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ANNUAL WORK PLAN 22 SEPTEMBER 2014 – 21 SEPTEMBER 2015

STRENGTHENING SOMALI GOVERNANCE

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ACRONYMS

Ad Hoc Committee	Somalia HoP Ad Hoc Committee on Policy Options
ASOW	Activity Scope of Work
FGS	Federal Government of the Republic of Somalia
FMIS	Financial Management Information System
FPS	Federal Parliament of Somalia
IR	Intermediate Result
ICRIC	Independent Constitutional Review and Implementation Commission
KRA	Key Result Area
MoF	Ministry of Finance
MoIF	Ministry of Interior and Federalism
MoJ	Ministry of Justice
MoCA	Ministry of Constitutional Affairs
MoPIC	Ministry of Planning and International Cooperation
MoPWR	Ministry of Public Works and Reconstruction
MoWHR	Ministry of Women and Human Rights
MoYS	Ministry of Youth and Sports
MP	Member of Parliament
BFC	Boundaries and Federalism Commission
NIEC	National Independent Elections Commission
NSC	National Security Council
Somalia HoP	Somalia Parliament House of the People
Somaliland HoE	Somaliland Parliament House of Elders
Somaliland HoR	Somaliland Parliament House of Representatives
SSG	Strengthening Somali Governance Project
USAID	United States Agency for International Development
USG	United States Government

I. EXECUTIVE SUMMARY

Chemonics International Inc. is pleased to submit its work plan for the Strengthening Somali Governance (SSG) project. This plan describes implementation strategies and activities for project year 1 (22 September 2014 – 21 September 2015).

The SSG project is designed to support the development of more effective and accountable Somali government institutions by supporting both the Federal Government of the Republic of Somalia (FGS) as well as federal, state, and local administrations in their efforts to meet the New Deal Framework and their commitments to develop sound government institutions. SSG will also support the parliaments of Somaliland and Puntland and Somaliland and Puntland civil society organizations (CSOs).

Activities are designed to improve the reach of government; systematize opportunities for representation and inclusion of citizens' interests in the political process; increase the legitimacy of government institutions and representative bodies; and support women's empowerment and leadership.

SSG focuses on achieving three objectives:

Objective 1: to improve the legislative, oversight, and representative functions of Somalia's federal and state (including Somaliland and Puntland) deliberative bodies;

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

Objective 3: to increase citizen awareness of and engagement in government decision-making.

These objectives are closely interrelated. In a democratic system of governance, the members of each branch (government and parliament) need to understand the roles and responsibilities of that branch as well as those of the other branch. The members of both branches – including their secretariats and permanent staff - also need to understand the roles of civil society and the media in a democracy. In turn, to fulfill their roles, CSOs and media organizations need to understand and be equipped to fulfill their own roles in governance as well as the roles of each branch of government.

All of these governance stakeholders – the legislative and executive branches and civil society and the media – need to fulfill their governance roles for a democratic form of government to function properly. Frequently, two or more of these stakeholders need to work together to reach acceptable decisions – for example, in preparing proposed legislation – in order for those decisions to be broadly accepted by society as a whole and to have the intended results.

The activities described in this work plan take these interrelationships and interdependencies into account by enhancing the understanding of each branch of government and of civil society and the media of their own and the others' roles in governance; building their capacities to fulfill those roles; and fostering communication and collaboration within each branch of government

(e.g., across ministries), between branches of government (e.g., between a sectoral ministry and its parliamentary oversight committee), and between one or both branches of government and civil society to reach practical results.

For example, SSG activities related to building capacity in public financial management will enhance the understanding key line ministries regarding the budgeting process and build their capacity to apply that understanding to the preparation of their fiscal year (FY) 2016 budgets in accordance with Ministry of Finance (MoF) budget guidance. SSG will also support MoF's role in public financial management by helping to roll out the new MoF Financial Management Information System (FMIS) to key line ministries. SSG will also support public financial management training for MPs and their staff to ensure basic concepts of the government's role in PFM is understood.

Since many government and parliamentary systems and procedures are not yet fully developed or institutionalized, the SSG team will also take every opportunity to help counterparts develop institutionalized systems and procedures that will serve as an "institutional memory" and will reduce ad hoc, arbitrary decision-making. For example, ministerial "briefing books" that collect key legislation, rules and procedures, organizational charts, and job descriptions, etc. can be compiled and used by other counterparts. They can also be used to synch activities with the World Bank and UNDP's joint capacity injection program to help key line ministries examine and improve their organizational structures and basic processes. These types of activities will ensure knowledge is institutionalized among permanent staff members after political appointees change, and after SSG and other donors conclude their work.

Activities to build CSO and media group capacity play a critical role in ensuring the transparency and citizen engagement needed to legitimize government decisions around elections, constitution revisions, and other major policies and legislation. Voter education campaigns in Somalia and Somaliland are examples of the activities SSG will undertake in this area, in addition to educating citizens about the role they play in government. Through trainings and forums, CSOs will also be brought together to begin engaging in their own debates – allowing them to learn how to work together to ensure more effective advocacy.

Finally, other important SSG themes will include enhancing the role of women in governance and the role of the media and CSOs in reporting on government activities and decision-making. SSG will also seek to avoid duplication with other donor efforts in capacity building. For example, work with Parliament will not seek to re-invent the rules and procedures already in place and being used. Instead, SSG will learn about these and build on them to facilitate its work.

II. INTRODUCTION

A. Contract Background

The USAID-funded Strengthening Somali Governance (SSG) project has its main office in Mogadishu, Somalia. SSG anticipates opening offices in Hargeisa, the capital of Somaliland and Garowe, the capital of Puntland in Q2/FY2015, each of which will have a small complement of local long-term staff members and serve as a base of operations for international STTA.

The SSG consortium comprises the prime contractor, Chemonics International Inc. and three subcontractors: Adam Smith International, Internews Network, and RMI Somalia.

B. Theories of Change

The USAID/East Africa (EA) Mission Regional Development Cooperation Strategy and the USAID/EA/Somalia Office Strategy remained under development as of the effective date of the SSG contract. However, USAID's efforts in Somalia are designed to contribute to the US government (USG) goals set forth in the June 2009 National Security Council (NSC) Somalia Strategy. Those goals include ensuring that Somalia is not a safe haven for international terrorists, and preventing Somalia from destabilizing the region.

The overall goal of SSG is "... to support the development of more effective and accountable Somali government institutions."

There are two theories of change underlying this goal. The first theory of change is as follows:

"IF targeted Somali government institutions are better able to respond to the needs of citizens,

"THEN public confidence in the government will be increased and people will be more likely to rely on government rather than oppose it

"AND THEN the influence of extremists and divisive political forces will decrease."

The second theory of change is:

"IF targeted Somali government institutions are more accountable to their citizens,

"THEN people are more likely to feel included and able to address grievances non-violently."

The proposed activities described in this project Year 1 work plan are intended to address the "IF" statements in these two theories of change. That is, the proposed activities are designed to support Somali governance institutions and build their capacities to become "better able to respond to the needs of citizens" and "more accountable to their citizenry"

Given the theories of change described above, as SSG enables targeted Somali government institutions to be better able to respond to the needs of, and to become more accountable to, citizens, it will contribute to achieving the related goals of (1) decreasing the influence of extremists and divisive political forces and (2) Somalis being more likely to feel included and able to address grievances non-violently. Achievement of those goals in turn, will help achieve the goal of the NSC Somalia Strategy to ensure Somalia is not a safe haven for international terrorists, and to prevent Somalia from destabilizing the region.

C. Results Framework

The matrix in Annex A illustrates SSG’s results framework. At the top of the diagram appear the overall USAID Development Objective (DO), the relevant Intermediate Result (IR) and the related sub-Intermediate Results (sub-IRs). Below that appears the SSG Program Goal followed by the Project Intermediate Results (PIRs), referred to in this work plan and in other SSG project documents as Objectives.

There are three SSG Objectives:

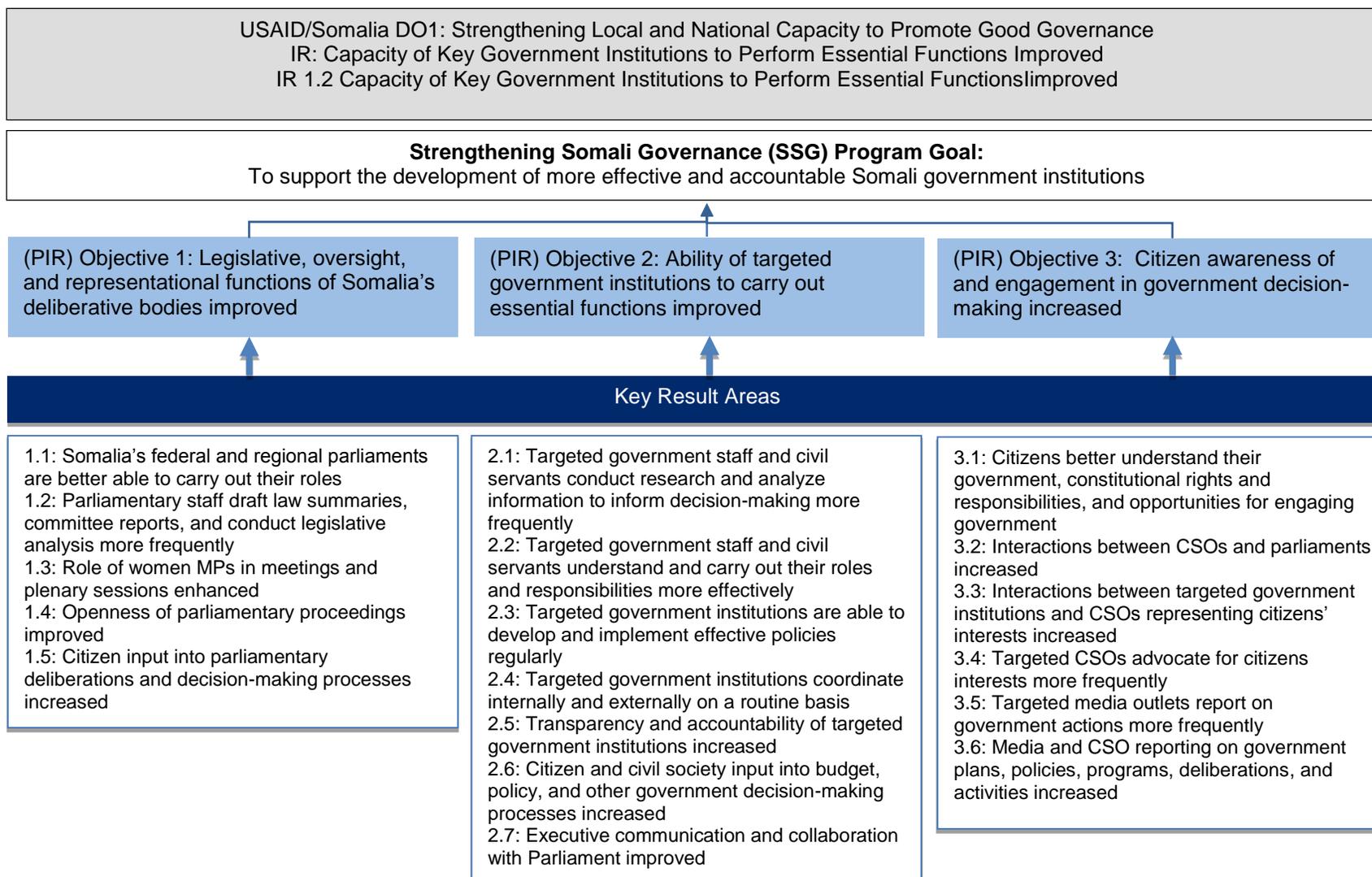
Objective 1: Legislative, oversight, and representational functions of Somalia’s deliberative bodies improved

