commission
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	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank

# **I. CONTEXT UPDATE (By Region)**

## **Mogadishu**

The Federal Government of Somalia (FGS) has been embroiled in political uncertainty and infighting since the beginning of Year I. The FGS Parliament and Cabinet are suffering from political deadlock over the Vision 2016 general elections, and there is widespread concern about FGS's legitimacy to guide Somalia into an election in September 2016. Earlier this reporting year, U.S. Secretary of State John Kerry met with Somalia's Federal and Regional leaders to encourage coalition building and political recovery. The High-Level Partnership Forum (HLPF) also took place in Mogadishu from July 29-30, as part of an appraisal review of Somalia's progress in political, security and economic state-building milestones.

On August 13, 2015 more than 90 lawmakers signed a vote of no confidence in President Hassan Sheikh Mohamud, accusing him of violating the constitution. The motion was placed before the Speaker of Parliament and the Supreme Court to decide on its legality before it could be discussed in Parliament. After weeks of lengthy debates, on September 26, 2015, the Speaker of the House dismissed the motion as unconstitutional, causing the committee sponsoring the motion to release a statement accusing the Speaker of exercising unconstitutional powers. There was no conclusion to the impeachment motion dispute by the close of the annual reporting period in September 2015.

## **Somaliland**

Somaliland also faced international scrutiny this year after the House of Guurti amended the election, with observers condemning Somaliland for its failure to deliver on promised elections in 2016. However, the Constitutional Court set a date for parliamentary and presidential elections—April 2017-- after a long-running dispute between Ruling Party Kulmiye, the House of Guurti, and opposition parties. The Deputy Speaker of the House of Elders addressed his critics, defending the legal grounds to extend the terms of President, Vice-President, and the House of Assembly for another two years. Political opposition groups such as Wadani and Ucid although displeased with the electoral amendments, entered in consultative talks with the ruling party and agreed on April 2017 as the final election date.

## **Puntland**

This year saw increased political tension between the Puntland administration and FGS. Puntland accused FGS of tampering with Somalia's interim constitution by supporting the formation of an interim state, Galmudug. Both the Puntland and Jubaland Administrations accused the FGS of undermining the federalism process. The FGS accused Puntland of lacking the required legislation number of two or more regions to form a legitimate federal state. As part of the FGS's outreach campaign, FGS Prime Minister Omar Abdirashid Ali Sharmarke kicked off a two-day visit to Garowe on July 11 and 12, amidst strained ties with the Puntland and Jubaland Administrations. The Garowe conference started on July 11, with Jubaland President Ahmed Mohamed Islam (Madobe) also in attendance to discuss the legitimacy of the state formation process and opposition in Jubaland and Puntland to the Interim Galmudug Administration, the National Electoral Commission (NEC) and the Boundaries and Federalism Commission (BFC). Puntland participated in talks with the FGS on October 21-23, 2015, with both parties agreeing to hold a National Consultative Forum to discuss the constitutional review process, electoral alternatives to Vision 2016 and political reconciliation.

## **II. EXECUTIVE SUMMARY**

The Strengthening Somali Governance (SSG) project is a three year (September 2014 – September 2017) program that seeks to support the development of more effective and accountable government institutions in partnership with the Federal Government of Somalia (FGS), Somaliland and Puntland. SSG's activities will aim to improve the reach of government; systematize opportunities for representation and inclusion of citizen interests in the political process; increase the legitimacy of government institutions and representative bodies; and support women's empowerment and leadership. SSG will achieve this through three objectives:

Objective 1: Improving the legislative, representative, and oversight functions of deliberative bodies;

Objective 2: Improving the ability of targeted government institutions to carry out essential functions and;

Objective 3: Increasing citizen awareness of, and engagement in, government decision-making.

SSG made significant progress across all its objectives in year one of implementation, particularly in quarters three and four. Below, we outline major developments per each of the project's three objective areas.

### **Objective 1**

The Strengthening Somali Governance (SSG) project worked with key Parliamentary committees this year including Economy, Trade and Industry Committee, the Budget and Finance Committee, as well as the Women's Parliamentarian Caucus (SOWPA). SSG's capacity building support focused on strengthening core skills for Parliamentary committee staff through a series of trainings to improve Parliament's role in overall legislative processes, public procurement processes, and basic budgeting. SSG provided direct legislative drafting, comparative analysis, and advocacy support to some of Somalia's most important legislative bills including the Telecommunications Bill, the Foreign Investment Bill, and the 30% Women Representation Bill. SSG developed five white papers on the importance of utility taxation as part of the Telecommunications Bill and is also providing technical training to the Legislative Drafting Unit in Parliament.

### **Objective 2**

Following the initial Objective 2 assessment completed in Quarter 2, SSG signed Memoranda of Understanding (MOUs) with, and conducted functional reviews of, eight key ministries. SSG also introduced 10 core standard operating procedures (SOPs) to partner ministries for areas including asset management, cash management, human resource (HR) management, procurement, internal audits, media relations, and information technology (IT) usage policies. As a result of these activities, SSG identified a series of trainings targeted at civil servants and moved quickly to hold them in Quarter 4. These courses included basic budgeting, public financial management (PFM), HR management, strategic communications, procurement, and developing performance evaluations and job descriptions. After the delivery of these courses, SSG conducted follow-up meetings with each Ministry to ensure that the support packages were satisfactory, and based on their feedback, implement any needed changes and revisions to ultimately facilitate adoption of the support packages.

### **Objective 3**

SSG actively engaged with civil society organizations (CSOs) in Somalia and Somaliland this year, beginning with the Objective 3 assessment and continuing with a series of roundtables and trainings. Roundtable discussions proved an invaluable tool, serving as an open forum for CSOs to exchange ideas and information, fostering collaboration, sharing information, and mapping out areas of political importance to assist SSG in identifying and designing interventions for and with CSOs. The Objective 3 team has also spearheaded SSG's gender, youth, and minority inclusion strategies in core areas such as budget, elections, the National Development Plan (NDP), and key legislation including the 30% Women Representation Bill, Foreign Investment Bill, Anti-Money Laundering Bill, Media Bill, and the PFM Bill.

## **A. Key Narrative Achievements**

SSG closely collaborated with, and provided technical support to, members of Parliament (MPs) and Parliamentary committees in their efforts to draft, review or amend key pieces of legislation—the draft Foreign Investment Bill and the 30% Women Representation Bill. In our work with the Committee on Economy, Trade, and Industry, SSG led two comparative analyses to support the Committee in reviewing and amending the draft Foreign Investment Bill. SSG conducted a comparative study of foreign investment legislation from 22 countries, including post-conflict countries to inform the Bill. The project simultaneously reviewed and cross-referenced the 1987 legislation against the 2015 draft bill to further inform and update MPs and their work. SSG also translated the draft legislation from English to Somali. As a result, the bill, aimed at attracting and regulating foreign investment, completed its first reading and is currently in its second reading in Parliament. The draft 30% Women Representation Bill was introduced on September 24 to the Speaker of the House of the People of FGS by women MPs. SSG assisted in drafting the bill through a consultative process and coordinated efforts between CSOs and the Women's Caucus.

Additionally, SSG provided support to seven agricultural and livestock bills and facilitated the National Forum on Agricultural and Livestock policy on August 9, 2015. SSG also provided substantial support on the Anti-Money Laundering Bill, Telecommunications Bill, Media Bill, PFM Bill, and Procurement Bill.

SSG worked with eight key government ministries focused on providing basic organizational development and training civil servants in their core job responsibilities: Ministry of Planning and International Cooperation (MoPIC), Ministry of Public Works and Reconstruction (MoPWR), Ministry of International and Foreign Affairs (MoIFA), Ministry of Information, Culture and Tourism (MoICT), Ministry of Justice (MoJ), Ministry of Constitutional Affairs (MoCA), Ministry of Women and Human Rights (MoWHR), and Ministry of Finance (MoF). More than 1,000 job descriptions were developed and collected for all of the ministries' positions. Additionally, all partners received terms of reference (ToRs) for departments, SOPs in critical areas such as asset inventory, HR management, procurement, and PFM, along with accompanying trainings.

