



**USAID**  
FROM THE AMERICAN PEOPLE



# OBJECTIVE 1 ASSESSMENT

**STRENGTHENING SOMALI GOVERNANCE**

**20 JANUARY 2015**

This publication was produced for review by Chemonics International for the United States Agency for International Development

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

# OBJECTIVE 1 ASSESSMENT

**STRENGTHENING SOMALI GOVERNANCE**

**Contract No. AID-623-C-14-00007**

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

# CONTENTS

Acronyms .....	1
Executive Summary .....	2
Section I. Methodology.....	3
Section II. Introduction and Background.....	5
Section III. Somaliland Parliament.....	6
Section IV. Conclusion.....	16
Annexes.....	17
Annex A. Bibliography of Resources .....	17
Annex B. List of meetings conducted.....	18

## ACRONYMS

ASOW	Activity Scope of Work
AU	African Union
AWEPA	Association of European Parliamentarians with Africa
CDI	Conflict Dynamics International, Inc
CDCS	Country Development Cooperation Strategy
CSO	Civil Society Organization
DFID	Department For International Development
GESI	Gender and Social Inclusion
HoE	House of Elders (Somaliland)
HoR	House of Representatives (Somaliland)
ICT	Information and Communications Technology
IGAD	Inter Governmental Authority on Development
INGO	International Non Governmental Organization
IRI	International Republican Institute
MP	Member of Parliament
NEC	National Electoral Commission (Somaliland)
PMP	Project Monitoring Plan
PWD	Persons with Disabilities
SOW	Scope of Work
SSG	Strengthening Somali Governance Project
UNDP	United Nations Development Programme
UNISOM	United Nations Operation in Somalia
WB	World Bank

## **EXECUTIVE SUMMARY**

The Strengthening Somali Governance (SSG) Project is designed to support the development of more effective and accountable Somali government institutions. SSG activities will include support for developing the capacity of governance institutions that are ready for, and in need of, assistance. The activities will be designed to improve the reach of government; systematize opportunities for representation and inclusion of citizen interests in the political process; increase the legitimacy of government institutions and representative bodies; and support women's empowerment and leadership. SSG focuses on three overarching objectives, which are designed to:

- 1) improve the legislative, representative, and oversight functions of the deliberative bodies;
- 2) improve the ability of targeted government institutions to carry out essential functions;  
and
- 3) increase citizen awareness of and engagement in government decision-making.

### **Objective One Assessment**

This assessment report focuses on Objective 1 of SSG in Somaliland, relating to strengthening the deliberative bodies – i.e., the Somaliland Parliament. Assessments for Objectives 2 and 3 of SSG will be conducted soon. At the same time, because the three Objectives of SSG are designed to be interrelated and complementary to one another, this assessment report also considers cross-objective opportunities for engagement.

### **Structure and Purpose of the Report**

The Methodology and Introduction and Background sections of this report outline how the assessment was conducted and provide information on the operating context in Somaliland. Section III provides a general overview of the parliament, including the current operating context and priorities, an overview of parliamentary capacity across the institution, and more detailed information on the parliamentary committees. The section then provides a mapping of support being provided by other donor-funded organizations, and concludes with proposed activities that could be supported by SSG.

## SECTION I. METHODOLOGY

This SSG Objective 1 assessment was carried out in October 2014 to provide a rapid analysis of the situation in Somaliland and identify key priorities for assistance to the Somaliland Parliament. The assessment team, comprising governance expert Erik Landemalm, with remote assistance from David Womble, conducted a desk review of relevant documents and other donors' and implementing partners' work plans. Information from the desk study was then complemented by on-the-ground meetings and phone calls, and e-mail correspondence between October 10, 2014 and October 21, 2014 with key government counterparts and project stakeholders in Nairobi and Hargeisa. A bibliography of documents consulted for this assessment can be found in Annex A and the list of in-person meetings conducted can be found in Annex B.