Objective 2: Ability of targeted government institutions to carry out essential functions improved

Objective 3: Citizen Awareness of and engagement in government decision-making increased

For each objective, SSG has identified several Key Result Areas (KRAs). For the purposes of this Work Plan, KRAs are a means to group and present project activities under an intermediate result in the SSG results framework, more commonly referred to as a sub-Intermediate Result. Activities implemented under each KRA are aimed at achieving the relevant Objective. Achievement of the SSG Objectives will, in turn, contribute to the achievement of the USAID sub-IRs, IR, and overall DO. The SSG results framework is illustrated in the following diagram.

Figure 1: Results Framework



III. SSG GUIDING PRINCIPLES

A. SSG Implementation Principles

SSG presents an opportunity to increase the confidence of Somali citizens in their government by building the capacity of the FGS, the Federal Party of Somalia (FPS), and parliaments in Somaliland and Puntland to deliver basic services and engage citizens in the political process. Based on our understanding of Somalia's context and development challenges, our technical approach and activities rest on three guiding concepts:

Integration. We will work across SSG's objectives to engage parliament, ministries, and civil society in activities corresponding to the political process. We will seek opportunities to share resources and best practices among Somalia, Somaliland, and Puntland, holding joint training when possible.

Institutionalization. We will build counterparts' capacity to carry out their functions, rather than doing the job ourselves. Capacity building programs will be tailored to specific needs and result tools and resources that can continue to be used.

Participation. Somalis will be the drivers of activity and SSG the facilitator. We will engage Somali leaders from day one, support a Somali vision for reform, and facilitate relationships across the federal, regional, and local levels throughout Somalia.

Additionally, SSG will be guided by six overarching principles that will influence how we work and steer implementation. To illustrate how SSG will apply them in practice, the following description applies each of the six guiding principle to an example of an SSG activity--SSG support for the preparation of the draft bills required to implement the planned Somali general elections in 2016:

- *Light touch.* SSG will not advocate any particular outcome for any draft bill preferred by a particular stakeholder (MoIF, the Ministry of Justice [MoJ], the Ad Hoc Committee, etc.). Instead, SSG will seek to act as an honest broker to help stakeholders develop a generally acceptable approach.
- *Local ownership.* SSG will not advocate its own preferred outcome for any draft bill. Instead, it will facilitate and inform discussions by stakeholders regarding the policy options for the draft bill, the anticipated consequences of choosing various options, and mutually-acceptable compromise solutions, so that the ultimate result is generated and owned by Somalis.
- *Strategic focus.* SSG will seek to facilitate discussion of a draft bill by Somali stakeholders that can serve as a general and replicable model for the parliamentary process of considering and adopting legislation. We will do this by enabling discussions around a draft Bill directly between the Ad Hoc Committee, MoIF and other FGS stakeholders, as well as consultations by the Ad Hoc Committee with concerned CSOs. SSG will also assist the Ad Hoc Committee and its staff to develop and adhere to clear procedures for considering the draft bill, consulting with stakeholders, researching how other countries have approached implementing similar legislation; stating clearly the policies underlying the Ad Hoc

Committee's recommendations with respect to the draft bill; and reporting its findings and recommendations to the plenary of the Somalia HoP.

- *Do no harm.* SSG will seek to encourage the Ad Hoc Committee and the Somali HoP to consult with stakeholders inside and outside the government, including Somalia HoP factions, FGS officials, and elements of civil society who may be opposed to portions of the draft bill to avoid perpetuating a monopoly on the law-making process by majority factions in the Somalia HoP, the FGS, or civil society.
- *Gender equity and women's empowerment.* SSG will encourage the Somali HoP to consider the impact of the draft bill on women's participation in the upcoming elections, including their participation as voters, as members of any of the independent commissions that will play important roles in preparing for and implementing the electoral process, and as members of CSOs overseeing and reporting on implementation of the electoral process.
- *More than training.* SSG will emphasize participatory workshops and roundtable discussions among members of the Ad Hoc Committee, the relevant FGS ministries and independent commissions, and other stakeholders to develop a mutually-acceptable, practical draft bill. As required, SSG will also provide information to stakeholders regarding other countries' approaches to preparing for and implementing various aspects of the electoral process. SSG will provide training to stakeholders regarding practical methods for considering the draft bill, conducting relevant research, preparing recommendations and reports, etc. This combination of techniques will serve as a model for developing the legislative capacity of the FGS, the Somalia HoP and its committees and staff, and CSOs.

B. Cross-cutting Activities and Institutionalization

SSG's objectives, KRAs and activities are closely related to one another. SSG will make every effort to identify and implement activities that serve to advance more than one SSG objective at a time.

SSG will also seek opportunities to identify and implement activities in a particular context that can serve as models for other counterparts conducting similar activities and that can be institutionalized through the development and dissemination of rules of procedure, guidelines, and other documentation.

IV. IMPLEMENTATION CHALLENGES AND MITIGATION MEASURES

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

- *Insecurity in Somalia.* Ongoing insecurity will periodically limit 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 short-term technical advisors to implement those activities. Mitigation measures include flexibility in scheduling and venue selection for SSG activities; keeping as low a security profile as possible; and engaging with counterparts through local staff and local short-term technical advisors to the greatest extent possible.
- *Political priorities of counterparts.* Periodic disputes among government leaders in Somalia, and the run-up to possible parliamentary elections in Somaliland, may preoccupy members of their respective parliaments and governments at the expense of their availability to participate in SSG activities. Mitigation measures include flexibility in scheduling activities, and focusing on working with parliamentary and ministry staff members. This time may also be used to ramp up activities with CSOs that are unlikely to be as preoccupied with the political situation
- *Turnover of members of Parliament (MPs and parliamentary and government staff.* MPs trained by SSG may be replaced from time to time by newly appointed or elected members, and there may be periodic turnover and replacement of parliamentary and government staff receiving training from SSG. To mitigate this, the team will build the institutional capacities of parliaments and their secretariats and government institutions, as well as the individual capacities of MPs and government and parliamentary and staff members. This will help ensure that new MPs and parliamentary and government staff members will benefit from institutional systems being put in place to support their work. Wherever possible, SSG will ensure trainers are giving government staff the ability to conduct their own version of the training for others. SSG staff will also work with the trainers to learn all training materials and serve as a resource for participants after training. These principles are laid out in the project's draft capacity building strategy.
- *Limited absorption capacity.* Other donor-funded activities may compete with SSG for the time and attention of MPs and government and parliamentary staff and, to a lesser extent, members and staff of CSOs. Mitigation measures include focusing SSG activities on the highest priorities of its counterparts to have a competitive advantage over other donor-funded programs, if necessary. Focusing SSG activities on sustainable, practical, results-oriented training and capacity building not offered by other donors, and scheduling SSG activities and engaging with counterparts in a way that avoids direct conflict with other donor-funded activities will also help counter this issue. SSG will also seek to avoid duplication by coordinating with other donor programs to identify potential overlaps and adjust programming accordingly.

V. TECHNICAL PREPARATION AND MOBILIZATION

The Chief of Party (COP) and Deputy Chief of Party (DCOP) arrived in Mogadishu in mid-October 2014. Deployment of the third long-term international staff member, the Grants Manager, is awaiting USAID approval. The remaining two key personnel, the Objective 1 and Objective 3 Team Leaders, began work shortly after the COP and DCOP arrived in-country. With the assistance of Chemonics home office staff in Washington, DC and in Mogadishu, SSG personnel spent the time between mid-October and mid-December setting up the main office in Mogadishu, procuring furniture, equipment and supplies, and recruiting additional long-term host country and third-country staff members. International short-term technical assistance (STTA) were fielded to support preparation and submission of key project activities and deliverables including draft assessment reports and Activity Scopes of Work (ASOWs) for each Objective. SSG anticipates that all project start-up activities will be completed in January 2015.

The following table illustrates the schedule for project start-up activities:

Figure 2: SSG Project Start-up Activities

	Objective Number	Task	FY 2015			
			Q1	Q2	Q3	Q4
Mobilization	1, 2, and 3	Deployment of Key Personnel	■			
		Recruitment and hiring of local staff	■			
Assessment	1, 2, and 3	Objective 1 assessment	■			
		Objective 2 assessment	■			
		Objective 3 assessment		■		
Planning	1, 2, and 3	Objective 1 ASOW preparation	■	■		
		Objective 2 ASOW preparation		■		
		Objective 3 ASOW preparation		■		
		PMEP preparation	■	■		
		Year 1 work plan preparation	■	■		

VI. WORK PLAN TECHNICAL COMPONENTS

The Year 1 work plan is intended to be reviewed and updated as the remaining planning documents are prepared and SSG engages actively with its Somali counterparts to identify high-priority interventions and the best way to serve their needs. This section describes activities planned for FY2015 under each objective, as well as initial short-term activities.

A. Short-Term Interventions (“Initial Wins”)

SSG is one of the few donor-funded organizations to be located in the city of Mogadishu, outside the militarized compound of the Mogadishu International Airport. This fact has generated significant good will and support for SSG among key government and parliamentary leaders. To take advantage of this good will, SSG plans to engage in several key short-term activities that are demand driven starting as soon as is possible.

