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Strengthening Somali Governance

Annual Work Plan:

22 September 2015 –

21 September 2016

**Strengthening Somali Governance
Annual Work Plan**

(22 SEPTEMBER 2015 – 21 SEPTEMBER 2016)

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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

COP	Chief of Party
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
FGS	Federal Government of the Republic of Somalia
FMIS	Financial Management Information System
FPS	Federal Parliament of Somalia
FY	Fiscal Year
HICD	Human and Institutional Capacity Development
IR	Intermediate Results
MoF	Ministry of Finance
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
MoICT	Ministry of Information, Culture and Tourism
MoNPD	Ministry of National Planning and Development
MoJRAR	Ministry of Justice, Religious Affairs and Rehabilitation
MP	Member of Parliament
NDP	National Development Plan
NUSOJ	National Union of Somali Journalists
OSG	Office of the Solicitor General, Somaliland
PFM	Public Financial Management
RF	Results Framework
Somalia HoP	Somalia Parliament House of the People
Somaliland HoR	Somaliland Parliament House of Representatives
SOLJA	Somaliland Journalist Association
SSG	Strengthening Somali Governance Project
STTA	Short-term Technical Assistance
TCN	Third Country National
ToR	Terms of Reference
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USG	United States Government

I. EXECUTIVE SUMMARY

Chemonics International Inc. and its partners are pleased to submit the Year 2 work plan for the Strengthening Somali Governance (SSG) project. This plan describes the implementation strategies and tasks for Year 2 (22 September 2015 – 21 September 2016).

In Year 2, SSG will continue its work with the Federal Government of the Republic of Somalia (FGS) by focusing on five parliamentary committees, six ministries, and continuing engagement with and outreach to targeted civil society organizations (CSOs) and media organizations. SSG will also engage the executive offices of the President, Prime Minister, and Speaker of the House of the People (HoP) as key stakeholders and facilitators for SSG's tasks across the FGS. In Somaliland, SSG will work with three parliamentary committees, the Office of the Solicitor General, two ministries, and key CSOs and media organizations building upon the work completed in Year 1. In Puntland, SSG will work with two parliamentary committees, two ministries, and CSO and media partners.

SSG will continue its work focusing on achieving the following purposes:

- Purpose 1: Improved legislative, oversight, and representational functions of Somalia's deliberative bodies (Objective 1)
- Purpose 2: Improved ability of targeted government institutions to carry out essential functions (Objective 2)
- Purpose 3: Increased CSO and media awareness and engagement (Objective 3)

These purposes are closely interrelated. The tasks described in this work plan take these interrelationships and interdependencies into account by enhancing the understanding of each branch of government, of civil society, and the media of their own and others' roles in governance and building their capacities to fulfill those roles. Year 2 tasks will focus on institutionalizing systems, processes, and procedures that function across all levels and foster communication and collaboration within each branch of government, between branches of government, and between one or both branches of government and civil society, to achieve the SSG overall goal of improving key government institution's ability to perform essential functions as well as promoting participatory political processes.

This work plan takes into account lessons learned from Year 1 and incorporates information gathered through the activity assessments and in-depth "functional reviews" to inform the approach for Year 2. As a follow up from Year 1, our central focus is on institutional development using skills development through a human and institutional capacity development-driven (HICD-driven) approach as a necessary input to capacity development. Other important themes for SSG tasks will include the continued enhancement of the role of women and youth in governance, and the role of media and CSOs in reporting on government activities and decision-making. SSG will continue seeking to avoid duplication with other donor efforts in capacity building.

II. INTRODUCTION

A. Background

Launched in late 2014, the SSG project, contract No. AID-623-C-14-00007, has its headquarters in Mogadishu, Somalia, with an established satellite office in Hargeisa, Somaliland, and an office in Garowe, Puntland. Each of these offices has a small complement of local long-term staff members and does or will serve as a base of operations for international short-term technical assistance (STTA) and supporting staff from the main office.

The current Chief of Party (COP) arrived in Mogadishu in April 2015. A newly recruited Deputy Chief of Party (DCP) arrived in Mogadishu in October 2015. The long-term third country national (TCN) Grants Manager was approved and deployed in August 2015. The fourth and final long-term expat/TCN position, the Country Security Director, began work with SSG in November 2015. The Objective 1 Team Leader post is currently being recruited and the Objective 3 Team Leader is in place. Initial activities in Puntland are underway. With the assistance of home office staff in Washington, DC, SSG recruited and fielded international and local STTA to implement and drive tasks and contractual deliverables. This will steadily continue throughout Year 2.

B. Results Framework

Establishing a system of metrics of achievements for SSG requires an analytic tool to differentiate directions of cause and effect, and levels of causation. In keeping with USAID ADS 203 and subsequent guidance provided within a USAID Performance Monitoring & Evaluation “TIPS” report, the Results Framework (RF) is a graphic representation of a strategy to achieve a specific objective that is grounded in cause-and-effect logic.” SSG activity purposes (objectives) are:

- Improved legislative, oversight, and representational functions of Somalia’s deliberative bodies (Objective 1); and
- Improved ability of targeted government institutions to carry out essential function (Objective 2); and
- Increased CSO and media awareness and engagement (Objective 3).

On the next page, the RF shows that the overarching activity goal of SSG is to support the development of more effective and accountable government institutions in Somalia.