The assessment process was designed to identify current needs and priorities of the Somaliland Parliament, donor assistance being provided to address these needs, and gaps in donor assistance as potential entryways for SSG. To identify these areas, the assessment team incorporated the following principles into its process:

- *Light Touch*: to build partnerships and responsive interventions, the assessment sought to identify existing donor-funded parliamentary support projects and locally-led civil society activities that could be leveraged to enhance support for parliaments.
- *Local ownership*: to be responsive to stakeholder priorities and build local capacity, the majority of in-person interviews were conducted with members of parliament, with a focus on committee chairs and committee members. The assessment team also spoke with parliamentary staff to learn more about their current functions and capacity building needs.
- *Strategic focus*: to add value and maximize impact, suggested activities that come out of the Objective 1 assessment focus on priority needs that are not being addressed by other donors and that work to maximize the legitimacy of the new governance structures in the short and long term.
- *Do no harm*: to promote a truly inclusive government which does not perpetuate existing monopolies or existing inequalities, the assessment aimed to gather information from a diverse group of project stakeholders to get a more complete understanding of current capacity and future needs.
- *Gender equity and women's empowerment*: to promote greater gender equity within the Somali government and to support the government in protecting and promoting women's rights, the assessment process incorporated questions on women, as well as other marginalized groups including youth and persons with disabilities. The process focused on the role of women and other marginalized groups both as participants in the governance process as well as citizen beneficiaries of a stronger government.
- *More than training*: to maximize the capacity building support provided, the assessment encouraged key informants to think creatively about the types of short-, mid-, and long-term technical assistance that would be most useful to strengthen the function of their

respective legislative bodies, including development of governance systems that could increase the institutional capacity. It could also include building capacity by selective provision of equipment to help the legislative bodies conduct their jobs in a more efficient way.

This assessment report will not discuss the USAID development objective; the USAID development hypothesis, and SSG's project objective. These will be discussed in the Objective 1 ASOW.

Prior to starting on-the-ground meetings in Somaliland, the assessment team met with the USAID COR for SSG, Leslie Schafer, to confirm the assessment team's methodological approach, timetable and other logistical matters, and to gain a preliminary overview of USAID's intended goals for the assessment report. During the fieldwork portion of the assessment, the Hargeisa team met with the Speaker and Deputy Speakers of the House of Representatives (HoR), two of the committee chairmen, the whip of the ruling party, other MPs and staff from six of the eight departments at the HoR. The Hargeisa team also met with members of the House of Elders and representatives for local CSOs and INGOs. The full list of persons interviewed can be found in Annex B.

This assessment is meant to serve as a rapid snapshot of the current conditions facing the parliament in Somaliland, but is not necessarily exhaustive of all activities currently underway.

The Hargeisa assessment team had six working days on the ground to meet with parliamentary members and other stakeholders. Unfortunately, the HoR was not in session during the time of the assessment and many MPs were out of Hargeisa doing fundraising for the upcoming election, this meant that the assessment team had to focus mainly on the parliamentary staff.

During the assessment process, the team contacted known donor-funded project implementing partners that are providing similar parliamentary support, including UNDP, AWEPA and Interpeace. The range of responses from other donor-funded actors on the ground does not allow for a full review of all existing interventions being provided, but to the extent possible the assessment team worked with implementing partners, members of parliament, staff members, and civil society groups to triangulate information about the current situation.