In Somaliland and Somalia, SSG held roundtable discussions with major gender, youth, and media focused CSOs. These and other CSOs were provided with courses in civic engagement and governance to foster understanding of good governance and democracy and the tools needed to promote lasting peace, justice, and accountability. Other CSO training and discussion topics included building relationships between government and civil society, advocacy and advocacy planning, and strategic communications. Quarter 4 concluded with the release of an Annual Program Statement and Request for Applications, seeking CSO grantees to conduct civic engagement activities throughout Somalia.

## **B. Quantitative Highlights**

The Activity Monitoring and Evaluation Plan (AMEP) and year 1 work plan were both submitted to USAID on December 19, 2014 and approved on June 22, 2015 after several rounds of changes.

Activities focused primarily on trainings, workshops, and roundtables as the project better understood the very basic capacity needs of counterparts and partners coinciding with the arrival of the new chief of party (COP) in April 2015. Protracted delays in approvals for key technical deliverables, coupled with delays to the deployment of the third party monitor to conduct the baseline assessment, limited data gathered on SSG's activities to eight (output) indicators out of a total of 18 reportable indicators recorded with performance data. These are as follows:

**Indicator #5:** *Person hours of training completed in fiscal policy and fiscal administration supported by USG assistance (4.1.1-14).* A total of 3,114 person hours of coursework related to PFM, government budgeting financial planning, and government were delivered to ministry staff and secretariat members of FGS in Quarter 4 alone.

**Indicator #6:** *Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national, or local level (GNDR-1).* Eleven policies were either proposed, adopted, or implemented. Government officials requested assistance with policies in multiple areas for their ministries, specifically ensuring the same policies amongst all ministries. Policies were delivered as a package, and along with counterpart cooperation, allowed SSG to capitalize on the opportunity to deliver more results than anticipated in this area. All 11 policies have language and intent to promote gender equality and ensure equal opportunities for men and women.

**Indicator #7:** *Number of draft laws subject to substantive amendment and final vote in legislatures receiving USG assistance (2.2.1-3).* SSG worked on the Anti-Money Laundering Bill, Media Bill, Procurement Bill, and Foreign Investment Bill during this reporting period. The Anti-Money Laundering Bill has seen its first reading on August 2, and is now with the budget and finance committee. Finally, SSG attended a consultation on the Foreign Investment Bill on September 14, convened by the Economy, Trade and Industry Committee. To date, none of these draft bills have had their final reading. A request from another USAID project to provide assistance to the process surrounding review and passage of several agriculture bills led to an exceeded target. While not an area of focus for SSG, the opportunity to work with lawmakers to educate them on, and improve their role in the legislative process with live bills helped contribute to improved Parliament and ministry functions.

**Indicator #12:** *Number of training days provided to executive branch personnel with USG assistance (2.2.2-6).* In total, 454 training days were delivered to executive branch personnel, including 107 female participants from key ministries, the Office of the President (OoP), and the Office of the Prime Minister (OPM). Facilitators delivered 10 courses during this period, ranging from HR management, strategic communications, monitoring and evaluation, and PFM, to government procurement and budgeting. The project determined that bolstering basic skills was crucial starting point for activities on capacity assessments, functional reviews, and requests from counterparts. Consequently more trainings were delivered than initially envisioned when targets and results were established at the beginning of Y1.

**Indicator #15:** *Number of individuals receiving voter and civic education through USG-assisted programs (2.3.2-12).* SSG conducted civic education roundtable discussions with key leaders in various segments of the society. These included youth leaders, women's groups, CSOs, media professionals, and government officials. Twelve (12) roundtables were held in Quarter 4 on various topics including each group's role in good governance, democracy, and civic engagement.

**Indicator #16:** *Number of consensus-building forums (multi-party, civil/security sector, and/or civil/political) held with USG assistance (2.3.1-7).* During this reporting period, SSG provided technical support and facilitation for 13 inter-agency coordination and consensus building meetings/forums. The project received more requests than anticipated from counterparts for assistance in organizing these forums. SSG acted quickly to respond to these requests to both help achieve project goals and be seen positively by counterparts. The Y1 target was exceeded as a result.



**Indicator #17:** Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions (2.4.1-9). USG assistance provided to CSOs in Year 1 was primarily done through capacity building training in both Mogadishu and Hargeisa. This includes five CSOs directly affiliated and selected for their advocacy interventions--two in Mogadishu and three in Hargeisa.

**Indicator #18:** Number of training days provided to journalists with USG assistance, measured by person-days of training (2.4.2-8). SSG conducted a total of 211 person days of training in Year 1, from two separate training events for local radio journalists from stations based in Mogadishu. In August, journalists were provided a six-day training on in-depth practical skills on constructive and sensitive reporting. Similarly, radio journalists received a five-day training in September on conflict sensitive journalism that centered on gender equality in Somalia.

### **C. Activity Administration**

SSG's programming operates in a constantly changing socio-political and security context. The project's work can be affected due to heightened security concerns and political turmoil. Most recently, the impeachment motion against FGS President Hassan Sheikh Mohamud brought a lot of uncertainty to the political environment. Ninety parliamentarians accused President Mohamud of exercising unconstitutional powers. In regional administrations like Jubbaland and Puntland, the impeachment motion was a welcomed move, with many politicians having lost confidence in FGS. These political changes affect SSG programming as our government counterparts become focused on political events instead of building the government's capacity. For example, the Foreign Investment Bill was undergoing its second reading in committee but due to the political crisis, the Committee did not meet again.

Another example of politics affecting SSG programming includes mitigating political challenges such as government counterparts whom are unwilling to work together. When there are political and security clashes between regional administrations and FGS, SSG is sometimes forced to halt work with our partners in an effort to remain politically neutral.

In Somaliland, an ongoing election dispute in July and August culminated with the House of Guurti (House of Elders) delaying national elections to March 2017. During this time, per USAID's request, SSG was initially restricted to working only with CSOs in Somaliland, postponing planned capacity building activities with government institutions. While this was a response to USAID's wishes, SSG had MoUs in place with legislative and executive institutions who pressed the project to continue work anyway. In July 2015, per USAID's directive, SSG began to re-engage with government institutions with the exception of the OoP, the House of Guurti, and Parliament. At the end of this reporting period, SSG was awaiting USAID guidance to re-engage with the executive branch in Parliament though this was received shortly into the new reporting year, in October 2015. SSG continues to mitigate the challenges of political instability and fluctuating timelines for government initiatives, such as the Somaliland elections, by ensuring the project is viewed as impartial and an unbiased, trusted partner to government counterparts.

### **D. Subsequent Reporting Period's Work Plan**

The first year work plan was submitted to USAID in quarter 1 on December 19, 2014. The work plan was updated, revised and submitted for approval in quarter 2 and again in quarter 3. The year one work plan was ultimately approved in quarter 3, June 22, 2015. During this quarter, the work plan was initially submitted, updated, revised, and submitted for re-approval, but additional changes were needed in response to USAID comments received at the end of the reporting period. The revised work year two work-plan is currently under revision in close partnership with USAID and will be re-submitted in quarter 1 of the next reporting year.

### **III. KEY NARRATIVE ACHIEVEMENTS**

#### **Objective 1**

During this reporting period, President Mohamud categorically stated that the much anticipated one person-one vote 2016 election will not happen due to logistical, security, and other challenges facing the country. Several alternatives for indirect elections were put on the table. Pending the agreement between FGS and regional administrations on the mode of indirect election for 2016, SSG provided an elections advisor to the OoP who prepared a comparative analysis on various electoral methods used in other recovering, post-conflict nations. The same advisor will also be working with NIEC on electoral options for 2016.

However, Parliament is still serving as a vital vehicle for state formation, constitutional review and elections. Earlier this year, the Committee on Policy Recommendations, led by Hon. Abdullahi Godah Barre, declared that the Vision 2016 roadmap to hold national democratic elections will not be possible and called on parliament to draft an alternate plan. FGS Parliament endorsed the Committee's findings on Vision 2016 and have begun intense debates on alternative voting processes and the likelihood of extending the current FGS's term.