These initial short-term activities will include:

- One-day workshops for Somalia HoP members on basic governance principles, and on administrative and fiscal federalism in Somalia, a matter of intense discussion and great importance in the process of review and revision of the 2012 Provisional Constitution and in the formation of Federal member states. These workshops could be easily adapted and/or replicated and held for secretariat members, ministry staff, and independent commission members as well.
- Provision of initial equipment and capacity-building support to the recently-formed NIEC and BFC in connection with the preparation of key draft bills to support the implementation of the planned 2016 general elections.
- Communications trainings for CSOs including basic skills such as crafting and disseminating messages, using social media, and analyzing the political economy around issues they support.
- Providing experts in creating accountability-based work plans for government ministries to work with the Ministry of Planning on rolling out work plan guidelines for all ministries that will become part of the draft National Development Plan.
- Working with other USAID implementing partners, such as Partnership for Economic Growth (PEG) to review, draft and expedite legislative bills.

In implementing these short-term activities in 2015, SSG will develop models for many of the rest of its activities and for the institutionalization of important governance principles and procedures. These models and principles include the following:

- Build understanding of basic governance concepts
- Implement practical and results-oriented interventions
- Implement activities that seek to facilitate consensus among, and local ownership by, key stakeholders (government, parliament, and civil society)
- Identify activities that can be replicated in other SSG interventions and be institutionalized by SSG counterparts

Timeline of Short-Term Interventions

	Task	FY 2015				AMEP indicator
		Q1	Q2	Q3	Q4	
Obj. 1	Legislative, oversight, and representational functions of Somalia's deliberative bodies improved					
1.1, 1.2	<i>Workshops for Somalia MPs, secretariat, and key line ministries on basic governance principles and options for administrative and fiscal federalism</i>					5
Obj. 2	Ability of targeted government institutions to carry out essential functions improve					
2.2.6, 2.4.4	<i>Capacity-building and light equipment support to NIEC and BFC</i>					11
2.4.4	<i>Providing experts to support roll out of MOPIC planning guidelines to all ministries (work plans that feed into the National Development Plan)</i>					12
Obj. 3	Citizen awareness of and engagement in government decision-making increased					
3.1.5	<i>CSOs have the skills needed to carry out civic education campaigns</i>					15

B. Objective 1: Legislative, Oversight, and Representational Functions of Somalia's Deliberative Bodies Improved

The following table shows the preliminary estimate of SSG resources needed to implement the Objective 1 activities:

Long-term SSG expatriate LOE	Long-term SSG host country national/third country national staff LOE	STTA LOE	SSG grants or Government Support Fund (GSF) resources needed	Workshop/ training/event resources
300 LOE days	793 LOE days	International: 104 LOE days National: 104 LOE days		9 training days per month during Q3 - Q4/FY2015; average 25 people/day/workshop, training or other event

These estimates will be refined as SSG activities are further defined and the numbers and technical assistance needs of participating counterparts are more fully determined.

KRA 1.1: Somalia's Federal and Regional Parliaments are Better Able to Carry Out their Roles

KRA Strategy

Many Somalia HoP MPs are new to their role as legislators and have little background in parliamentary procedures and practices or in the sectors for which they are responsible as MPs

and as parliamentary committee members. Many MPs have informed the SSG Objective 1 assessment team and staff members that they do not fully understand the role of parliament in governance, their oversight, legislative, and representational roles, or how best to fulfill them. SSG KRA 1.1 activities will therefore provide Somalia HoP members with a basic understanding of the roles of the legislative, executive, and judicial branches in democratic governance, as well as the roles of civil society and the media, followed by more focused capacity building with respect to the specific responsibilities of parliament, its committees, and its members and technical assistance in drafting or reviewing legislation.

Under KRA 1.1, SSG activities will move from general discussions with MPs on the roles of the legislature and the other branches in governance and parliament's Constitutional mandate to more focused, results-oriented practical support to help members of parliament, key parliamentary committees, and the parliamentary staff produce high-priority legislation, and exercise their oversight and representational functions. The SSG team will take advantage of opportunities to facilitate communication between members of parliament and government representatives as well as with civil society organizations, particularly in the context of preparing draft legislation. Whenever possible, KRA 1.1 activities will aim at institutionalizing results by, for example, supporting the preparation by parliamentary committees of rules of procedure governing how they exercise their functions. Numerous KRA 1.1 activities are designed to advance more than one SSG objective and take an integrated approach to building governance capacity.

KRA Outcomes and Activities

These activities encompass training (“workshops”) and include guided discussions (“roundtable discussions”) among counterparts about particular issues (e.g., policy options for proposed legislation) to arrive at a consensus and encourage local ownership of the result. KRA 1.1 activities also include results-oriented technical assistance (“on-the-job training”) to help counterparts apply the knowledge gained in workshops and the agreements reached in roundtable discussions to produce a concrete result (e.g., revised rules of procedure or a draft bill). The type of SSG support for a particular activity will depend on the intended result and kind of support needed by SSG counterparts’ at the time. This will allow SSG activities to be flexible and to respond to counterparts’ changing needs as well as to avoid duplication of activities by other donors and donor-funded projects in the governance sector.

KRA 1.2: Parliamentary Staff Draft Law Summaries, Committee Reports and Legislative Analysis More Frequently

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
Obj. 1	Legislative, oversight, and representational functions of Somalia's deliberative bodies improved					
KRA 1.1	Somalia's federal and regional parliaments understand and are better able to carry out their roles					
1.1.A	<i>Parliamentary leadership, MPs and staff exercise their functions in a consistent, rules based manner (outcome)</i>					
1.1.1	<i>Leadership, MPs and staff from the parliaments taking part in USG sponsored activities have an increased understanding of basic governance concepts</i>					
	STTA expert to work with leadership, in particular committee chairs, on how to create and maintain an efficient organization [Federal Parliament of Somalia-Leadership & Plenary]					4
1.1.2	<i>MPs from the Parliaments taking part in USG sponsored activities have an increased understanding of their oversight roles</i>					
	Roundtable discussions on parliamentary oversight [Federal Parliament of Somalia-MPs & Committees]					1, 2
	Joint workshops with key ministries to clarify Committee oversight roles and rights to information from government required to exercise that role [Federal Parliament of Somalia-Key Committees]					2, 4
1.1.3	<i>MPs from the parliaments taking part in USG-sponsored activities have an increased understanding of their legislative roles</i>					
	Trainings for MPs on rules, procedures and the legislative process (how to review, recommend, draft and adopt key legislation) [Federal Parliament of Somalia-MPs & Committees]					2, 3, 5
	On-the-job practical trainings committee chairpersons for selected committees working on pending bills [Federal Parliament of Somalia-MPs & Committees]					2, 3, 5
	Public facilitation/ public hearings facilitations where bills are to be discussed [Federal Parliament of Somalia-MPs & Committees]					1
1.1.4	<i>MPs from the Parliaments taking part in USG sponsored activities have an increased understanding of how they can control the annual national budget</i>					
	Trainings for the Budget Committee on <i>procedures for government budgeting and budget execution reporting</i> [Federal Parliament of Somalia-Key Committees]					5
	Provide budget expert for 8-12 weeks [Federal Parliament of Somalia-Key Committees]					3, 5
	Trainings for MPs and staff on government budgeting and budget execution reporting [Somaliland Parliament - MPs & Committees]					3, 5
	Provide budget expert for 8-12 weeks to support the committee [Somaliland Parliament - MPs & Committees]					3, 5
1.1.5	<i>MPs from the Parliaments taking part in USG sponsored activities have an increased understanding of their representative roles</i>					
	Provide technical assistance on how to establish constituency office [Federal Parliament of Somalia-MPs & Committees]					1
1.1.6	<i>MPs and staff members from the Parliaments taking part in USG sponsored activities have improved knowledge and skills in areas related to their work</i>					
	STTA to provide advice to Leadership and have plenary workshop plus producing material [Federal Parliament of Somalia-Leadership & Plenary]					2

	Trainings on the role of the Committee Secretaries [Federal Parliament of Somalia-MPs & Committees]					2
	Trainings on basic international concepts on women's rights and human rights [Federal Parliament of Somalia- Women's Caucus]					2
1.1.7	<i>Coordination processes in place for coordination of legislation between Parliament and Ministries</i>					
	Legislative-executive consultation meetings held each parliamentary session [Federal Parliament of Somalia-MPs & Committees]					4
1.1.8	<i>Systems, structures and processes in place for moving legislation through all necessary steps</i>					
	Leadership will be invited to all workshops held for MPs and staff [Puntland Parliament - Leadership & Plenary]					4

KRA Strategy

Many Somalia HoP staff members lack the basic administrative and technical skills to support the legislative, oversight, and representational functions of parliament and its committees. They require capacity-building support in such basic administrative skills as scheduling meetings, preparing agendas, taking minutes, record-keeping, and basic computer skills. In addition, the organization of the Somalia HoP Secretariat and individual staff job descriptions may need revision to enable it to support the parliament more effectively. Staff members also require enhanced skills in preparing summaries and critiques of proposed legislation and preparing policy analyses for MPs. SSG will also consider limited use of the GSF to purchase essential equipment needed to enable staff members to fulfill their functions.

Under KRA 1.2, SSG activities will focus on organizational development for the parliamentary secretariat to enable the secretariat to provide the necessary administrative support to the parliament and its committees. KRA 1.2 activities will include support for the development and implementation of basic organizational tools and procedures ranging from organization charts; TORs for departments and staff; improving staff members' basic management skills, including scheduling, preparing meeting agendas and minutes; record-keeping; and preparing legislative summaries and analyses. KRA 1.2 activities will institutionalize results in the form of written rules, procedures, protocols, and forms for the secretariat.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 1.2	Parliamentary staff draft law summaries, committee reports, and conduct legislative analysis more frequently					
1.2.A	<i>Parliament staff better able to carry out their duties [outcome]</i>					
1.2.1	<i>Improved skills in preparation of legislative summaries and analyses</i>					
	Trainings for Committee clerks and other professional staff on legislative drafting [Federal Parliament of Somalia-Secretariat]					6, 7
	Trainings for Committee clerks and other professional staff on legislative drafting [Somaliland Parliament - Secretariat]					6, 7

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
1.2.2	<i>Secretariats' administrative and support capacities enhanced</i>					
	On-the-job training in basic office skills (note taking, filing, etc.) for all offices of the secretariat [Federal Parliament of Somalia-Secretariat]					1
	Review their organizational structure and management protocol for select departments: Administration and Finance, Hansard and House Affairs (Official Records dep.), Protocol and Public Relations; and Archives. [Somaliland Parliament - Secretariat]					1, 3
	On-the-job training for the different departments [Somaliland Parliament - Secretariat]					1
	Three trainings per year for staff on curriculum set by STTA, initially theoretical and later practical [Puntland Parliament - Secretariat]					1
1.2.3	<i>Selected staff members who have received training conduct training for newly hired staff and newly elected MPs</i>					
	Expert on curriculum development to develop material for training course [Federal Parliament of Somalia-Secretariat]					1

KRA 1.3: Role of Women MPs in Meetings and Plenary Sessions Enhanced

KRA Strategy

Women MPs form a small minority in the Somalia HoP and its staff, and are significantly underrepresented in leadership positions. This is partly due to cultural attitudes of male MPs and parliamentary and staff leadership, but is also due in part to the inexperience of many women MPs in their position as well as leadership more generally.