Figure 1: Results Framework

SSG Program Goal: To support the development of more effective and accountable Somali government institutions		
Purpose 1: Improved legislative, oversight, and representational functions of Somalia's deliberative bodies (Obj. 1)	Purpose 2: Improved ability of targeted government institutions to carry out essential functions (Obj. 2)	Purpose 3: Increased CSO and media awareness and engagement (Obj. 3)
1.1: Proportion of targeted committees meeting all benchmarks for legislative process (custom – outcome) 1.2: Proportion of targeted committees meeting all benchmarks for stakeholder consultation process (custom –outcome) 1.3: Proportion of targeted committees meeting all benchmarks for oversight duties and responsibilities (custom – outcome)	2.1: Proportion of targeted ministries with a filing system in place (custom – outcome) 2.2: Proportion of targeted ministries meeting all benchmarks for human resources (custom – outcome) 2.3: Proportion of targeted ministries with core policies and SOPs developed and approved (custom – outcome) 2.4: Proportion of targeted ministries meeting all benchmarks for planning systems (custom – output) 2.5: Proportion of targeted ministries meeting all benchmarks for assets management policy 2.6: Proportion of targeted ministries meeting all benchmarks for communication systems and mechanisms	3.1: Number of engagements between targeted CSOs with government officials on key governance and political processes (custom – outcome) 3.2: Most significant change reported by CSOs in key domains (custom – outcome) 3.3: Number of interactive programs initiated by project supported journalists and media houses (custom outcome) 3.4: Proportion of targeted CSOs with improved advocacy capacity (custom – output) 3.5: Improved content quality among targeted media houses in key areas of interest (custom – outcome)

Cross-cutting Indicators

4.1. Number of laws, policies, or procedures, proposed or adopted to promote gender equality at the regional, national, or local level (F GNDR-1)

4.2. Number of draft laws subject to substantive amendment and final vote in legislatures receiving USG assistance (F 2.2.1-3)

4.3. Number of consensus building forums (multi-party, and/or civil/political) held with USG assistance (F 2.3.1-7)

Sub-purpose 1A: Improved capacity of targeted committees to execute core functions	Sub-purpose 2A: Strengthened systems and structures	Sub-purpose 2B: Increased coordination of government ministries	Sub-purpose 3A: Improved quality in media reporting by USG supported media outlets	Sub-purpose 3B: Increased advocacy capacity of CSOs
1A.1. Proportion of benchmarks for legislative process met by targeted committees	2A.1. Proportion of benchmarks met by targeted ministries or government institution for filing systems in place	2B.1. Proportion of benchmarks for legislative drafting met by Puntland Ministry of Justice, Rehabilitation & Religious Affairs	3A.1. Number of reports in key areas of interest published by USG-supported CSOs and media outlets	3B.1. Number of individuals receiving voter and civic education through USG-assisted programs
1A.2. Proportion of benchmarks for stakeholder consultation processes met by targeted committees	2A.2. Proportion of benchmarks met by targeted ministries for human resources	2B.2. Proportion of benchmarks for planning systems met by MOPICs.		3B.2. Number of CSOs receiving USG assistance engaged in advocacy interventions
1A.3. Proportion of benchmarks for oversight duties and responsibilities met by targeted committees	2A.3. Proportion of core policies and SOPs developed and approved	2B.3. Proportion of benchmarks for communications met by targeted ministries or government institution		
	2A.4. Proportion of identified benchmarks met by Somaliland Ministry of Finance for internal audit			
	2A.5. Proportion of benchmarks met by targeted ministries for assets management policy			
	2A.6. Number of training days provided to executive branch personnel with USG assistance			

Critical assumptions in the SSG Activity RF give realistic context and are adapted from the lessons learned in the previous year of SSG implementation. These assumptions comprise a checklist for USAID, activity implementers, and strategic partners for “ground-truthing” how realistic higher level results can be achieved. Together, these factors comprise a backdrop against which SSG can have a degree of confidence that all stakeholders, with strong SSG support, will take the initiative in promoting good governance in Somalia.

III. IMPLEMENTATION CHALLENGES AND MITIGATION MEASURES

The main challenges to implementation and potential mitigation measures include the following:

- *Insecurity in Somalia.* The ongoing insecurity limits the ability of government, parliamentary, and civil society counterparts in Somalia, Somaliland, and Puntland to participate in SSG activities, as well as the ability of local and international SSG staff and to implement those activities. Some of the ongoing security limitations include frequent road closures as well as the planned closure of the Garowe airport in Puntland. Mitigation measures include flexibility in scheduling and venue selection for SSG activities, and engaging with counterparts through local staff and local STTA to the extent possible.
- *Turnover of parliamentary and government officials.* During Year 1 of the SSG project, the team focused on building institutional capacities, however this was challenged by the periodic turnover and replacement of MPs, parliamentary, and government officials. Cabinet members have historically been changed due to an unstable political environment, including staff members within SSG’s targeted government institutions. As mitigation, the team will continue to build the institutional capacities of parliament and government institutions, as well as the individual capacities of government and parliamentary staff members. These core staff members found within the units and departments of ministries and parliament are long term civil service employees who will sustain the long term operations of these government institutions.
- *Political priorities and limited absorption capacity.* Other donor-funded activities are seeking the same time and attention of MPs, government, and parliamentary staff as SSG. Mitigation measures include focusing SSG activities on the highest priorities of its counterparts. SSG will also continue seeking to avoid duplication by coordinating with other donor programs to identify potential overlaps and adjust programming accordingly.