## **SECTION II. INTRODUCTION AND BACKGROUND**

### **Project Scope and Objective 1 Assessment**

The Strengthening Somali Governance (SSG) Project is designed to support the development of more effective and accountable Somali government institutions, by supporting administrations in their commitments to develop sound government institutions. SSG activities will include support for developing the capacity of governance institutions, as well as other entities that emerge as legitimate government structures that are ready and in need of assistance. The activities will be designed to improve the reach of government; systematize opportunities for representation and inclusion of citizen interests in the political process; increase the legitimacy of government institutions and representative bodies; and support women's empowerment and leadership. SSG focuses on three overarching objectives, which are designed to:

- 1) improve the legislative, representative, and oversight functions of the deliberative bodies;
- 2) improve the ability of targeted government institutions to carry out essential functions;  
and
- 3) increase citizen awareness of and engagement in government decision-making

This assessment report covers Somaliland. Somaliland is an area of gradual improvement governed by a democratically elected government that claimed independence in 1991 but without international recognition. It has an elected central government and a system of local government. In June 2010, it held presidential elections for the second time and power was peacefully transferred to the opposition. Local elections were held in November 2012. Legislative power is held by the bicameral Parliament, comprising an upper house, the House of Elders, and the lower house, the House of Representatives, each house having 82 members. Currently there is only one female member of parliament.

## **SECTION III. SOMALILAND PARLIAMENT**

This section summarizes the findings of the component of the assessment dealing with the existing capacity and needs of the Lower House of the Somaliland Parliament, the House of Representatives (HoR), and the Upper House, the House of Elders (HoE), both located in Hargeisa, Somaliland. The section begins with a general overview of the two Houses and the assessment team's process in conducting this component of the assessment. The section then analyzes in detail the capacity and needs of the Parliament, broken down into sub-sections for each House and the parts of their organization whose members the team interviewed. The section next provides a gap analysis, mapping existing donor-funded projects supporting the Parliament and identifying key focus areas of continued need on which the SSG program could engage. Finally, the section will provide a summary of proposed activities for the SSG program to address these identified key focus areas.

### **A. GENERAL OVERVIEW AND CONTEXT**

Somaliland's parliament is bicameral and consists of the HoR and the HoE. A provisional constitution was drafted by the Hargeisa conference in 1997, where a party system was introduced with a first multiparty, popularly elected HoR in 2005. There are still no provisions for how to elect or select the members of the HoE, a debate that is ongoing at the moment. The current members were indirectly elected for a six-year term at the 1997 conference and have since then had their terms extended three times.

The current HoR was elected in September 2005. Elections have since been postponed twice, first in September 2010 for an additional two years and eight months and again in April 2013 for an additional two years. Elections for both the President and HoR are planned to be held in 2015, even though there are many obstacles to overcome for this to take place.

The HoR has a three-year Strategy Plan for 2013-2015 while the HoE still lacks one. However, the HoE interviewees told the assessment team that their problems were very much in accordance with the needs expressed by the HoR, especially regarding the staff, which shares a similar organizational structure.

Before arrival in Hargeisa, the assessment team had contacted members of both Houses to express SSG's interest in working with them. The assessment team will here give a short overview of the discussions held with the HoR and the HoE respectively.

#### **HoR**

The first meeting at the HoR was with the Hon. Speaker Abdullahi Abdirahman, accompanied by the Secretary General and the Director of Planning. The initial discussions were about the current situation of the HoR and what the committees were working on.

The Speaker asked the Director of Planning to provide the assessment team with a list of pending bills (see below), the organization chart, and the HoR action plan that UNDP has helped draft.

These documents will make it possible for SSG to identify activities from a list of outlined needs.

List of current draft bills:

- Commercial banks bills
- Waste management bill
- Media bill
- Sports bill
- Civil aviation bill
- Education bill,
- Terrorism bill
- Protection of wildlife and forestry bill
- Integrated taxes bill
- National Insurance bill
- Law on establishment of Somaliland Agency
- Amendment of Somaliland penal code
- Administrative law
- Parliamentarians privilege bill,
- Somaliland Parliament staff bill
- Staff of Local councils bill
- Anti-rape bill

Some of these bills have been pending at the HoR for a very long time.