In addition, SSG provided technical support in the drafting of the gender quota bill. The 30% Women Representation Bill is currently with the Office of the Speaker for consideration during the next Parliamentary session (November 2015). As part of SSG's public consultations support, the project held five consultations and public hearings for this bill with key women CSOs, ministers, MPs, university students, media representatives, and artists. The goal of these sessions was to create public support for the bill, which aims to increase women's representation and participation in Somalia's political decision making processes by allocating 30% of all elected and appointed executive and legislative seats to women. SSG also trained the parliamentary women's caucus on social media strategies, allowing MP Osman to reach out to the public via Facebook and Twitter. Additionally, SSG supported consensus building for seven agricultural bills by organizing meetings and public hearings between stakeholders such as agricultural producers, crucial business leaders, the Chamber of Commerce and the Ministry of Commerce, and key Parliamentary committees including Foreign Investment and Trade, Agriculture, and Livestock and Forestry. SSG supported the Media Bill and began assistance with the Procurement Bill via a review of the legal framework and regulations, conducted at the request of MoF. SSG also conducted an implementation review of the PFM Bill at the urging of consultants embedded in MoF and the World Bank.

With MoIFA, SSG participated in the creation of BFC and NIEC to support state formation and national elections in 2016. SSG supported MoIFA to coordinate donor support, conducted conceptual review of the committee structure, and consultation with the State Minister and his staff responsible for the formation process; provided options for consultative forums and participated in the working groups around the creation of the BFC and NIEC.

SSG has finalized its training schedule with Parliament, with courses for FGS MPs and their nominated Parliamentary staff participants including government procurement, legislative processes, budgeting, civic engagement, strategic communications, designing performance evaluations and job descriptions, and HR management.

#### **Objective 2**

In the first and second quarters, SSG established relationships with and completed initial assessments of eight key ministries, as identified in Section II A above. Each ministry received extensive packages that included SOPs and procedures, job descriptions, and consulting sessions to receive feedback and tailor these items to each ministry's specific needs. Ministries received a mix of general capacity

building support via trainings and specific technical assistance for their activities. For example, SSG engaged technical assistance to support MoPIC with drafting the Poverty Reduction Strategy Paper (PRSP) initial concept note. Additionally, SSG supported OoP and OPM during Year 1; details on major achievements are listed below.

Internal government coordination has increased as a direct result of SSG programming. In working with MoPIC, a need for better cross-ministerial communications and coordination was identified. Inter-ministerial meetings occur once each month, chaired by the director generals. SSG assisted MoPIC's coordination efforts for three of these meetings during Year 1 of the project. In addition to providing a venue, training on meeting management—with topics such as agenda creation, note taking, post-meeting management and follow-up—was delivered to bolster the Ministry's ability to successfully organize among ministries. Utilizing face-to-face and on-site mentoring, SSG supported senior staff from departments of planning and Director Generals (DGs) of seven additional ministries to help them better understand their ministerial work plans and prepare work products and budgets that ultimately roll into the FGS annual work plan. In-person mentoring prepared these same personnel to strategize on concepts, work planning, and deliverables to feed into the NDP. SSG also conducted three weeks of social media training for the communications departments in the OoP and OPM. As a result of this training, participants learned how to incorporate social media into their public outreach strategy, and decided to hold monthly communications coordination meetings. Similarly, SSG assists MoFA in hosting weekly coordination meetings with the communications departments of all FGS ministries. In these sessions, held each Sunday, participants coordinate communication strategies and discuss best practices and information planning.

MoF requested and received SSG's assistance in identifying revenue sources resulting in five white papers drafted by the project. Specific topics of each paper were: business licensing fees, business improvement districts, hotel occupancy fees, utility user fees and encroachment, and trench cut cost recovery fees. These revenue source documents could help the ministry adopt best practices for a revenue generating recovery system that has been missing for the last two decades. The utility user fee white paper was key in influencing the inclusion of a required utility user fee for all telecommunications transactions in the Telecommunications Bill.

SSG is providing technical assistance to MoPWR in developing a building code, construction standards, and road standards. Because of the needed translation and amalgamation of various existing codes and standards, this work will continue into Y2. SSG also helped MoPWR host a one-day conference on infrastructure development in May. The conference brought together various stakeholders including regional governments, local and international private construction companies and other stakeholders, to discuss various issues around the Ministry's mandate. The outcome of the conference was a list of national action points which included the need to develop laws and regulations related to infrastructure and public works, and the need to hold a national infrastructure summit.

All ministries were invited to send key staff to participate in a variety of trainings. These training programs are critical tools that increase the capacity of staff, enabling FGS' executive branch to deliver effective public services. Tailored to ministerial needs, each course's curriculum reflects the capacity gap areas identified in SSG's initial assessments. The courses covered numerous subjects, including basic concepts of good governance and democracy, government budgeting for Parliament and ministries, government procurement for Parliament and ministries, human resource management, performance management, speech writing, monitoring and evaluation, research and analysis, and PFM. SSG will explore opportunities to ramp up on-the-job training, in addition to in-person workshops, in year 2.

Moving quickly to fill a high-priority gap identified by the OoP and the OPM, a combination of international and Somali diaspora experts were recruited and fielded to specifically assist with various aspects of the forthcoming national elections. An international elections expert assessed the

FGS' current capabilities and needs to effectively administer elections and provided initial recommendations to OoP and OPM on feasible approaches and options for an electoral framework. Two Somali diaspora civic engagement specialists were recruited and will be the OoP's representatives on the technical support team (TST) tasked with developing a viable national framework ensuring citizens' involvement in electoral processes. SSG's ability to be flexible and respond to this request was critical to building and maintaining positive relationships with key executive offices and as well as contributing to the significant efforts to support elections.

### **Objective 3**

SSG worked with Somalia and Somaliland's civil society umbrella organizations, Somaliland Non-State Actors Forum (SONSAF) and Somalia South-Central Non-State Actors (SOSCENSA), to design and deliver training aimed at creating a more active civil society sector that is supported by independent media to ensure that citizens are well informed about government leaders and institutions and that citizens have the means to contribute and guide public policies.

Year 1 achievements for Objective 3 include technical courses such as civic engagement and governance, which provided CSOs with an understanding of good governance and democracy, and the tools needed to promote lasting peace, justice, accountability, and sustainable development. Topics included methods to strengthen government and civil society relations and civic engagement and its links to governance and political processes. SSG also held advocacy and strategic communications trainings for CSOs in Mogadishu and Hargeisa. Participants in these courses stated that they would take the newly acquired skills and incorporate those strategies as part of their organizational development.

Somaliland CSOs received trainings to help them identify how to contribute to voter education campaigns. Concurrently, SSG also conducted a civic education training course to empower CSOs in Somaliland to contribute to their voter education awareness campaigns. The project provided advocacy skill training for women and youth CSOs on civic engagement, how legislative processes work, and understanding the importance of communication. There were 28 consensus-building forums held for CSOs, at which discussion topics included the importance of civic engagement between CSOs and governments on legislative bills, the role of women in political participation and decision making, and the role of media and higher education institutions in civic engagement.

SSG actively participated in the launch of the national youth policy in July 2015 and trained youth on how they can advocate for themselves. Participants discussed how the national youth policy will reflect the needs of Somali youth and addressed the challenges they face, such as unemployment, insecurity, migration, political marginalization, and a lack of education and vocational opportunities. Furthermore, the group agreed that all of these problems were captured well under the draft youth policy, but reminded SSG that the results can only be measured if the youth policy is implemented and incorporated into Somalia's development plans.

Media activities this year were largely focused on developing trust with the media and journalists utilizing a series of roundtables as well as trainings designed to assist journalists and media professionals to better and more transparently report, write, and work with government officials on legislative and ministerial activities. An intensive conflict sensitive journalism was conducted for journalists to better prepare them to report constructively on social issues affecting their communities.

## IV. PROGRESS AGAINST TARGETS

### Strengthening Somali Governance – Indicator Performance – FY2015

INDICATOR TITLE: <b>NUMBER OF EXECUTIVE OVERSIGHT ACTIONS TAKEN BY LEGISLATURE RECEIVING USG ASSISTANCE</b>
INDICATOR NUMBER: 1 (PPR Indicator: 2.2.1-4)
Results: None

INDICATOR TITLE: [PLACEHOLDER FOR GOAL LEVEL EFFECTIVENESS INDICATOR]
INDICATOR NUMBER: 2
Results: Expected to be developed and added in Q1, Y2 SPSS support.