Activities will focus on enhancing the visibility and leadership skills of female MPs and staff members. These activities will facilitate discussions between female and male MPs to foster the appointment of more female MPs and staff members to leadership positions on parliamentary committees, the secretariat, and other responsible governmental posts. SSG will also work with the Somalia HoP Women's Caucus to assist in preparing and advocating policy positions regarding greater participation by women in governance.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 1.3	Role of women MPs in meetings and plenary sessions enhanced					
1.3.A	<i>Women MPs take an active role in enhancing women's participation in government [outcome]</i>					
1.3.1	<i>Increased awareness among Leadership and male MPs of the value of having women MPs in parliament</i>					
	Roundtable discussion on challenges faced by the female MPs [Federal Parliament of Somalia-MPs & Committees]					8
1.3.2	<i>Women MPs have improved skills in leadership, procedures and constituency services</i>					
	Local advisor to support the caucus with research [Federal Parliament of Somalia-MPs & Committees]					8

KRA 1.4: Transparency and Openness of Parliamentary Proceedings Improved

KRA Strategy

Members of the public and the media often are unable to learn about parliamentary proceedings because MPs do not understand the roles of the public and the media in democratic governance and lack the strategies and skills to communicate effectively.

KRA 1.4 activities will enhance the transparency and openness of parliamentary proceedings by building the capacity of MPs to communicate effectively with their constituents, the general public, and the media. Activities will include workshops and roundtable discussions on the role of civil society (including women, youth, and marginalized groups) and the media in democratic governance and support in developing communication and outreach strategies and skills. The SSG team will also provide advice to MPs on different means and methods of communication to enable constituent outreach

KRA Activities

In Year 1 we do not anticipate having any activities under this KRA. Instead efforts around transparency will include facilitating public forums for discussion and questions on major issues facing each area such as elections and federalism. These activities are reflected under the KRAs below.

KRA 1.5: Citizen Input into Parliamentary Deliberations and Decision-Making Processes Increased

KRA Strategy

Members of the public, CSOs, and the media often do not have the opportunity to participate in or report on parliamentary decision-making because neither they nor the MPs understand the need for open, transparent, and participatory governance in a democracy. The media and CSOs often do not understand how Parliament works and MPs do not have the skills to manage participation in or reporting on parliamentary proceedings.

Some of the activities under KRA 1.4 will also support KRA 1.5. Activities under KRA 1.5 will include workshops and roundtable discussions among MPs to enhance their understanding of the role of civil society in governance and to build their capacity to manage participatory proceedings. Activities will also begin to work with CSOs to enhance their understanding of how parliament works, particularly with respect to public financial management, to build the capacity of those organizations to participate effectively in parliamentary proceedings. KRA 1.5 activities also include facilitation of civil society participation in preparation of key elections-related legislation.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 1.5	Citizen and civil society input into parliamentary deliberations and decision-making processes increased					
1.5.A	<i>More frequent and effective communication and consultation with civil society [outcome]</i>					
1.5.1	<i>MPs and Parliamentary staff have an improved understanding of the role of civil society and the public in government decision-making</i>					
	Training on encouraging civil society involvement in Parliamentary policy- and decision making and media relations [Federal Parliament of Somalia-MPs & Committees]					10
	Roundtable discussions between MPs and CSOs [Federal Parliament of Somalia-MPs & Committees]					9
1.5.2	<i>Processes in place for public input into parliamentary decision-making</i>					
	Roundtable discussion including the Committee Chairpersons and CSO representatives, focus will be on youth and women					9

C. Objective 2: Ability of Targeted Government Institutions to Carry Out Essential Functions Improved

KRA 2.1: Targeted Government Staff and Civil Servants Conduct Research and Analyze Information to Inform Decision-making More Frequently

KRA Strategy

Coordination and collaboration among FGS ministries, the Somalia HoP, and Somali CSOs in the development of legislation or other decision-making procedures is often poor or non-existent. The resulting legislation or decision is therefore often poorly thought through and fails to address the real needs of Somalis. 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.

Under KRA 2.1, SSG activities will address these gaps in skills and understanding in the context of supporting the collaborative preparation of key election-related legislation and other policies. KRA 2.1 activities will include support for the Ministry of Planning and International Cooperation (MoPIC) in consulting with key line ministries to develop guidelines for the preparation of annual work plans and the national development plan and support for key line ministries to compile databases of legislation and other documents relevant to their mandates, to serve as a research tool when preparing new draft bills and to help the ministries understand their legislative mandates.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 2.1	Targeted government staff and civil servants conduct research and analyze information to inform decision-making more frequently					
2.1.A/ 2.3.A	<i>Outcome: FGS institutions utilize consensus-based policies and guidelines that inform decision-making on legislation and non-legislative policies</i>					
2.1.1	<i>Executive branch staff have an improved understanding of policy and legislation formation processes and best practices</i>					
	see activities under 2.1.2, 2.1.3, 2.1.4					12
2.1.2	<i>Draft bills are developed based on analytical review of existing legislation</i>					
	Hold workshops on the legislative drafting process with emphasis on the role ministries play. [MoIF, MoJ, MOPIC, MoPWR, scalable to other ministries as needed]					12
	On-the-job training in policy-making and legislative drafting to prepare draft bills on elections related legislation, including consultation with civil society stakeholders, other relevant ministries, independent commissions, Somali HoP Committee, and civil society stakeholders [MoIF and others as needed]					12
2.1.3	<i>FGS policies and draft legislation developed based on analysis of existing internal FGS legislation and external best practices (e.g. decentralization, fiscal federalism, formation of district councils)</i>					
	Trainings on basic concepts of democratic governance and concepts of federalism [Ministry of Interior & Federal Affairs]					12
2.1.B	<i>Outcome: FGS planning processes are implemented utilizing evidence review and analysis</i>					
2.1.4	<i>Annual work plans are regularly reviewed and performance reviews incorporated into subsequent plans</i>					
2.1.5	<i>FGS budgets are regularly reviewed and performance reviews incorporated into future year budgeting</i>					

KRA 2.2: Targeted Government Staff and Civil Servants Understand and Carry Out their Roles and Responsibilities More Effectively

KRA Strategy

Staff members of a number of ministries lack a basic understanding of their job function as well as administrative and financial management skills. In addition, the rules, protocols, and other standard operating procedures of ministries are sometimes 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. This is also likely to be true of the staff of independent commissions who are hired as those commissions are formed. Innovative and useful administrative and financial management procedures developed by some key ministries (MoJ, MoF, MoIF) have not been disseminated or rolled out to other key line ministries.

KRA 2.2 activities will address these gaps in skills and understanding in the context of supporting line ministries in complying with the requirements of the new MoF FMIS to be rolled out in 2015. Activities will also include working with key line ministries to understand basic public financial management concepts and procedures by providing workshops on the elements of the budgeting process and including practical application of those concepts as they prepare FY

2016 budgets. In addition, SSG will work with key line ministries to help produce “briefing books” (using a MoJ compilation as a model) containing documentation of each ministry’s constitutional and legislative mandates; descriptions of each department’s mandate; the ministries organizational structure, staff members’ job descriptions, and administrative rules and procedures governing human resource management, procurement, financial management, etc. Once completed, these “briefing books” will institutionalize the ministry’s rules and procedures and support more efficient and effective work by its staff. SSG will also support MoPIC in developing guidelines for the preparation of national development plans (including public consultations and coordination with Federal member states and emerging states), rolling out those guidelines to key line ministries, and compiling a consolidated national development plan.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 2.2	Targeted government staff and civil servants understand and carry out their roles and responsibilities more effectively					
2.2.A	<i>Outcome: FGS institutions regularly developing and implementing annual work plans and institutional strategies that reflect clear mandates understood by government staff</i>					
2.2.1	<i>Executive branch staff have an improved understanding of their roles and responsibilities and best practices in carrying them out</i>					
	Training(s) on governance basics, including public financial management, with emphasis on the role ministries play in a democratic system [lead ministry: MOPIC, all target ministries, TOTs for scalability to other ministries]					11, 12
	Training(s) on day-to-day office skills and tools (note taking, filing, scheduling, etc.). Where possible consider having these with a mix of Parliament and ministry staff to encourage interaction. [lead ministry: MOPIC, all target ministries, TOTs for scalability to other ministries, incoming secretariat members]					12
2.2.2	<i>Key line ministries and commissions have documented mandates and annual work plans</i>					
	Workshops on standard procedures for preparation of annual ministerial work plans, in consultation with other relevant ministries, Somali HoP Committee, and civil society stakeholders [lead ministry: MOPIC; will include all target ministries]					11
	Provide workplanning experts and coordination consultants to provide on the job training in workplanning process to target ministries and to mentor MOPIC employees on facilitating the process. [lead ministry: MOPIC; will include all target ministries]					11
	Workshops with other key line ministries regarding implementation of MOPIC annual work planning procedures [lead ministry: MOPIC; will include all target ministries]					11
	Workshop to prepare NIEC protocols, draft commission mandates, and commissioner and staff terms of reference.					11
	Workshop to prepare BFC protocols, draft Commission mandates, and commissioner and staff terms of reference.					11
2.2.3	<i>Key line ministries have documented strategies in place to articulate priorities and needed support</i>					
	Workshop with MoPWR to develop an overall strategy and priority list based on its workplan, and to lobby effectively for support of its objectives, priorities, and needs [Ministry of Public Works & Reconstruction]					11