There are also three bills that have been previously approved by the HoR and sent to the HoE, which has sent them back to the HoR with recommendations for changes:

- Anti-HIV/AIDS Commission bill
- Quality control bill
- Amendment of Voter Registration Act

The HoR Strategy Plan sets out a mission:

*“As elected representatives of the people of Somaliland, the mission of the House of Representatives is to represent all of the people of Somaliland, to exercise the legislative powers embodied in the Constitution and to provide oversight of the Executive, all in a manner so as to inspire public trust and confidence in its representatives.”*

The Strategy Plan also sets out a vision:

*“A democratically elected House of Representatives which is recognized by the international community and which reflects and effectively represents all of the people of Somaliland, is responsive to the needs of its people, and governs in accordance with the rule of law.”*

The Strategy Plan was based on a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and resulted in five strategic directions:

1. Enhance institutional capacity
2. Improve legislative process
3. Improve capacity to provide effective oversight
4. Develop representative capacity
5. Build and enhance relationships

The assessment team was given a verbal overview of what the other donor-funded projects had been doing to support the Parliament, which correlated to a great extent with what the various partners had told SSG during the meetings held with them. Since IRI no longer has a program in Somaliland, the main two implementers are AWEPA and UNDP.

All persons that were interviewed in Somaliland showed great enthusiasm for USAID's support through SSG. The HoR in particular welcomed a new potential partner.

## **HoE**

The HoE has 82 MPs plus four honorary members. There are no female MPs in the HoE. Apart from the Chairman and the two Deputies, the 79 other MPs are assigned to six committees:

1. Standing Committee (25 MPs)
2. Security and Defense Committee (11 MPs)
3. Political & International Relations Committee (11 MPs)
4. Committee of Social Affairs and Human rights (11 MPs)
5. Economic and anti-corruption Committee (11 MPs)
6. Committee of Laws and Judiciary (10MPs)

Because the HoE was in session during the assessment mission, the assessment team was not able to set up a meeting with the Chairman. Instead, the team met briefly with the Second Deputy Chairman who referred the team to the Secretary General for further discussions. A long discussion was held with the Secretary General who welcomed SSG and helped set up meetings with the Chairperson of the Finance Committee as well as other committees and staff.

The members of the HoE staff said they have the same organizational structure as the HoR. Based on the assessment team's own firsthand knowledge and experience working with both Houses, it should be noted that while this is true in theory the HoR's staff has received more training than the HoE staff in the past.

During our conversations with the Secretary General and other representatives of the house, the following main areas of capacity building needs were brought to our attention:

1. Training of staff – Practical training for each department separately by experts.
2. Training of committees – Basic training needed, specifically on how the houses of parliament can work together. Preferably by trainers from other parliaments with two houses.

3. Support with filing and archiving systems.
4. Online information system. To make it easier for the country's youth to get information on what the HoE has done through the years and the history of the HoE.
5. Training of local leaders/elders in how to work against terrorism. Traditional elders have done this successfully. Create committees on district and regional levels that will report back to the HoE.
6. The future of the HoE. Support is needed to conduct a study on how a local/regional/national elder is chosen. This will help in making a law regarding the HoE's future.
7. Infrastructure and equipment needs.

On top of these, it was expressed that the needs are the same as the ones stated by the HoR in the HoR Strategy Plan. Joint training for both Houses have worked well in the past and those interviewed hope SSG could continue doing this. They referred to trainings held by AWEPA where members of the staff from both Houses were trained together, along with the Standing Committees from both Houses.