INDICATOR TITLE: <b>PERCENTAGE INCREASE OF PARLIAMENTARY FUNCTIONALITY AMONG THE PARLIAMENTS (INCLUDING FGS, SOMALILAND, PUNTLAND AND OTHER REGIONAL PARLIAMENTS)</b>					
INDICATOR NUMBER: 3 (CUSTOM)					
BASELINE SCORECARD FOR THE PARLIAMENTARY COMMITTEES – AS RATED IN SEPTEMBER 2015					
Committee Name	1. Legislative Capacity	2. Representativeness of Parliament	3. Oversight of Executive	4. Transparency and Accessibility of Parliament	Cumulative Score
Budget, Finance, Planning International Cooperation and Financial Oversight of Public Institutions	5	5.5	8	5.5	24
Human Rights and Women Affairs	4.5	5.5	5	5.5	20.5
Interior, Regional Administration and National Security	7	6.5	7.5	7	28
Information & Media, Public Awareness, Culture, Post & Telecommunication	5	5	5.5	7.5	23
Results: See explanation in Section V					

INDICATOR TITLE: <b>PERCENTAGE INCREASE OF MINISTRY FUNCTIONALITY AMONG THE GOVERNMENTS (INCLUDING FGS, SOMALILAND, PUNTLAND AND OTHER REGIONAL GOVERNMENTS)</b>
INDICATOR NUMBER: 4 (CUSTOM)
BASELINE SCORECARD:

INDICATOR TITLE: <b>PERSON HOURS OF TRAINING COMPLETED IN FISCAL POLICY AND FISCAL ADMINISTRATION SUPPORTED BY USG ASSISTANCE</b>																						
INDICATOR NUMBER: 5 (PPR Indicator: 4.1.1-14)																						
UNIT:		DISAGGREGATE BY: Sex and location																				
Person hours of training	Location		Activity Title														Total					
	Mogadishu		Government Procurement														702					
			Government Budgeting														1,404					
			Public Financial Management & Financial Planning														1,008					
		<b>3,114</b>																				
Results:																						
Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline		Results Achieved Prior Periods (Q3)				This Reporting Period 30/Sept/15				Reporting Period 31/Mar/16		Reporting Period 30/Jun/16		Reporting Period 30/Sep/16		FY 2015 Target		FY 2016 Target		End of Activity Target	
			Achieved		Target		Achieved		Target		Target		Target		Target		Target		Target		Target	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
<b>Total (person hours)</b>		0	0	0		-		3,114		-		-		-		100		1,000		2,000		
Gender*: Women (W), Men (M)		0	0	0	0	-	-	558	2,556	-	-	-	-	-	-	-	-	-	-	-	-	-

**INDICATOR TITLE: NUMBER OF LAWS, POLICIES, OR PROCEDURES DRAFTED, PROPOSED OR ADOPTED TO PROMOTE GENDER EQUALITY AT THE REGIONAL, NATIONAL, OR LOCAL LEVEL**

INDICATOR NUMBER: 6 (PPR Indicator: GNDR-1)

UNIT: Number of laws, policies, or procedures	<i>DISAGGREGATE BY: Type of law, proposed/adopted/drafted/implemented</i>			
	<b>Type of Law, Policies, &amp; Procedures</b>		<b>Proposed/Adopted/Drafted/Implemented</b>	
	1	<b>Policy</b>	Recruitment Policy	Adopted
	2	<b>Policy</b>	Training Policy	Adopted
	3	<b>Policy</b>	Administrative Policy	Implemented
	4	<b>Policy</b>	Workplace anti-violence Policy	Implemented
	5	<b>Policy</b>	Sexual Harassment Policy	Implemented
	6	<b>Policy</b>	Anti-Discrimination Policy	Implemented
	7	<b>Policy</b>	Public Participation Policy	Adopted
	8	<b>Policy</b>	Human Resource Policy	Implemented
	9	<b>Policy</b>	The Youth Policy	Proposed
	10	<b>Policy</b>	Citizen Information Center Policy	Adopted
11	<b>Policy</b>	Business License Policy	Adopted	
<b>0 laws/ 11 policies/ 0 procedures</b>				

Results:

Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline # of laws/policies	Results Achieved Prior Periods	FY 2015		Reporting Period 31/Mar/16	Reporting Period 30/Jun/16	Reporting Period 30/Sep/16	FY 2015 Target	FY 2016 Target	End of Activity Target
			Target	Achieved	Target	Target	Target	Target	Target	Target
		# of laws/policies	# of laws/policies	# of laws/policies	# of laws/policies	# of laws/policies	# of laws/policies	# of laws/policies	# of laws/policies	# of laws/policies
<b>Total</b>	0	0	-	11	-	-	-	1	10	15
GNDR-1a				0						
GNDR-1b				1						
GNDR-1c				5						
GNDR-1d				5						

**INDICATOR TITLE: NUMBER OF DRAFT LAWS SUBJECT TO SUBSTANTIVE AMENDMENT AND FINAL VOTE IN LEGISLATURES RECEIVING USG ASSISTANCE**

**INDICATOR NUMBER: 7 (PPR Indicator: 2.2.1-3)**

<b>UNIT:</b> Number (of draft) laws	DISAGGREGATE BY: None		Amendment/Final vote
	1	Media Bill	Amendment
	2	Foreign Investment Bill	Amendment
	3	Procurement Bill	Amendment
	4	Anti-Money Laundering Bill	Amendment
	5	Seed and Plant Variations Act	Amendment
	6	Seed and Plant Varieties Seed Regulation	Amendment
	7	Plant Protection Act	Amendment
	8	Seed and Plant Inspection and Procedures Act	Amendment
	9	Somalia Dairy Act	Amendment
<b>Totals</b>		<b>9</b>	

**Results:**

<b>Additional Criteria</b> If other criteria are important, add lines for setting targets and tracking	<b>Baseline</b>	Results Achieved Prior Periods	FY 2015		Reporting Period 31/Mar/16	Reporting Period 30/Jun/16	Reporting Period 30/Sep/16	FY 2015 Target	FY 2016 Target	End of Activity Target
		Achieved	Target	Achieved	Target	Target	Target	Target	Target	Target
<b>Total</b>	0	0	0	9	0	0	0	3	10	20

**INDICATOR TITLE: PROPORTION OF FEMALES WHO REPORT INCREASED SELF-EFFICACY AT THE CONCLUSION OF USG-SUPPORT TRAINING/ PROGRAMMING**

**INDICATOR NUMBER: 8 (PPR Indicator: GNDR-3)**

**UNIT: Percentage** | **DISAGGREGATE BY:** Position or role of the respondent, location, type of participation reported and Age (18-29 and 30 and over)

**Results: None**

**INDICATOR TITLE: NUMBER OF PUBLIC FORUMS RESULTING FROM USG ASSISTANCE IN WHICH NATIONAL LEGISLATORS AND MEMBERS OF THE PUBLIC INTERACT**

**INDICATOR NUMBER: 9 (PPR Indicator: 2.2.1-6)**

**UNIT: Number** | **DISAGGREGATE BY:** Location, type of event

**Results: None**



<b>INDICATOR TITLE: NUMBER OF USG-ASSISTED CIVIL SOCIETY ORGANIZATIONS THAT PARTICIPATE IN LEGISLATIVE PROCEEDINGS AND/OR ENGAGE IN ADVOCACY WITH NATIONAL LEGISLATURE AND ITS COMMITTEES</b>	
<b>INDICATOR NUMBER: 10 (PPR Indicator: 2.2.1-7)</b>	
<i>UNIT: Number</i>	<i>DISAGGREGATE BY: Location, area of the government; type of interaction/ communication</i>
<i>Results: None</i>	

<b>INDICATOR TITLE: PERCENTAGE INCREASE OF EXECUTIVE INSTITUTIONAL PERFORMANCE</b>	
<b>INDICATOR NUMBER: 11 (CUSTOM)</b>	
<i>UNIT: Percentage</i>	<i>DISAGGREGATE BY: Ministry, function area on scorecard</i>
<i>Results: None</i>	