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
	Meet with NIEC to identify capacity building needs for fulfilling its mandate [National Independent Electoral Commission]					13
	Meet with Boundaries and Federalism Commission to identify capacity building needs for fulfilling its mandate [Boundaries and Federalism Commission]					13
	Organizational development support for key line ministries to prepare staffing plans and proposals to be funded through the Capacity Injection Modality [Office of the Prime Minister]					11
2.2.B	<i>Outcome: Ministry and other executive entities are performing more effectively</i>					
2.2.4	<i>Key line ministries and commissions effectively develop annual budgets demonstrating understanding of budget concepts, MoF guidelines, and linking budgets to performance objectives</i>					
	Review MoF financial 'health checks' of key line ministries. Develop targeted capacity building assistance based on findings.					12
	Work with MoF to develop training for ministries on the FY 2016 budget cycle, including MoF guidelines and templates, and basic budgeting concepts for government ministries.					11, 12
	Work with MoF to identify and provide training of trainers on FY 2016 budgeting training to Somalia-based resources.					12
	Training based on MoF guidance to prepare ministries for the FY 2016 budget cycle including basic concepts of budgeting, compliance with MoF requirements, stakeholder consultation, linking budgets to performance objectives, budget execution monitoring and reporting [MoIF, MOPIC, MoWPR, MoJ]					12
	Workshops and on-the-job training on MoF guidelines on budget execution, and financial/budget monitoring and reporting templates [MoIF, MOPIC, MoWPR, MoJ]					11, 12
	Facilitate outreach to citizens on budget through forums/town hall meetings for the targeted ministries as part of the FY 2016 budget process [lead ministry: MoF].					11
	Begin roundtable discussions on revenue generation and collections, including regulatory frameworks [MoF]					11
2.2.5	<i>FGS institutions have administrative policies and procedures in place which are being utilized for effective internal management</i>					
	Support the roll out and use of standardized manuals developed by MOPIC including developing Ministry briefing books that document mandates and TORs, and internal policies and procedures with key line ministries [MoIF, MOPIC, MoWPR, MoJ]					11
	Develop briefing books with the commissions based on the standardized manuals developed by MOPIC. [NIEC and BFC]					11
2.2.6	<i>FGS institutions are equipped with the necessary tools and equipment to carry out their roles and responsibilities</i>					
	Meet with NIEC to identify office and IT equipment needs and to procure and deliver equipment in-kind [See 2.2.3; NIEC]					11
	Meet with Boundaries and Federalism Commission to identify office and IT equipment needs and to procure and deliver equipment in-kind [See 2.2.3; BFC]					11
	Meet with Capacity Development Directorate and Policy Coordination Unit office to ascertain IT equipment needs and to procure and deliver equipment in-kind [Office of the Prime Minister]					11
	Meet with the Auditor General to ascertain IT and capacity building needs, and to procure and deliver equipment in-kind.					11

KRA 2.3: Targeted Government Institutions are Able to Develop and Implement Effective Policies Regularly

KRA Strategy

Ministries prepare most draft bills to be sent to the Somalia HoP for consideration. However, ministries often prepare such draft bills without first articulating the underlying policies the bill is intended to address. As a result, the purpose of the draft bill is sometimes unclear, its provisions vague, and its effects other than those intended.

SSG will work with MoJ to develop a policy on the legislative drafting process, including development, research, stakeholder consultation, etc. SSG will also work with MoJ to disseminate that policy to key line ministries and train them to apply it. This will help to institutionalize the legislative drafting process across ministries and improve the quality of draft bills. This policy could also be disseminated to the Somalia HoP and its committees, to help them understand the legislative drafting process and to encourage them to initiate the preparation of draft bills themselves. Activities under other Objective 2 KRAs will also contribute to KRA 2.3 (see Activities 2.1.2, 2.1.3, and 2.2.2).

KRA Outcomes and Activities

Task		FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 2.3	Targeted government institutions are able to develop and implement effective policies regularly					
2.3.A / 2.1.A	<i>Outcome: Key institutional staff utilize consensus based policies and guidelines that inform decision-making on legislation and non-legislative policies</i>					
2.3.1	<i>Executive branch staff have improved skills in policy development</i>					
	see workshop and on the job training activities under 2.3.2,2.3.3, 2.3.4, 2.3.5					
	On-the-job training for key line ministries in policy development following roll out of OPM policy creation guidelines (MOPIC, MoIF, MoJ, MoPWR)					12
2.3.2	<i>Key line ministries, commissions, and other FGS institutions have briefing books of relevant policies and legislation</i>					
	Workshops to prepare ministry briefing books on ministry and departmental mandates, organization chart, staff terms of reference, administrative systems and procedures, human resources management, key legislation [See 2.25; MOPIC, MoCA, MoIF, MoJ, MoPWR]					11
	Workshops and on-the-job training for NIEC and BFC members and staff to prepare NIEC protocols and briefing books on Commission and staff mandates, organization chart, staff terms of reference, administrative systems and procedures, human resources management, financial management, record-keeping, etc. [NIEC, BFC]					12
2.3.3	<i>Ministries and other executive institutions are utilizing OPM Policy Development Guidelines for new policies</i>					
	Work with OPM to learn and develop training around OPM Policy Development Guidelines for all ministries that ensures policies use consistent language. [OPM]					11

Task	FY 2015				AMEP Indicator
	Q1	Q2	Q3	Q4	
Work with OPM and ministries to identify staff to train to become trainers on policy development guidelines. [OPM, MOPIC, MoIF, MoPWR]					11
Workshops and on-the-job training on implementation of OPM Policy Development Guidelines [MOPIC, MoIF, MoPWR, MoJ]					12
2.3.4 <i>Ministries and HoP are utilizing MoJ/MoCA legislative drafting guidelines for new draft legislation</i>					
Work in coordination with MoJ and Parliament to develop legislative drafting guidelines for ministries on new draft legislation.					12
Workshop with MoJ and Parliament to develop training to educate ministries on the legislative drafting process, using the MoJ guidelines, and create a plan to roll out training to all ministries.					12
Work with MoJ and other key line ministries to identify staff to take trainer-of-trainers training on legislative drafting guidelines, and provide to their peers (MOPIC, MoIF, MoWPR, MoF)					12
2.3.5 <i>Draft legislation and implementing regulations approved for the establishment of a National Youth Council</i>					

KRA 2.4: Targeted Government Institutions Coordinate Internally and Externally on a Routine Basis

KRA Strategy

The effectiveness of many government institutions is handicapped by the frequent absence of necessary intra-governmental communication and collaboration. In addition, there is often little internal communication or collaboration within a given ministry. As a result, policies, procedures, and legislation prepared by one ministry (or one department of a ministry), without soliciting input from other ministerial departments or government stakeholders, are poorly thought-through and ineffective, especially when those policies or legislation depend, in part, on enforcement or cooperation by other ministerial departments or government stakeholders.

KRA Outcomes and Activities

Task	FY 2015				AMEP Indicator
	Q1	Q2	Q3	Q4	
KRA 2.4 Targeted government institutions coordinate internally and externally on a routine basis					
2.4.A <i>Outcome: Key executive institutions work collaboratively internally with other government entities on legislative and policy issues</i>					
2.4.1 <i>Executive branch staff have an improved understanding of coordination methods and processes</i>					
see workshop and on the job training activities under 2.4.2,2.4.3, 2.4.4, 2.4.5, 2.4.6, 2.4.7					
<i>Hold forum for discussions on cross-ministerial communications and develop working group to design protocols and institutionalize them. Topics for discussion include financial communication and coordination,</i>					
2.4.2 <i>Annual work planning procedures are implemented by key line ministries based on MoPIC guidance</i>					

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
	Workshops with other key line ministries regarding implementation of annual work planning procedures [MOPIC]					12
2.4.3	<i>Work plans for independent commissions (e.g. BFC, NIEC) developed in consultation with HoP committees, key line ministries, and other executive stakeholders (e.g. OoP, OPM)</i>					
2.4.4	<i>National Development Plan processes designed in consultation with key line ministries, federal member states, and HoP committees</i>					
	Work with MOPIC to develop national development plan procedures and implementation strategy, in consultation with other relevant ministries, Somali HoP Committee, federal state administrations, and civil society stakeholders					4, 14
2.4.5	<i>Legislative drafting guidelines developed by MoJ/MoCA in consultation with key line ministries, HoP committees, and civil society organizations</i>					
	Workshops and on-the-job training to support MoJ preparation, in consultation with relevant ministries, civil society organizations, and Somali HoP committees, of legislative drafting guidelines for line ministries that include guidelines for consultation among relevant ministries and between ministries and relevant Somali HoP committees and civil society organizations including consultations with line ministries, civil society organizations, and Somali HoP committees [MoJ]					4, 14
2.4.B	<i>Government-owned coordination structures are in place and functioning [Outcome]</i>					
2.4.6	<i>Guidelines developed by FGS Policy Coordination Unit for inter-ministerial coordination</i>					
2.4.7	<i>Inter-ministerial working group(s) (such as the infrastructure working group) established</i>					
	Workshops and round-table discussions on purposes, structure, and implementation strategy for inter-ministerial infrastructure working group, in consultation with OPM and other key line ministries [MOPWR]					4, 14

KRA 2.5: Transparency and Accountability of Targeted Government Institutions Increased

KRA Strategy

Transparency and accountability of government to its citizens is an essential element of democratic governance. Under the Provisional Constitution, the current system of selecting government leaders (e.g., election of the President by the Somalia HoP and selection of Somalia HoP members by clan leaders rather than direct elections by citizens), the low level of understanding of CSOs and the media of how government should work, and their lack of access to government decision-making and information are not conducive to government transparency and accountability.