IV. WORK PLAN TECHNICAL COMPONENTS

The Year 2 work plan is intended to be a guiding document that lays out a road map to success in affecting positive changes in Somali government institutions, while remaining flexible enough to respond to the ever-changing demands of a government in transition. This section describes tasks planned for FY2016 under each purpose and sub-purpose, and notes corresponding results buckets along with proposed indicators.

Purpose 1: Improved Legislative, Oversight, and Representational Functions of Somalia’s Deliberative Bodies (Objective 1)

Purpose 1 is organized around sub-purpose 1A with assistance targeting key parliamentary committees including five at the FGS level, three in Somaliland, and two in Puntland. In addition to these key committees, SSG is also working with the offices of the speaker and secretary general in all three regions in order to achieve better coordination and improved commitment ensuring staff benefit from skills development. The key parliamentary committees are listed in Table 1.

Table 1. Key Parliamentary Partners

FGS Parliament	Somaliland Parliament	Puntland Parliament
Internal Affairs, Regional Administration and Security Committee	Constitution, Judiciary, Justice and Human Rights Committee	Legal and Justice Committee
Committee on Budget, Finance, Planning, International Cooperation and Financial Oversight of Public Institutions	Budget, Economy, and Finance Committee	Economic and Public Accounts Committee
Human Rights, Women and Humanitarian Affairs Committee	Livestock and Environment Committee	Secretariat
Information & Media, Public Awareness, Culture, Post and Telecommunication Committee	Secretariat	
Economy, Trade and Industry Committee		
Secretariat		

a. Sub-Purpose 1A: Improved Capacity of Targeted Committees to Execute Core Functions

SSG repeatedly received feedback in Year 1 that MPs and staff members do not fully understand the role of Parliament in governance, including their oversight, legislative, and representational roles, and how best to fulfill them. Secretariat staff members also lack the basic administrative and technical skills to support the functions of Parliament and its committees. Our proposed tasks therefore focus on capacity building in the specific responsibilities of the committee and its members including drafting, direct oversight, and review of legislation; and on organizational development for the secretariats to enable their provision of administrative support to committee chairs and members.

Another major area of work is supporting the budget and finance committees in the FGS and Somaliland, and the economic and public accounts committee in Puntland to carry out their roles in reviewing the annual budget, conducting mid-year budget reviews, organizing budget hearings, and reviewing related legislation. SSG support will strengthen each government’s financial oversight skills, with committee MPs and staff gaining a better understanding of their role in government public financial management processes, and how best to carry out their work. Finally, in-kind grants will be used to purchase essential equipment needed to enable staff members to fulfill their functions.

Table 2. Tasks for Sub-Purpose 1A | Improved Legislative, Oversight, and Representational Functions of Somalia's Deliberative Bodies (Objective 1)

Tasks	Expected Results	Indicators	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep	FGS: Secretariat	FGS: Budget & Finance	FGS: Economy & Trade	FGS: Internal Affairs	FGS: H. Rights & Women	FGS: Info. & Media	SL: Secretariat	SL: Budget & Finance	SL: Constitution & Justice	SL: Livestock & Environ.	PL: Secretariat	PL: Econ. & Public Accts.	PL: Legal & Justice
<i>Sub-Purpose 1A: Improved Capacity of Targeted Committees to Execute Core Functions</i>																			
Provide STTA and local staff support to key committees and the secretariat to strengthen their legal drafting skills. This includes how to review, analyze, and amend draft bills, and support for applying those skills to the review and analysis of bills they are responsible for.	Committee and secretariat function improved	1A.1. Proportion of benchmarks for legislative process met by targeted committees (Custom - output) Y2 Target: 13/30 ECD: Jun 2016	◆	◆	◆		x	x	x	x	x	x	x	x	x	x	x	x	x
Provide STTA to work with select targeted committees to understand and carry out parliamentary oversight functions and responsibilities with line Ministries and institutions.	Committee and secretariat function improved	1A.3. Proportion of benchmarks for oversight duties and responsibilities met by targeted committees (Custom - outcome) Y2 Target: 4/6 ECD: Jun 2016	◆	◆	◆				x	x					x			x	
In-kind grants to support committee needs.		ECD: Mar 2016	◆	◆			x	x	x	x	x			x	x	x	x	x	x
Assist the Somaliland and Puntland Secretariats in the development and/or updating of their website.		ECD: Mar 2016		◆								x					x		
Assist key committees in all three regions with holding public hearings on their legislation.	Legislative drafting process improved Committee and secretariat function improved	4.2. Number of draft laws subject to substantive amendment and final vote in legislatures receiving USG assistance (F 2.2.1-3 - outcome) Y2 Target: 5 1A.2. Proportion of benchmarks for stakeholder consultation processes met by targeted committees (Custom - outcome) Y2 Target: 4/8 ECD: Jun 2016		◆	◆		x	x						x				x	
Support and encourage the Parliaments in all three regions to engage CSOs in key committees' work.	Committee and secretariat function improved	1A.2. Proportion of benchmarks for stakeholder consultation		◆	◆		x		x	x	x			x				x	