<b>INDICATOR TITLE: NUMBER OF TRAINING DAYS PROVIDED TO EXECUTIVE BRANCH PERSONNEL WITH USG ASSISTANCE</b>				
<b>INDICATOR NUMBER: 12 (PPR Indicator: 2.2.2-6)</b>				
<i>UNIT: Number of training days</i>	<i>DISAGGREGATE BY: Sex</i>			
	<i>Geographic Location</i>	<i>Training Title</i>	<i>Functional Area</i>	<i>Number of Days</i>
	Mogadishu	Federalism and Good Governance	Ministry Staff	64
		Government Budgeting	Ministry Staff	88
		Strategic Communications	President and PM Staff	12
		Performance Management and Evaluation	Ministry Staff	80
		How to Write and Design Job Descriptions	Ministry Staff	56
		Government Procurement	Ministry Staff	59
		Designing & Implementing M&E System	Ministry Staff	16
		PFM and Financial Planning for Managers	Ministry Staff	33
		Communications Training	Ministry Staff	22
		Human Resource Management	Ministry Staff	24
		<i>Totals</i>		<b>454</b>

<i>Results:</i>										
<i>Additional Criteria If other criteria are important, add lines for setting targets and tracking</i>	<i>Baseline</i>	<i>Results Achieved Prior Periods</i>	<i>FY 2015</i>		<i>Reporting Period 31/Mar/16</i>	<i>Reporting Period 30/Jun/16</i>	<i>Reporting Period 30/Sep/16</i>	<i>FY 2015 Target</i>	<i>FY 2016 Target</i>	<i>End of Activity Target</i>
		<i>Achieved</i>	<i>Target</i>	<i>Achieved</i>	<i>Target</i>	<i>Target</i>	<i>Target</i>	<i>Target</i>	<i>Target</i>	<i>Target</i>
<b>Total (training days)</b>	0		-	454	-	-	-	30	60	150
<b>Women</b>				107				10	15	45
<b>Men</b>				347				20	45	105

<b>INDICATOR TITLE: NUMBER OF ELECTION OFFICIALS TRAINED WITH USG ASSISTANCE</b>	
<b>INDICATOR NUMBER: 13 (PPR Indicator: 2.3.2-3)</b>	
<i>UNIT: Number</i>	<i>DISAGGREGATE BY: Sex, location, functional area, type of training</i>
<i>Results: None</i>	

<b>INDICATOR TITLE: PERCENTAGE INCREASE IN INTRA- OR INTER-MINISTERIAL COMMUNICATION</b>	
<b>INDICATOR NUMBER: 14 (CUSTOM)</b>	
<i>UNIT: Percentage</i>	<i>DISAGGREGATE BY: Branch of government; institution location; functional area; sex</i>
<i>Results: None</i>	

<b>INDICATOR TITLE: NUMBER OF INDIVIDUALS RECEIVING VOTER AND CIVIC EDUCATION THROUGH USG-ASSISTED PROGRAMS</b>			
<b>INDICATOR NUMBER: 15 (PPR Indicator: 2.3.2-12)</b>			
<i>UNIT: Number</i>	<i>DISAGGREGATE BY: Sex, minorities or disadvantaged/marginalized groups, type of activity, age group</i>		
	<i>Geographic Location</i>	<i>Activity Title</i>	<i>Total</i>
	Mogadishu Hargeisa	Series of roundtables and consultative workshops targeting young people, women's CSOs, media, government officials, and education sector experts	308

*Results:*

<b>Additional Criteria</b> <i>If other criteria are important, add lines for setting targets and tracking</i>	<b>Baseline</b>	<i>Results Achieved Prior Periods</i>	<i>FY 2015</i>		<i>Reporting Period 31/Mar/16</i>	<i>Reporting Period 30/Jun/16</i>	<i>Reporting Period 30/Sep/16</i>	<i>FY 2015 Target</i>	<i>FY 2016 Target</i>	<i>End of Activity Target</i>
		<i>Achieved</i>	<i>Target</i>	<i>Achieved</i>	<i>Target</i>	<i>Target</i>	<i>Target</i>	<i>Target</i>	<i>Target</i>	<i>Target</i>
<b>Total</b>	0		-	308	-	-	-	3,000	12,000	20,000
<i>Women</i>			-	124	-	-	-	1,000	4,000	7,000
<i>Men</i>				184				2,000	8,000	13,000
<i>Minority/disadvantaged/marginalized</i>				N/A						

INDICATOR TITLE: <b>NUMBER OF CONSENSUS-BUILDING FORUMS (MULTI-PARTY, CIVIL/SECURITY SECTOR, AND/OR CIVIL/POLITICAL) HELD WITH USG ASSISTANCE</b>										
INDICATOR NUMBER: 16 (PPR Indicator: 2.3.1-7)										
UNIT: Number	DISAGGREGATE BY: <i>None</i>									
	Geographic Location	Activity Title							Number of Forums	
Mogadishu	Ministry of Public Works – Forum on Infrastructure Development and Policy Framework						Ministry	1		
	Consultative Forum on Foreign Investment Bill						Ministry/Parliament	1		
	Inter-ministerial planning and consultation forums						Ministries	3		
	Elections Consensus Building Forums						National/regional	5		
	Office of the President, Speaker & Prime Minister Inter-Coordination						National/regional	2		
	Agriculture and Livestock Stakeholder Consultation Workshop						Ministry	1		
	<i>Total</i>							<b>13</b>		
Results:										
Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline	Results Achieved Prior Periods	FY 2015		Reporting Period 31/Mar/16	Reporting Period 30/Jun/16	Reporting Period 30/Sep/16	FY 2015 Target	FY 2016 Target	End of Activity Target
		Achieved	Target	Achieved	Target	Target	Target	Target	Target	Target
<b>Total (num. of forums)</b>	0		-	13	-	-	-	2	6	18

INDICATOR TITLE: <b>NUMBER OF CIVIL SOCIETY ORGANIZATIONS (CSOs) RECEIVING USG ASSISTANCE ENGAGED IN ADVOCACY INTERVENTIONS</b>										
INDICATOR NUMBER: 17 (PPR Indicator: 2.4.1-9)										
UNIT: Number	DISAGGREGATE BY: Location, type of organization; topic area									
	Geographic Location	Type of Organization & Topic Areas						Sub-total		
Hargeisa	Civic Engagement & Advocacy						3			
Mogadishu	Legislative Advocacy, Civic Engagement and Advocacy						2			
<i>Totals</i>						5				
Results:										
Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline	Results Achieved Prior Periods (Q3)	This Reporting Period 30/Sept/15		Reporting Period 31/Mar/16	Reporting Period 30/Jun/16	Reporting Period 30/Sep/16	FY 2015 Target	FY 2016 Target	End of Activity Target
		Achieved	Target	Achieved	Target	Target	Target	Target	Target	Target
<b>Total (Number of CSO)</b>	0	1	-	4	-	-	-	10	30	90

INDICATOR TITLE: <b>NUMBER OF TRAINING DAYS PROVIDED TO JOURNALISTS WITH USG ASSISTANCE, MEASURED BY PERSON-DAYS OF TRAINING</b>										
INDICATOR NUMBER: 18 (PPR Indicator: 2.4.2-8)										
UNIT: Number	DISAGGREGATE BY: Sex; location; type of training, type of participant									
	Geographic Location	Activity Title				Functional Area	Number of Days			
	Mogadishu	Conflict Sensitive Journalism				Journalists	211			
Results:										
Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline	Results Achieved Prior Periods (Q3)	This Reporting Period 30/Sept/15		Reporting Period 31/Mar/16	Reporting Period 30/Jun/16	Reporting Period 30/Sep/16	FY 2015 Target	FY 2016 Target	End of Activity Target
		Achieved	Target	Achieved	Target	Target	Target	Target	Target	Target
<b>Total</b>	-	50	-	161	-	-	-	200	500	900
<b>Women</b>	-	25		79						
<b>Men</b>	-	25		82						

INDICATOR TITLE: <b>INCREASE IN FREQUENCY OF REPORTS ON ACCOUNTABILITY REGARDING GOVERNMENT PUBLISHED BY CSOs AND MEDIA OUTLETS</b>	
INDICATOR NUMBER: 19 (CUSTOM)	
UNIT: Percentage	DISAGGREGATE BY: Location, type of report
Results: None	

## V. PERFORMANCE MONITORING

**Reviewed and revised SSG's AMEP.** SSG recruited and deployed a consultant to develop the M&E data management system (including designing data collection tools), review and further refine the AMEP, and provide internal training to staff to fully operationalize implementation of the AMEP. In particular, the assignment aimed to streamline and simplify the results framework, synthesize the key result areas into sub-IRs, and enrich the program's performance indicator reference sheets (PIRS) by providing precise guidance on definitions and data collection strategies to ensure smooth operationalization of the M&E system.