## **B. OVERALL CAPACITY AND NEEDS**

### **Overall Capacity of Parliamentary Oversight Committees**

The HoR has recently increased the number of committees from eight to ten:

- Standing and Discipline Committee (13 MPs including one female)
- Financial, Commerce and Economic Committee (nine MPs)
- Religion and Social Affairs Committee (nine MPs)
- Judiciary, Constitution, Justice and Human Rights Committee (six MPs)
- Environment, Livestock and Natural Resources Committee (eight MPs)
- Internal Affairs Committee (eight MPs)
- Public Accounts Committee (seven MPs)
- Foreign Affairs and International Cooperation Committee (eight MPs)
- Security and Intelligence Affairs Committee (six MPs) (new committee)
- Public Work Affairs Committee (six MPs) (new committee)

At the time of the assessment, the HoR was not in session and most MPs were away from Hargeisa. The assessment team was nevertheless able to set up meetings with members of three of the committees: the Standing and Discipline Committee, the Religion and Social Affairs Committee, and the Financial, Commerce and Economic Committee.

It was explained that each committee has one or more counterpart line ministries within the Executive. The interaction is, however, limited.

When discussing the work of the committees, the assessment team noticed that most of those discussions ended up being about how the MPs were involved with the upcoming presidential and parliamentary elections planned for 2015. The HoR Speaker, who also serves as the Chairman and Presidential candidate of the main opposition party, WADANI, was very open about the fact that the HoR currently faces challenges related to the upcoming election with some

members supporting him as the leader of the opposition while others are supporting the two Deputy Speakers who are members of the ruling party, KULMIYE. This was repeated in various ways in all meetings the assessment team had in Hargeisa. Some of the members of the HoR choose to attend the HoR plenary sessions sporadically, leading to problems with not having enough MPs for a quorum.

The Speaker and the Deputy Speakers as well as MPs and staff all agreed that there is a continuing need for all the committees to receive further capacity building to be better able to perform their oversight duties. However, some of the interviewees advised the assessment team to suggest to SSG to now focus on strengthening the knowledge of the staff. These suggestions were based on the fact that many MPs at the moment are working on things related to the upcoming election.

Many of the MPs need further technical support in order for them to conduct their legislative and oversight duties. While they have the basic theoretical knowledge with regard to their mandated roles, the technical capacity to draft new bills is still limited.

### **Parliamentary Administrative Staff Capacity**

The HoR staff is divided into eight departments, each with two to six staff members:

- Administration and Finance Department
- Planning, International Relations and Regional Coordination Department
- Document Controller and Archives Department (with a female director)
- Information, Communication and Technology Department
- Protocol and Public Relations Department
- Human Resources Department (with a female director)
- Hansard and House Affairs Department
- Research, Library and Publications Department

The assessment team spoke with members of six of the eight departments. All the departments share the same basic structure, with Directors who have been staff members for five years or longer. The Administration and Finance Department's Director has worked at the Parliament since it was founded in 1993. Two of the departments have female directors at the HoR and salaries are same for men and women, according to the female interviewees. Out of 40 professional staff located in Hargeisa, ten are female, according to the Secretary General. Another ten professional staff members are based in the five regional offices.

All departments expressed that they had the facilities to do the main part of their work, even though some of them had to share offices. An office building was built by Interpeace in 2005 and in 2011 AWEPA finalized the construction of a new plenary building with nine offices. The houses of parliament have requested from donors and partners to finance a shared library and research facility built between the HoR and the HoE. This proposed building would also have a cafeteria where members and staff from both houses could meet.

The Secretary General of the HoE stated that the HoE has almost 30 professional staff and eight of these are women. Out of the three staff directors at the HoE, one is a woman. Unfortunately,

she was not able to attend the scheduled meeting during the assessment.

The existing equipment infrastructure ranges from relatively new to old, but one of the interviewees mentioned there is a need to improve the safety standards and contingency planning to ensure that furnishings and equipment are not lost in a potential fire. At the moment, all accounting and filing is done manually and then typed in on a computer in MS Excel or Word. Most departments have access to at least one laptop, but there is a need to upgrade a number of items:

- ICT system providing Internet access to the HoR
- Cameras for the audio/video system in the plenary
- Computerized accounting system
- Computerized archiving system
- Office equipment

### **Cross-Objective Functionality: Executive-Legislative Relations**

At this point, SSG is not planning to work with the relations between the Executive and the Parliament in Somaliland, but after the planned election in 2015, this could change. After the election, it could prove to be interesting for SSG to look into providing support to the committees on how to engage with their line ministries and give support to activities that will enhance the committees' capacity to conduct oversight.