Tasks	Expected Results	Indicators	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep	FGS: Secretariat	FGS: Budget & Finance	FGS: Economy & Trade	FGS: Internal Affairs	FGS: H. Rights & Women	FGS: Info & Media	SL: Secretariat	SL: Budget & Finance	SL: Constitution & Justice	SL: Livestock & Environ.	PL: Secretariat	PL: Econ. & Public Accts.	PL: Legal & Justice
<i>Sub-Purpose 1A: Improved Capacity of Targeted Committees to Execute Core Functions</i>																			
		processes met by targeted committees (Custom - outcome) Y2 Target: 4/8 ECD: Jun 2016																	
Support the department of public relations within the Secretariat in Somaliland in printing publications.		ECD: Sept 2016		♦	♦	♦							*						
International STTA to provide skills development on gender-focused analysis of bills to one FGS committee.	Gender inclusiveness improved	4.1. Number of laws, policies, or procedures, proposed or adopted to promote gender equality at the regional, national, or local level (F GNDR-1 - outcome) Y2 Target: 5 ECD: Mar 2016		♦	♦						*								
Provide STTA to the three budget committees and their staff to gain a better understanding of the procedures for government budgeting, budget implementation, budget oversight, budget calendaring and mid-review processes.	Budget oversight improved	1A.3. Proportion of benchmarks for oversight duties and responsibilities met by targeted committees (Custom - outcome) Y2 Target: 4/6 ECD: Jun 2016		♦	♦	♦		*						*				*	
Provide local STTA to support the Budget, Economy and Finance Committee with PFM related bills in Somaliland.		ECD: Sept 2016			♦	♦								*					

Purpose 2: Improved Ability of Targeted Government Institutions to Carry Out Essential Functions (Objective 2)

Purpose 2 is organized into two main sub-purposes. SSG is working with ten key ministries throughout Somalia and Somaliland, and with stakeholders that support and enable SSG tasks with these partners. These stakeholders are the Office of the Prime Minister at the FGS and the Office of the President at both the FGS and in Puntland. These stakeholders are important for SSG activities as they enable better coordination and collaboration across the government. By engaging them and their teams in select tasks, the project gains buy-in and encouragement of institutional commitment in SSG activities. Additionally, these stakeholders provide guidance on the project's work plan, and help address challenges that arise during the implementation of the

project. The Good Governance and Anti-Corruption Commission, and the Civil Service Commission in Somaliland and Puntland are also stakeholders and SSG will engage with them where their work intersects with SSG activities with ministry partners. The key partners are listed in Table 3 below.

Table 3. SSG Key Ministry Partners

Federal	Somaliland	Puntland
Ministry of Planning and International Cooperation	Ministry of National Planning and Development	Ministry of Planning and International Cooperation
Ministry of Finance	Ministry of Finance	Ministry of Justice, Religious Affairs and Rehabilitation
Ministry of Justice	Office of the Solicitor General	
Ministry of Interior and Federal Affairs		
Ministry of Information, Culture and Tourism		
Ministry of Public Works and Reconstruction		

a. Sub-Purpose 2A: Strengthened Systems and Structures

Staff members of ministries lack basic understanding of their job functions and have few administrative and/or management skills. Additionally, the rules, protocols, and other standard operating procedures of ministries are often undocumented, unclear, or not understood by staff members. As a result, the ministries themselves often fail to fulfill their governance functions and to deliver adequate services to citizens.

Tasks in Year 2 will build on achievements in Year 1 and will address gaps in skills and understanding, and supporting staff and leadership to implement systems at the key ministries. The capacity development tasks will be focused on specific departments within the key ministries, in the areas of office administration, human resources, budget systems, financial management and reporting, internal audit, policy and standards, legislative drafting, planning systems, and communication systems and mechanisms. Proposed tasks are listed in table 4a below.

Table 4a. Tasks for Sub-Purpose 2A | Improved Ability of Targeted Government Institutions to Carry Out Essential Functions (Objective 2)

Tasks	Expected Results	Indicators	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep	FGS: MoF	FGS: MoPIC	FGS: MoJ	FGS: MoPWR	FGS: MoIFA	FGS: MoICT	SL: MoF	SL: MoNDP	SL: OSG	PL: MoPIC	PL: MoJRAR
<i>Sub-purpose 2A: Strengthened Systems and Structures</i>																	
Organizational capacity building, as needed and appropriate, in public financial management including annual budget preparation, and mid-year budget preparation and reporting via a combination of STTA, local staff and on-the-job training.		ECD: Sept 2016	♦	♦	♦	♦	x										
Organizational capacity building, as needed and appropriate, in organizational and human resource development (job descriptions, TORs) via a combination of STTA and on-the-job training. In FGS/Puntland, this work will be coordinated as appropriate with the Civil Service Reform Project, and CIP/CIM respectively.	Human resource management improved	2A.2. Proportion of benchmarks met by targeted ministries for human resources (Custom - outcome) Y2 Target: 16/24 ECD: Sept 2016	♦	♦	♦	♦	x	x	x	x	x	x				x	x
Organizational capacity building, as needed and appropriate, in office administration (filing, agendas, meeting minutes) via a combination of STTA, local staff and on-the-job training.	Office administration improved	2A.1. Proportion of benchmarks met by targeted ministries or government institution for filing systems in place (Custom - outcome) Y2 Target: 11/22 ECD: Sept 2016	♦	♦	♦	♦	x	x	x	x	x	x	x	x	x	x	x
Organizational capacity building as needed and appropriate, in annual planning processes with the Ministry of Planning for the annual plan via a combination of local STTA, local staff, and on-the-job training.	Planning processes implemented	2B.2. Proportion of benchmarks for planning systems met by MOPICs (Custom - outcome) Y2 Target: 4/4 ECD: Sept 2016	♦	♦	♦	♦		x								x	
Organizational capacity building, as needed and appropriate, regarding implementation of policy and standards (IT use and password policies, asset management) via a combination of STTA and on-the-job training.	Policies and standards implemented	2A.3. Proportion of core policies and SOPS developed and approved (Custom - outcome) Y2 Target: 8/8 2A.5 Proportion of benchmarks met by targeted ministries for assets management policy Y2 Target: 12/22 ECD: Sept 2016	♦	♦			x	x	x	x	x	x	x	x	x	x	x
Organizational capacity building, as needed and appropriate, in legislative	Legislative drafting improved	2B.3. Proportion of benchmarks for communications met by	♦	♦	♦	♦	x	x	x	x	x	x				x	x