SSG support for the development of procedures to enhance governmental transparency and accountability is a major cross-cutting theme of our activities. Under KRA 2.5, SSG activities will help key line ministries develop and institutionalize systems and procedures for transparency

and accountability. KRA 2.5 will be implemented through other Objective 1, 2, and 3 activities, as shown in the following table.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 2.5	Transparency and accountability of targeted government institutions increased					
2.5.A	<i>Outcome: FGS transparency enhanced</i>					
2.5.1	<i>Executive branch staff have an improved understanding of good governance concepts, including transparency and accountability</i>					
	see workshop and on-the-job trainings listed under 2.5.2, 2.5.4, 2.5.5					
2.5.2	<i>Legislative database accessible to FGS, HoP, judiciary, federal member states</i>					
	Work with MoJ to develop strategy and implementation plan to establish legislative data base accessible to FGS, Somali HoP, Somali judiciary, state and local administrations, and general public]					4
	Round-table discussions among MoJ and other ministries to implement plan to collect existing Somali legislation for consolidation in accessible MoJ data base [all ministries]					4
	Provide consultant to MOPIC to map out information needed for database of all ministry-related information, historical and current. Ensure coordination with legislative database as possible. [MOPIC]					4
	Further support to data center project as appropriate (to be determined) or work with MOPIC to properly document and transfer project.					4
2.5.3	<i>Legislative database accessible to general public</i>					
2.5.B	<i>Outcome: FGS institutions use of outreach mechanisms improved</i>					
2.5.4	<i>Public outreach mechanisms developed for development of draft policies and legislation</i>					
	Support for MoCA to implement civic outreach program regarding revised Constitution [MoCA; see 2.5.5 as well]					11
	Training for BFC to enable members and staff to manage consultations with relevant ministries, independent commissions, emerging Federal states Somali HoP committees, and civil society organizations to prepare policies, proposals, draft bills, and implementing regulations required to fulfill the Commission's mandate to demarcate and make recommendations to form Federal member states					4, 12
2.5.5	<i>Independent commissions develop public outreach strategies in fulfilling their mandates</i>					
	Round-table discussions among MoCA, MoF, and Somali HoP Oversight Committee on Internal Affairs, Regional Administration, and Security to finalize MoU regarding Constitutional review and revision process roles and responsibilities and civic outreach program					4, 12
	Support for MoCA to implement civic outreach program regarding revised Constitution [Ministry of Justice]					4
	Workshops for NIEC and BFC members to develop their public outreach strategies to include consultations with relevant ministries, other independent commission, Parliament, and CSOs.					12, 13

KRA 2.6: Citizen and Civil Society Input into Budget, Policy, and Other Government Decision-making Processes Increased

KRA Strategy

Citizen and civil society input in government 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. Government institutions typically do not have institutionalized procedures for citizen or civil society input in their decision-making or the skills to manage such input effectively.

SSG activities will help key line ministries develop and institutionalize systems and procedures for citizen and civil society input in their planning and decision-making. SSG support for the development of procedures to enhance governmental transparency and accountability is a major cross-cutting theme. KRA 2.6 will be implemented through other Objective 1, 2, and 3 activities, as shown in the following table.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 2.6	Citizen and civil society input into budget, policy, and other government decision-making processes increased					
2.6.A/ 1.5.A	<i>Outcome: More frequent and effective communication and consultation with civil society</i>					
2.6.1	<i>Key line ministries develop policies and procedures for soliciting participation by public, civil society, and other stakeholders in government planning and decision-making</i>					
	Workshops, on-the-job training, and round-table discussions to prepare elections-related draft legislation, including consultations with other relevant ministries, independent commissions, Somali HoP Committee, and civil society stakeholders [MoF]					12, 13
	Workshops, on-the-job training, and round-table discussions on planning and preparing implementation strategy to disseminate Somali federal system, including consultations with federal state administrations and civil society stakeholders [MoF]					12
	Workshops and round-table discussions regarding development of national development planning procedures and implementation strategy, in consultation with other relevant ministries, Somali HoP Committee, federal state administrations, and civil society stakeholders [MoPIC]					10, 12
	Workshops, on-the-job training, and round-table discussions to prepare legislative and regulatory basis for exercising key elements of its mandate (e.g. certification of construction contractors, contractor licensing), in consultation with including consultations with other relevant ministries, independent commissions, Somali HoP Committees, and civil society stakeholders (e.g., contractors) [MoPWR]					10, 12
	Round-table discussions among MoCA, MoF, ICRIC, and Somali HoP Oversight Committee on Internal Affairs, Regional Administration, and Security to finalize MoU regarding Constitutional review and revision process roles and responsibilities and civic outreach program					10, 12

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
	Workshops, on-the-job training, and round-table discussions to enable NIEC members and staff to manage consultations with relevant ministries, independent commissions, Somali HoP committees, and civil society organizations to prepare proposed policies, draft bills, and implementing regulations required to fulfill NIEC's mandate to prepare for and conduct 2016 elections [NIEC]					10, 12
	Workshops, on-the-job training, and round-table discussions to enable Boundaries and Federalism Commission members and staff to manage consultations with relevant ministries, independent omissions, emerging Federal states Somali HoP committees, and civil society organizations to prepare policies, proposals, draft bills, and implementing regulations required to fulfill the Commission's mandate to demarcate and make recommendations to form Federal member states [BFC]					10, 12
2.6.2	<i>Key line ministries and commissions have an improved understanding of the role of civil society in government decision-making</i>					
	Policy-making and legislative drafting workshops and on-the-job training for preparation of policies and possible draft legislation to regulate procedures for preparation of annual ministerial work plans, in consultation with other relevant ministries, Somali HoP Committee, and civil society stakeholders [MoPIC]					12
	Workshops, on-the-job training, and round-table discussions to enable NIEC members and staff to manage consultations with relevant ministries, independent commissions, Somali HoP committees, and civil society organizations to prepare proposed policies, draft bills, and implementing regulations required to fulfill NIEC's mandate to prepare for and conduct 2016 elections [NIEC]					12
	Workshops, on-the-job training, and round-table discussions to enable Boundaries and Federalism Commission members and staff to manage consultations with relevant ministries, independent omissions, emerging Federal states Somali HoP committees, and civil society organizations to prepare policies, proposals, draft bills, and implementing regulations required to fulfill the Commission's mandate to demarcate and make recommendations to form Federal member states [BFC]					12
2.6.3	<i>Processes in place for civil society input into ministerial and commission decision-making and policies</i>					
	Round-table discussions among MoCA, MoF, ICRIC, and Somali HoP Oversight Committee on Internal Affairs, Regional Administration, and Security to finalize MoU regarding Constitutional review and revision process roles and responsibilities and civic outreach program					10
	Workshops, on-the-job training, and round-table discussions to enable NIEC members and staff to manage consultations with relevant ministries, independent commissions, Somali HoP committees, and civil society organizations to prepare proposed policies, draft bills, and implementing regulations required to fulfill NIEC's mandate to prepare for and conduct 2016 elections [NIEC]					10, 12
	Workshops, on-the-job training, and round-table discussions to enable Boundaries and Federalism Commission members and staff to manage consultations with relevant ministries, independent omissions, emerging Federal states Somali HoP committees, and civil society organizations to prepare policies, proposals, draft bills, and implementing regulations required to fulfill the Commission's mandate to demarcate and make recommendations to form Federal member states [BFC]					10, 12

KRA 2.7: Executive Communication and Collaboration with Parliament Improved

KRA Strategy

Communication and collaboration between the executive and legislative branches of government is the exception rather than the rule in Somalia. This is likely to be the result of several factors including a low level of understanding among executive branch staff of the roles and responsibilities of their own and other branches of government; the natural institutional tendency of each branch to maintain its governance prerogatives to the greatest extent possible and the perception that those prerogatives would be undermined by communication and collaboration with the other branch; and a lack of communication and collaboration skills and experience.

Activities under KRA 2.7 are aimed at building the capacity for intra-government communication and collaboration. This will mainly occur in the context of practical achievement of common goals such as preparing high-priority legislation. KRA 2.7 will be implemented through other Objective 1 and Objective 2 activities, as shown in the following table.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 2.7	Executive communication and collaboration with Parliament improved					
2.7.A	<i>Outcome: Targeted government institutions are working collaboratively with Parliament on policy and legislative issues</i>					
2.7.1	<i>Executive branch staff have an improved understanding of coordination methods and processes</i>					
	see workshops and on-the-job trainings under 2.7.2, 2.7.3, 2.7.4					
2.7.2	<i>Key line ministries consult with relevant Somalia HoP committees in preparing draft bills</i>					
	Workshops, on-the-job training, and round-table discussions to prepare elections-related draft legislation, including consultations with other relevant ministries, independent commissions, Somali HoP Committee, and civil society stakeholders [MoIF]					4
	Policy-making and legislative drafting workshops and on-the-job training for preparation of policies and possible draft legislation to regulate procedures for preparation of annual ministerial work plans, in consultation with other relevant ministries, Somali HoP Committee, and civil society stakeholders [MoPIC]					4
	Workshops and round-table discussions regarding development of national development planning procedures and implementation strategy, in consultation with other relevant ministries, Somali HoP Committee, federal state administrations, and civil society stakeholders [MoPIC]					4
2.7.3	<i>Proposed policies, draft bills, and implementing regulations by newly established independent commissions are developed in consultation with HoP committees</i>					
	Provide forum for NIEC and BFC members to hold consultations with key groups identified in their public outreach strategies. [see 2.5.5]					4
2.7.4	<i>Legislative database developed in consultation with executive and Parliamentary bodies</i>					

D. Objective 3: Citizen Awareness of and Engagement in Government Decision-making Increased

As of the date of submission of this draft work plan, planning for preparation of the Objective 3 assessment has begun, but the assessment itself and the Objective 3 ASOW were prepared during Quarter 2 of FY 2015. Therefore, the Objective 3 activities described in this draft work plan are subject to revision and elaboration as the Objective 3 assessment and ASOW are prepared.

KRA 3.1: Citizens Better Understand their Government, Constitutional Rights and Responsibilities, and Opportunities for Engaging Government

KRA Strategy

To participate effectively in governance, CSOs will need to understand how government works and what the roles of civil society are in democratic governance.