### **Cross-Objective Functionality: Civic Engagement**

Civil society is very engaged in governance in Somaliland, with numerous local CSOs engaging actively with politicians. At the same time, this interaction is more on an ad hoc basis rather than in an organized way. The assessment team met with APD and SONYO during this assessment trip. APD is a research academy funded by INGOs and donors. APD plays an important role in promoting democracy in Somaliland and has many well-regarded researchers hired.

SONYO is an umbrella organization for more than 50 youth organizations in Somaliland. Due to its size and very active members, SONYO has been able to lobby the HoR on numerous occasions. An example of SONYO's ability to change policy was seen prior to the local elections in 2012, when SONYO was able to advocate successfully to the HoR to change the minimum age for an individual to be able to run in local elections from 35 to 25. This change has led to some mayors being as young as 25, even in some of the major cities.

Other civil society organizations that have good reputation and that could be potential partners for SSG include NAGAAD (a women's umbrella organization) and SONSAF (a non-state actors forum). SSG's potential engagement with civil society organizations in Somaliland will be further explored in the SSG Objective 3 assessment. Activities where synergies between civil society and the Parliament in Somaliland can be reached, could be interesting for SSG to explore further.

### Women, youth and marginalized groups

Women and youth are both underrepresented in Somaliland politics. There are four female ministers or Deputy Ministers out of a total of 46. Out of the 164 MPs in both Houses of Parliament, there is only one woman (in the HoR). After the parliamentary election in 2005, two women had been elected but one did not attend the sessions and lost her parliamentary seat. In the HoE, there used to be one female MP who had been appointed following the death of her husband, but she later resigned. Out of 360 elected Local Council representatives, only ten are women.

There was generally a positive attitude among the interviewees towards having a formal quota to promote more female MPs even though there is a group of influential MPs holding a different view, according to some of the interviewees the assessment team spoke with.

Another constraint on women's participation was said to be a belief that women cannot represent one clan since they are born into one clan and potentially marry into another. One of the MPs asked during the interview how a woman would be able to represent her new clan if her father asked her to represent her old clan.

The last main constraint expressed to the assessment team was that, if a quota were allowed for women it would also potentially allow for minority clans and other minority groups to claim they should have a quota. This could potentially undermine the existing power structures. So even though Somaliland has had free and fair elections, there are still constraints on women's political participation, according to many of the people the assessment team met, based on the structure of the clans and the culture's traditions and norms.

Youth are another group that is underrepresented in Somaliland politics, especially young women. Even though positive changes have taken place recently, such as lowering the age for running in local elections as mentioned above, the few representatives who can still be considered youth are not representative of the entire group.

There are few opportunities or avenues of assistance for persons with disability. No one whom the assessment team spoke with could provide a good answer to who people with disabilities would go to for representation at the moment. It seems that CSOs and some of the INGOs fill this vacuum.

## C. GAP ANALYSIS

### AWEPA

AWEPA has according to the interviewees been the lead agency working with both houses of parliament since 2008 but it has scaled down the support since 2013 due to financial limitations. A locally hired Project Officer works at the AWEPA office, which is located at the HoR. AWEPA referred the assessment team to the HoR for more information regarding work plans. The information provided by MPs and staff was that there are no ongoing activities with AWEPA at the time of the assessment, and that they are not aware of any planned future activities. When speaking to AWEPA's Project Manager in Nairobi, the assessment team was told that, although activities are planned, they consist mainly of theoretical training for the staff at this point.