Tasks	Expected Results	Indicators	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep	FGS: MoF	FGS: MoPIC	FGS: MoJ	FGS: MoPWR	FGS: MoIFA	FGS: MoICT	SL: MoF	SL: MoNDP	SL: OSG	PL: MoPIC	PL: MoJRAR
<i>Sub-purpose 2A: Strengthened Systems and Structures</i>																	
drafting and communications via international STTA and local staff.		targeted ministries or government institution (Custom – outcome) Y2 Target: 18/33 ECD: Sept 2016															
In-kind grants to support key ministries' needs.		ECD: Mar 2016	♦	♦			x	x	x	x	x	x	x	x	x	x	x
Provide short term technical assistance to support MoIFA in the drafting of principles, standards, and systems for newly formed local governments' assistance.		ECD: Jun 2016		♦	♦						x						
On the job training by local staff to provide skills building in auto-cad and total station for MoPWR.		2A.6. Number of training days provided to executive branch personnel with USG assistance (F2.2.2-6 - output) Y2 Target: 714 ECD: Jun 2016			♦					x							
Recruit local short term technical assistance to support the MoF in developing and implementing a simple performance review process for the directors of departments within the Ministry.	Human resource management improved	2A.2. Proportion of benchmarks met by targeted ministries for human resources (Custom - outcome) Y2 Target: 16/24 ECD: Mar 2016	♦	♦			x										
Provide STTA to assist the MoF in outlining a structure for fees and taxes based upon existing law, as potential revenue sources, highlighting the required regulatory reform.		ECD: Mar 2016		♦			x										
Recruit STTA to support the MoF internal audit function, support internal control reform, and provide guidance on implementing a basic standard internal audit system compatible with the PFM law. Develop standardized method of rolling this out to all government bodies.	Internal audit function improved	2A.4. Proportion of identified benchmarks met by Somaliland Ministry of Finance for internal audit (Custom - outcome) Y2 Target: 1/2 ECD: Sept 2016			♦	♦							x				

Tasks	Expected Results	Indicators	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep	FGS: MoF	FGS: MoPIC	FGS: MoJ	FGS: MoPWR	FGS: MoIFA	FGS: MoICT	SL: MoF	SL: MoNDP	SL: OSG	PL: MoPIC	PL: MoJRAR
<i>Sub-purpose 2A: Strengthened Systems and Structures</i>																	
Support the MoF to move from single year budgeting to multi-year budgeting, by providing a combination of STTA and on the job training on how to develop and use a multi-year budget system, including training on basic budgeting processes and budget calendar development. Steps will include creating a multi-year budget roadmap and implementation strategy, appropriate budget planning tools/documents, and midyear review and annual budget reporting templates that link single year systems to a multi-year transition.		ECD: Sept 2016			♦	♦							x				
Recruit STTA to support MoICT and MoPWR with change management. This includes developing an organizational chart, staff terms of reference, administrative systems, and procedures.	Human resource management improved	2A.2. Proportion of benchmarks met by targeted ministries for human resources (Custom - outcome) Y2 Target: 16/24 ECD: Mar 2016	♦	♦					x		x						

b. Sub-Purpose 2B: Increased Coordination of Government Ministries

The effectiveness of many government institutions is handicapped by the frequent absence of necessary intra-governmental communication, systems, and collaboration. This absence of coordination and collaboration is due, in large part, to the lack of understanding among the stakeholders of their respective roles in governance, and the lack of skills to manage effective coordination and collaboration. SSG Year 2 tasks will include assisting the Ministries of Planning and International Cooperation (MoPICs) in the FGS and Puntland in conducting monthly inter-ministerial coordination meetings and in developing guidelines for the preparation of annual government work plans. SSG will also support the National Development Plan (NDP) process of the FGS, in addition to helping key ministries develop communication strategies. These tasks will help key ministries develop and institutionalize systems and procedures to be more transparent and accountable.