Under KRA 3.1, SSG will provide selected CSOs with a basic understanding of the roles and structure of government and parliament. SSG will also build the capacity of selected CSOs to prepare and implement civic education programs on citizens' constitutional rights and responsibilities, to form the basis for a wide-spread understanding among citizens of their roles in governance and what to expect from a democratic government.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
Obj 3	Citizen awareness of and engagement in government decision-making increased					
KRA 3.1	Citizens better understand their government, constitutional rights and responsibilities, and opportunities for engaging government					
3.1.A	<i>CSOs carry out civic education campaigns</i>					
3.1.1	<i>Civic education strategies strengthened</i>					
	Hold workshops with civil society, government, National Human Rights Commission and media to enhance civic education strategies with citizens					9
	Work with NIEC on voter registration and education strategy development					15
	Workshop with civil society, government and media to enhance civic education strategies with citizens					9
3.1.2	<i>Voter education need identified</i>					
	Engage the National Electoral Commission to determine specific needs of the Commission with regards to voter education. Select several CSO partners to implement a variety of voter education activities throughout Somalia (South-Central) as possible. Focus efforts on the public as Commission is likely to be well-supported by other donors. [Somalia/Somaliland]					15
3.1.3	<i>Civil society organizations (CSOs) understand roles and responsibilities of government</i>					

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
	Seminars/ trainings for CSOs on the roles and responsibilities of government (including government structure, processes, functions, branches, etc.)					15
3.1.4	<i>CSOs understand constitutional rights and responsibilities</i>					
	Seminars/ trainings for CSOs on constitutional rights and responsibilities					15
3.1.5	<i>CSOs have the skills needed to carry out civic education campaigns</i>					
	Seminars/ trainings for CSOs on the roles and responsibilities of government (including government structure, processes, functions, branches, etc.)					15
	Provide grants to CSOs to carry out civic education activities					15
3.1.6	<i>Citizens understand their constitutional rights and duties</i>					
	Civic education for citizens on constitutional rights and duties [Somaliland, Puntland, Somalia]					15
	Print and distribute copies of the Constitution [including outside of capital cities]					10
	Civic awareness through radio and TV					9, 10
	Development/ Dissemination of IEC materials on civic rights, etc.					10, 15
	Utilize women's networks to hold facilitated discussions on the basics of governance and avenues for citizen participation in decision making.					15
3.1.7	<i>Citizens understand roles and responsibilities of government</i>					
	Civic education for citizens on roles and responsibilities of government [Somaliland, Puntland, Somalia]					15
	Civic awareness through radio and TV					9
	Development/ Dissemination of IEC materials on civic rights, etc.					10, 15
3.1.8	<i>Improved links between government and constituents</i>					
	Facilitate public consultations on key legislative developments following priorities established by the Council of Ministers (link with objective 2, KRA 2.5 & 2.6)					9

KRA 3.2: Interactions Between CSOs and Parliaments Increased

KRA Strategy

Citizen and civil society input in parliamentary 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, further undermining public trust. CSOs typically do not have institutionalized skills and procedures for providing useful input in parliamentary decision-making, such that it is less likely that Parliament will solicit their input. In addition, parliament and parliamentary staff members lack the institutionalized procedures and skills needed to solicit, manage, and respond to CSOs' input into parliamentary decision-making.

KRA 3.2 activities will help key CSOs develop the skills needed to reach agreement among their members and constituents regarding policy positions and advocacy and to advocate those

positions and negotiate effectively with parliament. SSG will also facilitate discussions among CSOs and members and staff of parliament to build consensus regarding institutionalized opportunities and methods for civil society engagement in parliamentary policy and legislative decision-making.

KRA 3.2 will also be implemented through other Objective 1 and Objective 2 activities, as shown in the following table.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 3.2	Interactions between civil society organizations (CSOs) and parliaments increased					
3.2.A	<i>CSOs share information with parliament on their activities [demonstrated transparency, credibility]</i>					
3.2.1	<i>CSOs have improved communication skills</i>					
	Training on communication and information sharing for CSOs					10
	Training for CSOs on negotiation/conflict resolution					10
	CSOs share information on expertise, capacity and activities implemented (and citizen feedback) [through Caucusus groups, CSO profiles, etc.]					16
	Provide basic technical assistance to networks or coalitions (such as SOSENCA, SONSAF, PUNSA) and their members on how to better facilitate dialogue with legislative officials in a public forum.					9
	Support CSO coalitions with targeted technical assistance to conduct research, public survey, or data analysis which is useful for the parliament law development efforts					10, 16
	Support (through grants) research or survey activities in partnership with a CSO coalition seeking to influence parliament or local administrations on an important policy topic					
3.2.2 / 1.5.1	<i>MPs and Parliamentary staff have an improved understanding of the role of civil society and the public in government decision-making (measured under 1.5.1)</i>					
	Training for government / skills to interact with CSOs [from objective 1]					10
3.2.B / 1.5.A	<i>More frequent and effective communication and consultation between legislators and civil society</i>					
3.2.3 / 1.5.2	<i>Processes in place for public input into parliamentary decision-making (measured under 1.5.2)</i>					
	Sponsor a workshop or a series of workshops between members of civil society (SOCENSA/Somalia, SONSAF/ Somaliland, PUNSA/Puntland) and the Speaker and other MPs to identify how each side can better support each other. Address questions on what Parliament needs from civil society beyond position papers, what guidelines or official avenues are in place for civil society to formally engage in a policy debate, what technical needs Parliament has, etc. Focus on broad collaboration instead on specific policies.					16
	Work on development of legislation and policy development guidelines, with particular emphasis on civil society involvement and information dissemination [With Objective 1 & 2]					10
	Work with Parliament to publicize the guidelines for public input into policy development and constituency outreach [With Objective 1]					10

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
	Contribute to the development or strengthening of outreach or communication plans for Parliament, MPs and/or local administrations [With Objective 1]					10
	In coordination with UNDP, support Parliament's efforts to better publicize its legislative agenda for each session and create a more accessible record of Parliamentary proceedings to the public [With Objective 1]					10
3.2.4	<i>Public input into legislative and policy frameworks and strategies solicited</i>					
	Help CSOs facilitate public consultations on law and policy development [joint with Obj 1 & 2]					9
	Assist public/ CSOs to access consultation sessions by MPs and Ministries					9
3.2.C	<i>CSOs and Parliament members/staff interactions increased</i>					
3.2.5	<i>Opportunities for interaction between CSOs and government increased</i>					
3.2.6	<i>Opportunities for CSO input into Parliamentary (or local administration) decision-making increased</i>					
	Opportunities for CSOs to develop common platforms around specific bills or issues (for example: Somaliland - family bill)					16
	[See activities under 3.4]					
	Sponsor a workshop or a series of workshops between members of civil society (SOCENSA/Somalia, SONSAF/ Somaliland, PUNSA/Puntland) and the Speaker and other MPs to identify how each side can better support each other. Address questions on what Parliament needs from civil society beyond position papers, what guidelines or official avenues are in place for civil society to formally engage in a policy debate, what technical needs Parliament has, etc. Focus on broad collaboration instead on specific policies.					16
	Facilitate CSO participation in parliamentary hearings/ meetings					10
	Facilitate input from CSO coalitions based on policy/legislation drafting guidelines					10

KRA 3.3: Interactions Between Targeted Government Ministries and CSOs Representing Citizens' Interests Increased

KRA Strategy

Citizen and civil society input in government decision-making is also an essential element of democratic governance. The absence of such input undermines trust in government and contributes to poor parliamentary decision-making that fails to serve the needs of citizens, further undermining public trust. CSOs typically do not have institutionalized skills and procedures for providing useful input in government decision-making, making it less likely that government will solicit their input. In addition, government bodies often lack the institutionalized procedures and skills needed to solicit, manage, and respond to CSOs' input into their decision-making.

SSG will help key CSOs develop the skills needed to reach agreement among their members and constituents regarding policy positions and advocacy and to advocate those positions and negotiate effectively with government. SSG will also facilitate discussions among CSOs and

government officials of parliament to build consensus regarding institutionalized opportunities and methods for civil society engagement in governmental policy and legislative decision-making.

KRA 3.2 will also be implemented through other Objective 1, 2, and 3 activities, as shown in the following table.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 3.3	Interactions between targeted government ministries and CSOs representing citizens' interests increased					
3.3.A	<i>CSOs share information with ministries on their activities</i>					
3.3.1	<i>CSOs have improved communication skills</i>					
	Training on communication and information sharing for CSOs					
	CSOs share information on expertise, capacity and activities implemented (and citizen feedback)					10
	Provide basic technical assistance to networks or coalitions (such as SOSENCA, SONSAF, PUNSA) and their members on how to better facilitate dialogue with ministerial officials in a public forum.					10
	Support CSO coalitions with targeted technical assistance to conduct research, public survey, or data analysis which is useful for the ministry's policy development efforts					10
	Support (through grants) research or survey activities in partnership with a CSO coalition seeking to influence a ministry on an important policy topic					
3.3.2 / 2.6.2	<i>Key line ministries and commissions have an improved understanding of the role of civil society in government decision-making (measured under output 2.6.2)</i>					
	Training for government / skills to interact with CSOs [from objective 1]					10
3.3.B / 2.6.A	<i>More frequent and effective communication and consultation between Ministries and civil society [outcome]</i>					
3.3.3 / 2.6.1	<i>Key line ministries develop policies and procedures for soliciting participation by public, civil society, and other stakeholders in government planning and decision-making (measured under 2.6.1)</i>					
	Sponsor a workshop or a series of workshops between members of civil society (SOCENSA/Somalia, SONSAF/ Somaliland, PUNSA/Puntland) and key ministries (identified in Objective 2 or around new laws and policies) to identify how each side can better support each other. Address questions on what Ministries needs from civil society beyond position papers, what guidelines or official avenues are in place for civil society to formally engage in a policy debate, what technical needs do Ministries have, etc. Focus on broad collaboration instead on specific policies.					16
	Work on development of legislation and policy development guidelines, with particular emphasis on civil society involvement and information dissemination [With Objective 1 & 2]					10
	Contribute to the development or strengthening of outreach or communication plans for Ministries [With Objective 2]					10
	Work with NEC on voter registration / education strategy development					10

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
3.3.4	<i>Public input into legislative and policy frameworks and strategies solicited</i>					
	Help CSOs facilitate public consultations on law and policy development [joint with Obj 1 &2]					9
	Assist public/CSOs to access consultation sessions by MPs and Ministries					9
	Facilitate input from CSO coalitions based on policy/legislation drafting guidelines					10
3.3.C	<i>CSOs and government officials interactions increased</i>					
3.3.5	<i>Opportunities for interaction between CSOs and government increased</i>					
	Facilitate events on significant days (ex. Women's day, youth day, holidays, etc.)					9
	Facilitation of CSO attendance/ observation of government processes					10
3.3.6	<i>Opportunities for CSO input into Ministerial decision-making increased</i>					
	Sponsor a workshop or a series of workshops between members of civil society (SOCENSA/Somalia, SONSAF/ Somaliland, PUNSA/Puntland) and key ministries (identified in Objective 2 or around new laws and policies) to identify how each side can better support each other. Address questions on what Ministries needs from civil society beyond position papers, what guidelines or official avenues are in place for civil society to formally engage in a policy debate, what technical needs do Ministries have, etc. Focus on broad collaboration instead on specific policies.					16
3.3.7	<i>Public input into legislative and policy frameworks and strategies solicited</i>					
	Help CSOs facilitate public consultations on law and policy development [joint with Obj 1 & 2]					9
	Assist public/CSOs to access consultation sessions by MPs and Ministries					10

KRA 3.4: Targeted CSOs Advocate for Citizens' Interests More Frequently

KRA Strategy

The ability and effectiveness of civil society participation in democratic governance depends largely on CSOs' understanding of how government works, the interests and concerns of politicians, how to identify opportunities and methods for effective engagement with political actors, and how to take into account the interests, concerns, and constraints of political actors when advocating for citizens.