### UNDP

UNDP has been working with the HoR on an action plan for 2014-2015 that lays out a comprehensive plan for capacity building for the parliament through legislative assistance and expertise, administrative capacity building for the civil service, and greater citizen accountability of the parliamentarians.<sup>6</sup>

UNDP recently held a workshop for the ten new staff members in the Parliament's five regional offices. The rent and equipment for these five offices has, to date, been paid by UNDP. The assessment team agreed with UNDP to use the action plan as a foundation to look into the specific formulated needs and which organizations will address them.

UNDP has not addressed the issue of cross-sectorial or cross-objective bridges for executive and legislative relations. This was discussed as a potential area of interest for SSG, especially after the elections.

## D. PROPOSED PRIORITY FOCUS AREAS AND OUTPUTS

Based on the HoR Strategy Plan's five strategic directions, UNDP has assisted the HoR with writing an activity plan that outlines the needs of the House into four strategic directions:

1. Enhance institutional capacity
  - Improve and develops the physical capacity and infrastructure of the HoR
    - Improve the security of the HoR
    - Establish a library and a research center
  - Strengthen the human resources of the HoR
    - Review the organizational chart of the HoR secretariat

---

<sup>6</sup> See the bibliography, in annex A herein, for the full title of UNDP's work plan. The document was shared by UNDP to SSG assessment team, and can be readily available if requested.

- Develop an ICT system
    - Develop ICT policy and purchase IT equipment
  - Develop the capacity and professional skills of MPs
    - Conduct a training needs assessment
    - Develop a manual on the parliamentary work and make it available for the current and the upcoming newly elected members
  - Enhance the protocol unit of the HoR
    - Train the protocol staff
    - Review the protocol procedures
  - Increase the representation of women in HoR
    - Constitute an ad hoc committee to develop an action plan to increase women's representation
    - Conduct a review of the legal framework related to women's rights in Somaliland
    - Conduct consultation with the civil society around women's participation
2. Improve legislative process
- Review the legislative process
    - Review the articles of the rules of procedures related to the legislative process
    - Engage in public consultation during the legislative process
    - Reinforce MPs' and staff members' skills in legal drafting
3. Improve capacity to provide effective oversight
- Strengthen the committees of the HoR in terms of oversight
    - Reinforce the capacities of the committees members in terms of oversight
    - Reinforce the capacities of the staff working with the committees
  - Increase dialogue with stakeholders
    - Develop an outreach plan for the committees
4. Build and enhance cooperation and relations
- Reinforce the relationship with the executive
    - Establish Ah Hoc committee for dialogue with the executive
  - Establish and organize the cooperation with the media
    - Establish a communications department
    - Design a communications strategy for the HoR
  - Reinforce the relationships with other parliaments around the world
    - Conduct study missions in at least two countries
    - Participate in regional and international conferences related to Parliaments

Based on this action plan, UNDP and the HoR have already discussed a number of activities that will take place in 2014 and first part of 2015. The assessment team could not get any clarity on whether this action plan has also been distributed to AWEPA and other potential HoR partners.

Subject to its resource limitations and USAID priorities, SSG could address many of the needs outlined in this action plan, and could also include the HoE in these activities. A more detailed discussion about who will do what, should be held with the Houses of Parliament together with AWEPA and UNDP, in order to avoid any duplication of effort.

Prior to the parliamentary election, (planned for later in 2015 but possibly postponed to 2016 according to some of the interviewees the assessment team met), SSG should mainly focus activities in Somaliland on practical on the job trainings for some departments of the two houses' secretariats. SSG will also explore the possibility to work with a cross section of the committees to support so called oversight missions. The mission plan will include clear questions to be asked as well as a joint report. Prior to the election, all SSG will do is give technical assistance on how to plan and execute the oversight missions.

After the election, there will be a great need for capacity building of the new MPs. For this reason SSG should build the capacity of permanent staff members, so they can assist and possibly build the capacity of the newly elected MPs of the committees they will work with.