Furthermore, our key ministries in FGS, and Puntland often prepare draft bills with unclear purpose, and vague provisions that can have effects other than those intended. That is one reason Year 2 tasks will include working with the Ministry of Justice, Religious Affairs and Rehabilitation (MoJRAR) in Puntland to develop legislative drafting guidelines for use when

drafting and/or amending legislation. SSG will also work with the Puntland MoJRAR to disseminate the guidelines and to develop the skills of MoJRAR staff to apply them. This will help to institutionalize the legislative drafting process across Puntland ministries and improve the quality of draft bills. The developed legislative drafting guidelines will also be disseminated to the Puntland HoP and its committees, to help them understand the legislative drafting process and to enable better coordination with ministries. Tasks under this sub-purpose also include working with the Office of the Solicitor General in Somaliland to design and implement a comprehensive law dissemination mechanism. It should be noted that the development of legislative drafting guidelines at FGS level will not be conducted by SSG based on expected support from other donors.

Tasks under this sub-purpose will result in the executive branch staff having improved skills in policy development, and an improved understanding of coordination methods and processes. Additionally, this work will ensure key ministries develop annual work plans, as well as policies and procedures for soliciting participation by public, civil society, and other stakeholders in government planning and decision-making. Proposed tasks are listed in table 4b below.

Table 4b. Tasks for Sub-Purpose 2B | Improved Ability of Targeted Government Institutions to Carry Out Essential Functions (Objective 2)

Tasks	Expected Results	Indicators	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep	FGS: MoF	FGS: MoPIC	FGS: MoJ	FGS: MoPWR	FGS: MoIFA	FGS: MoICT	SL: MoF	SL: MoNDP	SL: OSG	PL: MoPIC	PL: MoJRAR
<i>Sub-purpose 2B: Increased Cooperation of Government Ministries</i>																	
Support key ministries in reviewing pending legislation/policies.	Legislative drafting improved	4.2. Number of draft laws subject to substantive amendment and final vote in legislatures receiving USG assistance (F 2.2.1-3 - outcome) Y2 Target: 5 ECD: Jun 2016		♦	♦		x	x	x	x	x	x	x	x		x	x
Support the Puntland MoJRAR in developing legislative drafting guidelines for ministries.	Legislative drafting improved	2B.1. Proportion of benchmarks for legislative drafting met by Puntland Ministry of Justice, Rehabilitation and Religious Affairs Y2 Target: 2/2 ECD: Jun 2016		♦	♦												x
Assist the MoJRAR in skills development of trainers on new legislative drafting guidelines. These staff will then roll out the guidelines to other ministries.	Cooperation of government ministries increased Legislative drafting improved	2B.1. Proportion of benchmarks for legislative drafting met by Puntland Ministry of Justice, Rehabilitation and Religious Affairs Y2 Target: 2/2 ECD: Jun 2016			♦												x
STTA to support key ministries in strengthening the capacity and ability of	Legislative drafting improved	4.2. Number of draft laws subject to substantive amendment and final vote in		♦	♦		x	x	x	x	x	x	x	x		x	x

Tasks	Expected Results	Indicators	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep	FGS: MoF	FGS: MoPIC	FGS: MoJ	FGS: MoPWR	FGS: MoIFA	FGS: MoICT	SL: MoF	SL: MoNDP	SL: OSG	PL: MoPIC	PL: MoJRAR
<i>Sub-purpose 2B: Increased Cooperation of Government Ministries</i>																	
its staff to draft legislation.		legislatures receiving USG assistance (F 2.2.1-3 - outcome) Y2 Target: 5 ECD: Jun 2016															
Support MoJRAR in Puntland to facilitate justice sector monthly coordination meeting.	Intra-government coordination increased	ECD: Sept 2016		♦	♦	♦											x
Provide short-term work planning and coordination advisors to mentor and train MoPIC employees on facilitating the annual government work planning process by developing clear guidelines for other ministries to follow.	Planning processes improved	2B.2. Proportion of benchmarks for planning systems met by MOPICs (Custom - outcome) Y2 Target: 4/4 ECD: Jun 2016		♦	♦			x								x	
Facilitate workshops regarding the implementation of MoPIC annual work planning guidelines to other ministries.	Planning processes improved	2B.2. Proportion of benchmarks for planning systems met by MOPICs (Custom - outcome) Y2 Target: 4/4 ECD: Jun 2016			♦			x								x	
Provide STTA to support the FGS NDP.		ECD: Jun 2016	♦	♦	♦			x									
Develop, in partnership with MoPIC, a national communication plan for the FGS NDP and provide skills development and mentoring for communication efforts.	Communications improved	2B.3. Proportion of benchmarks for communications met by targeted ministries or government institution (Custom - outcome) Y2 Target: 18/33 ECD: Mar 2016	♦	♦				x									
Provide local STTA support to MoPIC's review of the Puntland development plan.	Planning processes improved	ECD: Jun 2016		♦	♦											x	
Provide STTA to develop MoNDP monitoring and evaluation skills at the regional ministerial offices.		ECD: Jun 2016		♦	♦									x			
Support the review of the Somaliland National Aid Coordination Policy through a combination of STTA and local staff.		ECD: Sept 2016			♦	♦								x			
Provide administrative and planning support for the monthly inter-ministerial DG/PS coordination meeting.	Intra-government coordination increased	ECD: Sept 2016	♦	♦	♦	♦		x								x	