Revisions to the current AMEP were proposed in quarter 3 to streamline not only the number of reportable indicators but also to incorporate indicators that were more accurate reflections of SSG's impact within its scope and limited life of project. The indicators and results framework proposed would better enable the project team to gather useful data to better drive implementation and decision making. Revised indicators and results framework would greatly improve SSG's ability to clearly communicate its guiding principles and strategy moving forward. Without final approval from USAID, SSG is using the AMEP as approved in June 2015 and anticipates refinement of the results framework and AMEP early in FY 2016 with the assistance of SPSS as needed.

**Program Review and Annual Work Planning Retreat.** SSG held its first internal annual retreat in Mogadishu in August. During this retreat, the team reviewed and reflected on progress against targets so far and produced the draft Year 2 work plan. The event was critical in examining lessons learned, what works best for our government counterparts, and strategies for achieving the results envisioned in the program.

**Indicator Tracking and Results.** With the AMEP fully operationalized in quarter 4 shortly after receipt of USAID approval, it was difficult to fully gain traction on certain indicators (for example, 3, 4, 8, 9, and 19) with limited time remaining until the end of the reporting year. In Y1, SSG managed to track and report on eight out of 18 reportable indicators in the approved AMEP. Results for several indicators were unable to be tracked or reported in year 1 due to political factors outside the project's manageable control (such as delayed elections or lack of actionable progress by counterparts). Indicators 1, 10, 11, 13, 14, were particularly affected; it is anticipated that SSG will better be able to report results in year 2. In addition, demands from counterparts were immediate and needed to begin building their capacity building in critical and basic skill sets, pushing forward into year 2 activities that are predicated on mastery or growth in expertise. This, for example, was the impetus behind the strategic communications training, required to help legislators understand the importance of, and better engage with, the public before public forums and town hall engagements can occur. In Q4, functional reviews using score cards were completed for Objective 1 providing baseline information, with scoring to be completed in year 2. Score rating for Objective 2 is expected to be finalized in Q1 Y2.

Results were significantly below target for indicator 15 target due to postponement of elections in both Hargeisa and Mogadishu as well as lack of progress by commissions originally targeted for assistance, such as ICRIC, NIEC, and BFC. Additionally, programming delays meant activities in this area did not progress as quickly as anticipated. Better results are expected in Y2 with the start of grants focused on civic and voter education.

Delays and turnover in staffing and difficulty recruiting staff with adequate skill to lead work under indicator 17 contributed to the lack of progress against this target. Now that staff are on-boarded progress should be attainable in Y2. In addition, capacity of CSOs to engage in advocacy

interventions as defined was lower than anticipated in Y1. Programming in Y1 targeted basic skills to enable CSOs to engage in advocacy interventions in Y2.

**Baseline Study Preparations.** SSG has consulted with USAID and SPSS regarding the upcoming baseline assessment. SSG has been providing the SPSS program with information to help them successfully plan and conduct their work in early November of Year 2. This baseline study was originally slated for August 2015 and has been rescheduled to this later date.

## VI. LESSONS LEARNED

**Political and social external variables.** Political, security, and insecurity concerns continue to impact the way SSG devises, modifies, and implements capacity building activities in Somalia. This reporting year has seen many political and security-related challenges, such as the impeachment of Somalia's Prime Minister in November 2014, with a new Prime Minister inaugurated in December 2014. FGS political infighting rose again to a higher level, with an impeachment motion against the President, which disrupted SSG's work with Parliament in Quarter 4. These political and social constraints affect SSG's work as it means changing governments, with each cabinet often deciding to reject or revise the FGS or ministerial work plans as leadership turns over and these strategic documents are inherited. This often leads to modification of, or a departure entirely from, agreed-upon work plans and capacity building programming predicated on pre-existing work plans with the institution's predecessor. As a result, SSG continues to target civil society actors and civil servants for activities, as they are the most consistent variable in Somalia's fast changing political climate.

**Change happens incrementally.** Relationships matter greatly in Somalia, and building those relationships transparently is important, highly valued, and takes time. There are often divergent viewpoints, many invested stakeholders, and fluid politics. Sorting through these variables is a time-intensive endeavor. As long as SSG facilitates incremental progress towards project goals, success will come with time and patience.

**Working with civil servants is key for sustainability.** Although hierarchy matters within the Somali government, senior and mid-level technocrats such as ministers or permanent secretaries are unavailable or rotating, based on shifting politics. In these instances, SSG discovered that mid-level technocrats or civil servants are best positioned to benefit from, and are most in need of, SSG's assistance. SSG will continue to foster these higher-level political relationships with key leaders to ensure continued access to core staff and fostering understanding of the project's goals.

**Location outside Mogadishu International Airport (MIA).** Unlike other development projects or international donors, SSG has been located outside MIA from its inception. This has proven to be a significant advantage in building and maintaining relationships with key government partners. The project's proximity to counterparts has resulted in them actively seeking out SSG's consultation and support. Conversely, our location proved a challenge during start-up as SSG was blazing new trails with little previous experience from others to use as a springboard to expedite start-up.

**SSG's approach.** It took time for partners to understand SSG's approach as it differs from other development programs implemented in Somalia. Whereas others tend to be more focused on tangible interventions such as equipment purchases and international travel, with much larger pools of available funding, SSG emphasizes Somali-owned and -led institutional change with a commensurate budget. Many were under the impression that SSG had a large budget, with unlimited funds to simply give away or spend on equipment purchases and donations without obligations or accountability. This expectation remains a challenge and the team continually reiterates our

philosophy to all counterparts--support their goals and objectives for improving their institutions or, in the case of CSOs, helping them advocate for action.

**‘Assess, Train, Teach, Mentor’ approach:** This philosophy is the foundation of our capacity building work. SSG (1) assesses the needs of our counterparts; (2) trains them in areas that have been identified as capacity gaps; (3) teaches them the skills needed to deliver on their mandate; and (4) mentors them in transferring that knowledge to future civil servants. Mentoring takes many different forms as appropriate for the activity and the counterpart. SSG’s approach to mentoring is hands on, may come in the form of on-the-job assistance working directly and closely with civil servant staff to empower and enable them to build their own capacity in the future. The FGS 2015 budget was utilized as a teaching tool with staff from finance professionals from Departments of Administration and Finance across various ministries during SSG’s procurement and PFM trainings. Participants walked through the MoF budget deliberately and one-on-one to illustrate proper cost accounting concepts and practices, The COP supported the Minister of Public Works to assist him in developing an agenda for staff meetings to better facilitate the Minister’s engagement with his staff. As part of its HR management capacity building activities, SSG to review and edit his Ministry Personnel Manual. SSG continues to seek out opportunities to provide different forms of mentoring and hands-on knowledge transfer moving into year 2.

**Lower than expected capacity.** Ministries and parliamentary committees are understaffed and underfunded. Departments and personnel often do not clearly understand the mandate of their institution or their roles within it, and often lack basic resources and equipment to perform their jobs. Many have no permanent office buildings, little to no office space, no desks or chairs, no IT resources, and sometimes no essential infrastructure such as restrooms for the office. Existing employees are not well paid, and many lack certain competencies required for their jobs. All of this creates a system where inaction is the norm and the status quo reigns. SSG will continue to exercise patience and persistence, tailoring interventions to address these gaps.