SSG activities will aim at building the capacity of CSOs to understand these issues and, with that understanding, to improve the frequency and effectiveness of their advocacy efforts.

In part, SSG will also implement KRA 3.4 through other Objective 1, 2, and 3 activities as a cross-cutting theme of SSG, as shown in the following table.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 3.4	Targeted CSOs to engage political actors and advocate for citizens' interests more frequently					
3.4.A	<i>CSOs consult with the public</i>					
3.4.1	<i>CSOs define their constituency</i>					
	Facilitate sessions where CSOs can develop/define their "constituencies"					10
3.4.2	<i>CSOs improve skills in consultation/ outreach to public/constituencies</i>					
	Training on outreach, consultation, and representation					10
3.4.3	<i>CSOs develop/ define mandate and technical expertise</i>					
	Facilitate sessions where CSOs can develop/ define their "mandate" and to be able to articulate and demonstrate their areas of technical expertise					10
3.4.B	<i>CSOs present common positions/united positions</i>					
3.4.4	<i>Opportunities for interaction between CSOs increased</i>					
	Support website(s) or other interactive media that allowed for increased interactions of CSOs in different areas					10
	Provide opportunities through networking meetings, workshops, etc. for CSOs to interact/ work together/ learn from each other					10
	Roundtable discussions for civil society to interact and discuss issues between them (to air differences and work towards the ability to present united views)					10
3.4.5	<i>Improved channels for information flow within networks</i>					
	Provide organizational capacity building support to civil society coalitions (like SOCENSA, SNOW, etc.) to improve the flow of information from local member organizations to the central office. Coalitions are not able to effectively use the valuable information coming from their members to share with policy makers and vice versa					10
3.4.C	<i>CSOs carry out advocacy campaigns</i>					
3.4.6	<i>CSO skills in advocacy improved</i>					
	Training on advocacy skills [Training of networks to then train their members]					10
	Invite a good/ positive model of successful advocacy initiatives/ ability to influence decision-making from a regional country					10
	Training on policy analysis/law making processes [Training of networks to then train their members]					10
	Training on negotiation and conflict resolution skills					10
	Provide small capacity develop grants to networks in order to provide training to their members (and other coalition groups/actors) on advocacy skills					10, 17
	Utilize peer information exchanges amongst civil society organizations via workshops or peer mentoring relationships.					10
	Work with technically strong CSOs to mentor other CSOs in areas such as research and data for policy analysis					10
	Technical assistance to CSOs in development of advocacy materials					10
3.4.7	<i>CSOs technical expertise improved</i>					

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
	Provide technical assistance/ training to CSOs in specific areas related to advocacy topic or policy/legislative input identified					10
	Utilize peer information exchanges amongst civil society organizations via workshops or peer mentoring relationships.					10
3.4.8	<i>CSOs improve ability to provide evidence to back up positions</i>					
	Training on research and data collection (specific to government activities, budget, etc.)					17
3.4.9	<i>Evidence-based advocacy initiatives developed</i>					
	Work with a core group of CSOs on a limited number of identified advocacy issues to support the development of advocacy campaigns					17
	Identify advocacy issues to support					17
	Sponsor a few selected research or public surveys in partnership with targeted CSOs on critical policy issues. Activity builds the capacity of the CSOs to do the work and data is used to help create better policy					10
	Facilitate the development of a theory of change					17
	Facilitate a political economy analysis around the issue identified					17
	Facilitate the formation of CSO coalitions to address the issue					17
	Work with a core group of CSOs to develop common positions on topics related to advocacy initiative or policy or legislative processes (position papers, advocacy initiatives, etc.)					17
	Facilitate the development of an advocacy strategy for the coalition (what type of activities, targets, etc.)					17
	Provide grants to CSO coalitions to carry out identified advocacy initiatives					17

KRA 3.5: Targeted Media Outlets Report on Government Actions More Frequently

KRA Strategy

The ability of CSOs and media outlets to hold government accountable will depend on their understanding of democratic governance and roles of governance institutions, as well as the roles of civil society and the media in holding government accountable and the opportunities and methods for doing so effectively. These methods and opportunities include research and education on the legislative process and the issues at hand; engaging in dialogue on issues with relevant politicians and government ministries; active participation in town hall meetings or other public forums to discuss issues such as state formation, putting out and participating in public opinion polls, and engaging with other CSOs to reach compromise and consensus on issues to bring more resources to bear on improved lobbying and advocacy.

The SSG team will aim to build the capacity of CSOs and the media to understand these issues and, with that understanding, to improve the frequency and effectiveness of CSOs' participation in governance and of their civic education and outreach efforts, as well as to improve the frequency and effectiveness of CSOs' participation in governance. An important part of this effort may include SSG support for enhancing access to government and parliamentary information by the media, CSOs, and citizens.

In part, SSG will also implement KRA 3.5 through other Objective 1, 2, and 3 activities as a cross-cutting theme of SSG, as shown in the following table.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
KRA 3.5	Targeted CSOs and media outlets hold government accountable more frequently					
3.5.A	<i>CSOs produce researches, reports, positions papers and hold forums with government as part of the government accountability [Outcome]</i>					
3.5.1	<i>CSOs better understand the roles and responsibilities of government</i>					
	Produce a democracy and governance manual to explain the roles and responsibilities of government institutions for media and civil society organizations.					18
	Provide CSOs (including media) with training on government structures, constitutional implementation process, and the roles and responsibilities of elected officials.					18
3.5.2	<i>CSOs improve ability to provide evidence to back up positions</i>					
	Training on research and data collection (specific to government activities, budget, etc.)					18
3.5.3 / 3.4.9	<i>Evidence based advocacy initiatives developed (measured under 3.4.9)</i>					
	see 3.4.9					
3.5.4 / 1.5.1 / 2.6.2	<i>Improved understanding by government of the roles and responsibilities of civil society regarding governance (Measured under 1.5.1 and 2.6.2)</i>					
	Roundtable discussions between CSOs (including networks and coalitions) and government about the role of civil society					9
	see objective 1: KRA 1.5					
	see objective 2: KRA 2.6					
3.5.B	<i>Increase in accuracy of news reports on government-related issues</i>					
3.5.5	<i>Improved journalist skills in reporting government policies</i>					
	Support a new civics/governance training course for journalists through the work of NUSOJ via the Media Resource Center.					18
	Provide a series of trainings to selected journalists from basic to governance reporting, in coordination with SOLJA, FPU, and BBC Media Action with a primary focus on print media. With the presidential election in June 2015, focus will also be on accountability and transparency [Somaliland]					18
	Provide training and mentoring on governance reporting: - in South Central, focus on working with pre-selected radio journalists. Provide theory based training and continued on the job support to ensure quality information is produced. - In Puntland - provide a series of trainings from basics in governance reporting, in coordination with other media organizations - in Somaliland - provide a series of trainings from basics to governance reporting with primary focus on print media					18
3.5.6	<i>Increased availability of government officials on radio or television shows</i>					

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
	Provide support to media (including radio and/or a selected television stations) for an interaction/dialogue program where selected government officials are interviewed about policy					18

KRA 3.6: Media and CSO Reporting on Government Plans, Policies, Programs, Deliberations, and Activities Increased

KRA Strategy

As is the case with respect to their ability to hold government accountable, the ability and effectiveness of CSO and media reporting on government plans, policies, programs, deliberations, and activities will depend on CSO and media understanding of democratic governance and the roles of governance institutions. Civil society and the media must also understand their role in reporting accurately on government activities and doing so in a way that their intended audiences (citizens in general, particular interest groups) can understand.

Activities under KRA 3.6 will aim at building the capacity of CSOs and 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. An important part of this effort may include SSG support for enhancing the access of the media, CSOs, and citizens in general to government and parliamentary information.

In part, SSG will also implement KRA 3.6 through other Objective 1, 2, and 3 activities as a cross-cutting theme of SSG, as shown in the following table.

KRA Outcomes and Activities

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
3.6	Media and CSO reporting on government plans, policies, programs, deliberations, and activities increased					
KRA 3.5	Targeted CSOs and media outlets hold government accountable more frequently					
	Provide training to CSOs on governance topics (see 3.5)					
	Provide training to CSOs on reporting					
	Provide training to CSOs on evidence based advocacy (see 3.4)					
3.6.2 / 3.5.5	<i>Improved journalist skills in reporting government policies</i>					
	Provide a series of trainings to selected journalists from basic to governance reporting, in coordination with SOLJA, FPU, and BBC Media Action with a primary focus on print media. With the presidential election in June 2015, focus will also be on accountability and transparency					18
	Provide training and mentoring to journalists on governance reporting. Work with pre-selected radio journalists who will be assigned to government offices					18
	Support a new civics/governance training course for journalists through the work of NUSOJ via the Media Resource Center.					18

	Task	FY 2015				AMEP Indicator
		Q1	Q2	Q3	Q4	
	Provide support to Radio Hargeisa and/or a selected television station for an interaction/dialogue program where selected government officials are interviewed about policy					18
3.6.B	<i>Improved dissemination of public policy and debate</i>					
3.6.3	<i>Radio broadcasts developed</i>					
	Produce and broadcast original radio programming to inform on public policy developments throughout all regions. Working with selected journalists, produce a monthly original radio program that focuses on the development of policy and governance in Somalia. This will be developed and produced at the Media Resource Center in Mogadishu and aired by various partners throughout Somalia.					18
3.6.C	<i>Improved coordinated communication of governance development</i>					
3.6.4	<i>Improved skills in governance communication coordination</i>					
	Engage with both external and internal influencers (i.e., diaspora, international community, etc.) thru interactive social media. Expand its current website to include a curator tool to aggregate conversations on various social media sites including Twitter, Facebook, Instagram, and many others. Use a social media analysis tool, Symosos, to collect and report on social media trends including social media's most influential actors. [Somalia/Somaliland]					18