Tasks	Expected Results	Indicators	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep	FGS: MoF	FGS: MoPIC	FGS: MoJ	FGS: MoPWR	FGS: MoIFA	FGS: MoICT	SL: MoF	SL: MoNDP	SL: OSG	PL: MoPIC	PL: MoJRAR
<i>Sub-purpose 2B: Increased Cooperation of Government Ministries</i>																	
Provide administrative and planning support for MoNDP quarterly coordination meetings/forums.	Intra-government coordination increased	ECD: Sept 2016		♦	♦	♦								x			
Support key ministries to develop a communication strategy and plan to increase public awareness on key ministerial activities via international STTA and local staff.	Communications improved	2B.3. Proportion of benchmarks for communications met by targeted ministries or government institution (Custom - outcome) Y2 Target: 18/33 ECD: Sept 2016		♦	♦	♦	x	x		x			x			x	x
Develop websites and social media platforms for key ministries to foster broader information sharing and outreach to promote CSO, media, and citizen participation in their work.	Communications improved	2B.3. Proportion of benchmarks for communications met by targeted ministries or government institution (Custom - outcome) Y2 Target: 18/33 ECD: Jun 2016		♦	♦		x	x	x	x	x	x	x	x	x	x	x
Support bi-monthly NDP Advisory Council coordination meeting.	Intra-government coordination increased	ECD: Sept 2016	♦	♦	♦	♦		x									
Through a combination of STTA and local staff, support the OSG's design and implementation of a comprehensive law dissemination mechanism, including the national gazette.	Legislative drafting improved	ECD: Jun 2016		♦	♦										x		
Support the OSG in publications and printing the official gazette to improve information sharing with citizens.	Communications improved	ECD: Jun 2016		♦	♦										x		
Through a combination of STTA and local staff, support OSG to develop a systematic approach to the legal ex-ante review functions and its implementation.	Communications improved Legislative drafting improved	ECD: Jun 2016	♦	♦	♦										x		
Assist the MoPND to conduct NGO registration and registration renewals in a simple online system.	Communications improved	ECD: Sept 2016			♦	♦							x				

A. Purpose 3: Increase Citizen Awareness of and Engagement in Government Decision-Making (Objective 3)

a. Sub-Purpose 3A: Improved Quality of Media Reporting by USG Supported Media Outlets

Members of the public, CSOs, and the media often do not have the opportunity to participate in, or report on, government decision-making because neither they nor the government understand the need for open, transparent, and participatory governance processes in a democracy. The media must understand their role in accurately reporting on government activities and doing so in a way that their intended audiences (citizens in general, or particular interest groups) can understand. Tasks in this area will aim to build the capacity of the media to understand these issues and, with that understanding, to improve the frequency, accuracy, and effectiveness of their reporting on government activities and decisions with a particular focus on the NDP, National Consultative Forum (NCF), key legislative/policy issues and the government budget. An important part of this effort will include support to enable media reporting on government plans, policies, programs, and deliberations.

Table 5a. Tasks for Sub-Purpose 3A | Increased Citizen Awareness of and Engagement in Government Decision-Making (Objective 3)

Tasks	Expected Results	Indicators	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep	FGS	Somali	Puntland
<i>Sub-purpose 3A: Improved Quality in Media Reporting by USG Supported Media Outlets</i>									
Capacity development and media management for editors and journalists on editorial production, ethical reporting on good governance, elections and NDP via Internews.	Increased media reporting	3A.1. Number of reports in key areas of interest published by USG-supported CSOs and media outlets (Custom - output) Y2 Target: 20 3.5. Improved content quality among targeted media houses in key areas of interest Y2 Target: 10% ECD: Jun 2016		♦	♦		x	x	x
Build a limited number of key journalists' skills on how to cover stories on government actions with a focus on transparency and accountability, as well as government budgeting, spending, and revenue generation via Internews and on-the-job training.		3.5. Improved content quality among targeted media houses in key areas of interest Y2 Target: 10% ECD: Jun 2016		♦	♦		x	x	x
Train journalists and partner media houses to produce and broadcast radio programs around the NDP, consultative forums, and elections throughout Somalia via Internews.		3A.1. Number of reports in key areas of interest published by USG-supported CSOs and media outlets (Custom - output) Y2 Target: 20 3.3 Number of interactive programs initiated by project-supported journalists and media houses Y2 Target: 12		♦	♦	♦	x	x	x

		ECD: Sept 2016								
Provide capacity building for journalists on interactive programming where government officials are interviewed on current issues and legislation such as the NDP, and voter education campaigns via Internews.		3A.1. Number of reports in key areas of interest published by USG-supported CSOs and media outlets (Custom - output) Y2 Target: 20 3.3 Number of interactive programs initiated by project-supported journalists and media houses Y2 Target: 12 ECD: Sept 2016			♦	♦	x	x	x	
Provide CSOs and media with technical assistance on government structures and their roles and responsibilities.		ECD: Jun 2016		♦	♦		x	x	x	

b. Sub-Purpose 3B: Improved Advocacy Capacity of CSOs

Citizen and civil society input in parliamentary and executive decision-making is an essential element of democratic governance. The absence of such input undermines trust in government and contributes to poor government decision-making that fails to serve the needs of citizens. CSOs typically do not have institutionalized skills and procedures for providing useful input in parliamentary and executive decision-making, such that it is less likely that parliaments and the executive branch will solicit their input. Additionally, the Parliament and executive branch lack the institutionalized procedures and skills needed to solicit, manage, and respond to CSOs’ input into their decision-making.