## **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 whenever possible. SSG's home office PMU has met with the AECOM and Engility teams backstopping their newly won Somalia projects as well – promoting information sharing on operational challenges.

All SSG staff regularly interact with other donors such as the UN, UNDP, DFID, and EU, to ensure that work plans complement and support our government counterparts without duplicating efforts. With SSG uniquely positioned outside of MIA, other donors often call upon the project to assist with critical legislation in Parliament--advancing or following-up on bills and conducting consultative forums in supportive of key pieces of legislation. The World Bank and International Monetary Fund (IMF) requested SSG to utilize our proximity and connections to encourage forward movement through the MoJ and onward to the Speaker of the House of the People on the PFM, Procurement, Anti-Money Laundering and Anti-Terrorism Bills. These bills were particularly critical to World Bank and IMF individual work plans as well as to the FGS at large to secure donor funding and support for the next fiscal year's budget. SSG will continue to network and liaise with other multilateral and bilateral donors to find nexus points and avoid overlap.



## **IX. PROGRESS ON LINKS TO HOST GOVERNMENT**

Our Somali-led and -owned approach means that activities are designed in close partnership with host government partners utilizing their priorities, work plans (where available), special initiatives, etc. as the basis for implementation. SSG works closely with ministries to move their individual work plans forward taking into account the much-needed and -desired inter-ministerial coordination under the direction of the OPM. SSG coordinates with Parliament, linking key legislation requiring amendment, drafting, or revisions to the ministries where it is most needed. Efforts during the first year successfully linked priority legislation critical to both Parliament and work plans of key ministries. SSG facilitated linkages with the Foreign Investment Bill of 1961 (or Law 19) amendment process at the request of Parliament to nine ministries (MoPIC, MoFA, MoJ, MoF, and Ministry of Commerce among others) who shared similar priorities and owned key aspects of implementing current and future legislation on foreign investment per their work plans. After a comprehensive SSG-led review and analysis, the project suggested the inclusion of key business community organizations (including the chamber of commerce and business unions) to play a crucial role in public consultations prior to the first reading at the FGS Parliament. This is only one example of how SSG has successfully used linkages with host governments, civil society and ministries together to improve the organizational effectiveness of the Federal Government of Somalia.

Please see Attachment A for a list of people and organizations SSG staff and consultants met with throughout year I.

## **X. PROGRESS ON GENDER STRATEGY**

In its first year, SSG ensured that gender mainstreaming processes were integrated into our work plan. Starting in Q3, the team's gender and social inclusion officer has worked with each objective team leader to ensure gender mainstreaming strategies are effectively incorporated into SSG programming with the executive and legislative branches, and civil society.

During YI, SSG increased capacity building support to civil society organizations focused on women's empowerment, as well as enhancing policy dialogue on Somali women's political participation through advisory and analytical work. SSG also supported initiatives to increase women's access and capacity to participate in government structures and decision-making at all levels by conducting roundtable sessions and advocacy training for gender-based organizations. Gender mainstreaming and strengthening governance at the political level includes supporting civic engagement initiatives that will improve FGS's ability to engage in policy planning and governance enhancing programming. SSG's commitment to political reforms within Somalia's legislative bodies includes the promotion and respect for women's political rights through supporting female MPs' campaign for the 30 percent gender quota, as promised in the Garowe I and Garowe II conferences, and detailed in previous sections of this report. Planning is underway for SSG to help the women's caucus hold public consultative meetings with Somali women.

## **XI. SUSTAINABILITY**

SSG's YI programming targeted civil servants and not political appointees as a method to ensure continuity of capacity building support. However, in order for these sustainability strategies to be effective, SSG's government counterparts must commit to facilitating partnership building among all key stakeholders, and invest in human capacity development while safeguarding social inclusion policies.

At its start, SSG capacity building began with requests from ministries, and later were guided by the annual government work plan, as well as results from the initial assessments. Specific activities were

a result of functional review assessments, with trainings designed to address counterparts' identified performance gaps, aligned with their work plan where available.

In the latter half of Year 1 and moving into Year 2, SSG advanced its vision for a Somali-owned and led process, pairing in-house project expertise with STTA and focusing activities on mentoring, on-the-job trainings, and customized trainings. These pairings supported sustainability by 1) allowing staff to learn how to customize the content along with international STTA; 2) ensuring staff have the ability to continue trainings with counterparts; and 3) building SSG in-house expertise with all local staff to promote knowledge transfer to our counterparts in Mogadishu, Hargeisa, and Garowe. As always, SSG's approach will remain flexible and the project will continue to cooperate with a variety of government institutions and CSOs, aligning activities to meet changing priorities.

## **XII. ACTIVITY ADMINISTRATION**

### **A. Constraints and Critical Issues**

Security challenges such as recent attacks at the entrances to Villa Somalia and continued attacks on hotels are the biggest challenge to SSG's work. SSG staff frequently travel to government buildings, which are often targeted. Additionally, extra security measures such as road closures are prevalent after attacks or when there are rumors of impending attacks, which can often make travel to training sites or counterparts' offices difficult to impossible. Safety and security concerns also impede the project's ability to recruit and retain talent, whether international, local, returning diaspora; this extends to subcontractors. This hindered SSG's ability to deliver on activities as initially envisioned, resulting in lower than anticipated results towards indicators. This is one factor that contributed to delays in media activities as beneficiaries and SSG personnel alike are potential targets. Ensuring staff safety is key to meeting our counterparts' needs.

As mentioned earlier in this report, SSG's approach is seen as different from other donors. Whereas others tend to be more focused on tangible interventions with international donors able to offer trainings or activities outside of Somalia, SSG's in-country approach does not offer similar support and is viewed as less appealing. This expectation is a critical issue, particularly with Objective 1 programming, as legislative partners are often taken abroad to partake in seminars and workshops. Many partners fault SSG for its inability to provide funds for seminars, study tours, and workshops abroad.

Additionally, the capacity of government staff is extremely low, often resulting in severe delays to the work planned. Government staff frequently lack a basic understanding of their job functions as well as any administrative and financial management skills, which in turn results in delays to SSG's planned support work. An example is the planned public consultations for MoPIC and MoCA, which to this date have not been planned. Moreover, government staff in all ministries, Parliament, and executive offices engaged by SSG lack basic office equipment, which hinders the ability of those staff to fulfill their essential functions. This need was also identified through the functional reviews and discussions that SSG has conducted.

Another critical issue has been approval times for SSG local long-term professionals' salaries, which often discourages qualified local professionals from applying to work with SSG. The project's government counterparts have expressed their frustration at SSG's inability to deliver on consultants when needed. Administrative requests critical to SSG's programming also sometimes had lengthy approval times, critically affecting our working relationship with our government counterparts.

### **B. Personnel**

Recruitment of local professional staff was challenging due to a variety of factors including lack of candidates with basic skills required to fulfill minimum responsibilities and length of time required to complete the recruitment process. Lack of timely responses from, and overall difficulty in, gathering required documentation to properly vet candidates and unrealistic salary demands made by candidates during the negotiation process, in combination with protracted salary approval request processing times, and security concerns (often causing candidates to decline employment early in recruitment or even employment) increased candidate recruitment and onboarding overall. SSG was able to mitigate this concern by bringing in a recruitment specialist who was able to identify candidates for outstanding team members by the end of Quarter 3. SSG continues to work on ensuring employee retention by addressing security concerns of local staff in weekly meetings, and bringing in a country security director to ensure all SSG staff are able to fulfill their duties securely.

The whole team was brought together for the first annual retreat in August. In addition to coming up with the project's Year 2 work plan, the staff discussed norms, standards, and expectations with regards to project operations and interactions with client counterparts, implementing partners, donors, and all relevant stakeholders. The staff also received extensive ethics training on Chemonics' Code of Business Conduct.