Year 2 tasks will help CSOs in all three regions develop the skills needed to advocate policy positions and negotiate effectively with their respective parliament and the executive branch of government. SSG will also facilitate discussions among CSOs and MPs and staff to start building consensus to institutionalize methods for civil society engagement in parliamentary decision-making. Keeping in mind the very tight security platform that limits direct interaction between parliament, CSOs, and citizens, SSG is in a position to assist all parties in finding alternative ways to engage in dialogue. Please note, unless otherwise designated, tasks are anticipated to take place in all three major areas where SSG works: FGS, Somaliland, and Puntland.

Table 5b. Tasks for Sub-Purpose 3B | Increased Citizen Awareness of and Engagement in Government Decision-Making (Objective 3)

Tasks	Expected Results	Indicators	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep	FGS	Somaliland	Puntland
<i>Sub-purpose 3B: Increased Advocacy Capacity of CSOs</i>									

Award grants to CSO partners that will work in close partnership with FGS MoPIC to conduct civic engagement and public consultative forums around the NDP.	Improved advocacy by CSOs	4.3. Number of consensus building forums (multi-party, and/or civil/political) held with USG assistance (F 2.3.1-7 - outcome)		♦	♦	♦	x			
Award grants to CSO partners to work in close partnership with MoF to conduct consultative forums on national and regional budgets in all three regions.		Y2 Target: 38			♦	♦	x	x	x	
Facilitate civic engagement through public consultative forums between government officials, the public, and media regarding current legislation (i.e., Telecom Law, PFM, etc.) in all three regions via local staff.		3B.2. Number of CSOs receiving USG assistance engaged in advocacy interventions (F 2.4.1-9 - output)		♦	♦	♦	♦	x	x	x
		Y2 Target: 15 ECD: Sept 2016								
Provide international STTA to conduct skills development for CSOs to initiate and participate in advocacy interventions around current legislation in all three regions.	Improved advocacy by CSOs	3B.2. Number of CSOs receiving USG assistance engaged in advocacy interventions (F 2.4.1-9 - output)			♦	♦	♦	x	x	x
Help CSOs develop and implement advocacy plans and evaluate plans around current legislation in all three regions via international STTA.	Improved advocacy by CSOs	Y2 Target: 15 ECD: Sept 2016			♦	♦	♦	x	x	x
Facilitate consultative forums between key committees' MPs and CSOs with a focus on budget and finance legislation in all three regions via international STTA and local staff.		4.3. Number of consensus building forums (multi-party, and/or civil/political) held with USG assistance (F 2.3.1-7 - outcome)			♦	♦		x	x	x
		Y2 Target: 38 ECD: Jun 2016								
Facilitate workshops and public consultations for PFM bill, accountability bill, customs bill, and revenue bills in Somaliland.		4.3. Number of consensus building forums (multi-party, and/or civil/political) held with USG assistance (F 2.3.1-7 - outcome)		♦	♦				x	
		Y2 Target: 38 ECD: Mar 2016								
Award grants to CSO partners to conduct work related to voter registration awareness, in close partnership with the NEC in Somaliland.	Voter registration process supported	3B.1. Number of individuals receiving voter and civic education through USG-assisted programs (F2.3.2-12 output)		♦	♦				x	
		Y2 Target: 25,000 ECD: Mar 2016								
Award grants to CSO partners to conduct work related to civic engagement, the election process, and the national development plan	Elections processes supported	3B.1. Number of individuals receiving voter and civic education through USG-assisted programs (F2.3.2-12 output)			♦	♦	♦	x	x	x
		Y2 Target: 25,000 ECD: Sept 2016								

V. Cross Cutting Indicators

Several indicators will be used as applicable across tasks and purposes. Data will be captured from all tasks for these 'F' level indicators, even if not specifically noted in the charts above.

- **2A.6.** Number of training days provided to executive branch personnel with USG assistance (F2.2.2-6 - output). Y2 Target: 714.
- **4.1.** Number of laws, policies, or procedures, proposed or adopted to promote gender equality at the regional, national, or local level (F GNDR-1 - outcome). Y2 Target: 5.
- **4.2.** Number of draft laws subject to substantive amendment and final vote in legislatures receiving USG assistance (F 2.2.1-3 - outcome). Y2 Target: 5.
- **4.3.** Number of consensus building forums (multi-party, and/or civil/political) held with USG assistance (F 2.3.1-7 - outcome). Y2 Target: 38.

VI. Overall Level of Effort

To complete the tasks listed above, we anticipate approximately 1040 person days of international STTA and 545 person days of local STTA. In Y2, we will continue to pair international STTA with local staff to build their capacity to carry out future work themselves. As we identify qualified local STTA, SSG plans to use these resources over international STTA whenever possible. For now, we estimate the breakdown of these totals as follows:

	Purpose 1	Purpose 2	Purpose 3
International STTA	296	473	271
Local STTA	75	420	50
Total	371	893	321

VII. Project Documentation and Dissemination Plan

All consultant work products are kept in a Google drive folder that allows external access to those invited. Each quarter the contents of the drive are audited to ensure all documents are properly filed and included. We then share this link with USAID – our main audience of these documents. Additionally, we share work with other donors and our counterparts as it is relevant and/or requested. Lastly, all deliverables are uploaded to the DEC as required.