### **C. Changes in the Project**

SSG was flexible and responsive to requests from high-level FGS counterparts for support surrounding national elections. An international elections expert was recruited and fielded early in quarter three to assess the FGS' current capabilities and needs with a view towards specifying future elections-related technical assistance and to recommend anticipated feasible approaches to administering elections in Somalia. The subsequent draft assessment report and recommendations was received positively by OoP resulting in requests for further assistance from the elections expert to build on the collaborative approach in selecting an elections methodology. Two Somali diaspora civic engagement specialists were recruited at the request of OoP to serve as part of the TST tasked with developing a viable national framework ensuring citizens' involvement in electoral processes. Both consultants will be fielded in quarter 4 to begin work with the TST, organizing the National Consultative Form (NCF) scheduled for quarter 1 of next year. The project will shift away from elections-related interventions per USAID's guidance received at the end of quarter 4. SSG will fully conclude these activities in quarter 2 next year as the international elections expert finalizes his assignment.

In Somaliland, delays and attempts to postpone elections impacted SSG's ability to fully implement its Objective 1 and 2 activities. As mentioned earlier, SSG was requested by USAID to temporarily suspend implementation with Somaliland legislative and executive branch counterparts. The project was forced to manage these relationships and expectations delicately and divert resources to non-government actors. SSG responded quickly by more deeply engaging with CSO partners. SSG anticipates formal written guidance from USAID to fully resume activities with government institutions early in quarter 1 of next year.

Puntland operations began in quarter 4 with the onboarding of two critical positions—the Team Leader and the Regional Program Coordinator. As operationalization of the office began, it was reported that Puntland authorities intended to close the Garowe airport for renovations; the exact closing date was a moving target with some reporting as early as August 2015 or as late as November 2015. Conflicting reports and information continue as to if and when the airport will close and where a temporary airstrip will be constructed in the event the airport closes. There are concerns from SSG and the international community at large that an alternate airport will be located a significant distance from Garowe, creating a potential security risk while traveling from the

airport to the city. USAID guidance on Puntland operations may be required depending on the outcome of the ongoing negotiations.

SSG's full-time presence in-country proved to be an asset for implementation and relationship-building (see Section VI Lessons Learned for more detail). The project's collaborative approach and proximity was well-received leading to an increase in the number and variety of FGS and Somaliland and Puntland counterparts seeking assistance. Recognizing human resource, budget, and technical depth limitations to widening our reach to work with all, SSG entered into discussions with USAID as to how to narrow the number of key partners, the results of which will be incorporated in the work plan early in year 2.

As our reputation grew, the project began receiving requests for similar capacity assistance from newly formed and emerging states—Adaado, Jubaland, Hiraan, South Central and Lower Shabelle--states outside the geographic focus of our scope of work (SOW). After fielding and managing numerous appeals for support from these states, and taking into consideration limited bandwidth and available human resources available to SSG personnel to effectively expand implementation beyond the three core areas of operation, SSG in discussion with USAID decided to focus and concentrate on our core areas of operation, rather than expand further.

Although hierarchy matters within the Somali government, SSG realized that, in order to more effectively engage with our counterparts, civil servants, mid-level technocrats, and other personnel who are not politically appointed or elected were key to implementation. This was particularly critical to our work with Parliament, resulting in a shift away from focusing purely on MPs to their support staff. This is discussed in more detail in Section VI Lessons Learned above.

During Year 1, all four key personnel positions--COP, deputy chief of party (DCOP), Objective 1 Team Leader, and Objective 3 Team Leader--experienced turnover with replacements recruited and fielded during the reporting period. Additionally, a new grants manager was fielded, and a full time country security director was approved. Several staff members relocated from Mogadishu to Somaliland, their original homes, due to security concerns while living in Mogadishu. Fortunately, these staff members were able to fill open positions in our Hargeisa office.

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

Several prime contract modifications were executed in Year 1, most notably to reflect key personnel replacements and revise qualifications for each position. In September 2014, SSG received its first modification which included a change to the COP, replacing Danny Hill with Michael Sinclair, among other contractual clarifications and changes. In Q3, SSG received the second modification to its contract, replacing the COP named from Michael Sinclair to Bradley Baxter in addition to other administrative modifications. In Q4, SSG received its third modification, changed key personnel and qualifications for the DCOP, Objective 1 Team Leader and Objective 3 Team Leader, alongside additional administrative modifications. Moving into year 2, SSG anticipates further modifications to the prime contract to reflect revisions to key deliverables and products, such as incorporation of technical revisions aligned with soon-to-be finalized activity scopes of work (ASOWs). It is also expected that a future modification will reflect SSG's narrowed, more focused SOW in each of the areas of operation—Mogadishu, Somaliland and Puntland—with a renewed and reduced focus on partners, stakeholders, and enablers in Mogadishu, Somaliland and Puntland.

### **XIII. INFORMATION FOR ANNUAL REPORTS ONLY**

## **C. List of Deliverables**

### **1) Client Deliverables**

1. Year 1 Work Plan
2. Year 2 Work Plan
3. Objective 1 Assessment Report
4. Objective 1 ASOW
5. Objective 2 Assessment Report

6. Objective 2 ASOW
7. Objective 3 Assessment Report
8. Objective 3 ASOW
9. Activity Monitoring & Evaluation Plan
10. Grants Manual
11. Branding Implementation Plan and Marking Plan
12. Annual Foreign Tax Report
13. Quarter 1 Report
14. Quarter 2 Report
15. Quarter 3 report
16. December 2014 Weekly Updates (4)
17. January-September 2015 Weekly Updates (39)

## **2) Public Outreach Documents**

1. January 2015 Snapshot
2. February 2015 Snapshot
3. March 2015 Snapshot
4. April 2015 Snapshot
5. May 2015 Snapshot
6. June 2015 Snapshot
7. July 2015 Snapshot
8. August 2015 Snapshot
9. September 2015 Snapshot

## **3) Internal Communication Coordination Documents**

1. April 2015 Key Leadership Engagement Reports (21)
2. May 2015 Key Leadership Engagement Reports (39)
3. June 2015 Key Leadership Engagement Reports (35)
4. July 2015 Key Leadership Engagement Reports (35)
5. August 2015 Key Leadership Engagement Reports (49)
6. September 2015 Key Leadership Engagement Reports (69)

## **4) Trip/Final Reports**

1. Parliament Planning Retreat
2. ConstitutionTech Exchange Workshop
3. Elections
4. Grants Start-up
5. Human Resources Specialist/Management
6. Governance (Ministerial Capacity Building)
7. Parliamentary Development
8. Monitoring and Evaluation
9. Public Financial Management

## **5) Functional Reviews**

1. MoPIC
2. MoCA
3. MoJ
4. MoPWR
5. MoIFA
6. MoICT
7. MoWHR

## **6) White Papers**

1. Business Licensing Fees
2. Business Improvement Districts
3. Hotel Occupancy Fees
4. Utility User Fees and Encroachment
5. Trench Cut Cost Recovery Fees

## **7) Training Materials**

Includes products such as agendas, handouts, group activities, training modules/presentations, training manuals training reports, tools, and evaluation forms as applicable for the subject matter areas listed below:

1. Grants
2. Human Resources Management
3. Job Description Design
4. Performance Management and Evaluation
5. Ministerial Capacity Building
6. Building a More Effective Parliament
7. Building a More Effective Civil Society—Advocacy
8. Monitoring and Evaluation
9. Government Budgeting—Ministries
10. Government Budgeting—Parliament
11. Procurement
12. Strategic Communications
13. Social Media
14. Basic Journalism
15. Media Professionals
16. Conflict Sensitive Journalism

## **8) Technical Support Packages**

Includes job descriptions, SOPs, TORs, policies and procedures for the following ministries:

1. MoPIC
2. MoCA
3. MoJ
4. MoPWR
5. MoIFA
6. MoICT
7. MoWHR

8. MoF

**9) Technical Presentations**

1. Foreign Investment Bill Comparative Analysis for Consensus-Building Forum
2. Agriculture/Livestock Stakeholders Workshop
3. Capacity Building Needs for Inter-Ministerial Meeting

**10) Other Technical Products**

1. FGS Parliament Committee Scorecards (9)
2. Foreign Investment Bill Comparative Analysis (22 country analysis)
3. Foreign Investment Bill Review (1987 legislation and 2015 draft bill)
4. 30% Women Representation Bill with MP Hon. Nadifa
5. Jubaland CSO Assessment

**E. Type of Accounting System Used During Reporting Period**

Abacus is the accounting system used by our field offices.