## **SECTION IV. CONCLUSION**

USAID/SSG has a number of comparative advantages that can help it succeed in implementing its program of activities effectively.

USAID has also identified several structural gaps in other donor-driven initiatives that place SSG inherently at an advantage to address the existing needs that are not being filled by other donors and can reach a far greater number of beneficiaries as a result. Whereas many other donor-driven initiatives are focused solely on governmental institutional capacity in isolation, USAID/SSG has also prioritized civil society engagement and capacity building, as well as cross-objective functionality between government and parliament. This has been identified as a serious gap by stakeholders and other donors alike.

## ANNEXES

### ANNEX A. BIBLIOGRAPHY OF RESOURCES

Documents used to inform the Objective 1 assessment were collected during the desk review or given to the assessment team during the fieldwork portion of the assessment. The majority of documents referenced in the bibliography are publically available and can be shared by the assessment team upon request.

#### General Documents

*Gender Assessment: Navigating Gender Roles and Status to Benefit Men and Women Equally.* USAID/ Somalia. March 2014.

*USAID Handbook on Legislative Strengthening.* USAID Center for Democracy and Governance, February 2000.

#### Somaliland Documents

*Eight Departments of the House of Representatives Mandate.* Undated.

House of Representatives, Republic of Somaliland. *House of Representatives Strategic Plan 2013-2015: The First Strategy Plan for the Somaliland House of Representatives.* Hargeisa, Somaliland, 2014.

House of Representatives, Republic of Somaliland. *Organogram.* Undated.

House of Representatives, Republic of Somaliland. *Rules of Procedure.* Hargeisa, Somaliland, 2014.

House of Representatives, Republic of Somaliland. *The Strategic Plan of the Somaliland House of Representatives "HoR" Annual action plan 2014-2015.* Undated.

Somaliland Upper House of Parliament. *Brief Introduction of the House of Elders.* Undated.

## ANNEX B. LIST OF MEETINGS CONDUCTED

<b>Hargeisa</b>			
<b>Organization</b>	<b>Individuals</b>	<b>Contact Information</b>	<b>Meeting Date</b>
<b>Local NGOs/CSOs</b>			
APD - Academy for Peace and Development	Executive Director Mohamed Farah	xirsi_law@hotmail.com	16 October 2014
SONYO - Somaliland National Youth Organization <b>INGOs/Donors</b>	Executive Director Saeed M. Ahmed	sonyoed@gmail.com +252634427327	16 October 2014
European Union	Field Office Liaison Alberto Fait	alberto.fait@yahoo.com	13 October 2014
AWEPA UNDP Governance UNDP Governance	Project Officer Yousuf Mohamed Soulef Guessoum Elizabeth Kariba	yousuf.awepa@gmail.com soulef.guessoum@undp.org elizabeth.kariba@undp.org	16 October 2014 15 October 2014 15 October 2014
Halo Trust	Programme Manager Barthy Rigby	P: +252634427821	14 October 2014
Former NDI/UNDP, now SSG	Hamdi Ismail Abdulahi	hamdi.abdulahi@gmail.com	12 October 2014
<b>Government Institutions</b>			
House of Representatives (HoR)	Speaker Abdirahman Abdillahi	a_ciro@yahoo.com +252634425631	13 October 2014
HoR	1st Deputy Speaker Bashe Mohamed Farah	P: +252634426874	14 October 2014
HoR	2nd Deputy Speaker Ali Youssouf Ahmed	P: +252634429445	14 October 2014
HoR	Chairperson Hon. Ibrahim Mahdi Buba - Standing Committee	P: +252634241102	15 October 2014
HoR	Chairperson Hon. Omar Ahmed Suleiman - Finance Committee	omersulaman@hotmail.com omersulaman04@gmail.com	15 October 2014
HoR	Hon. Ali Sheik Ibrahim - Standing Committee		15 October 2014
HoR	Hon. Abdirahman Osman Alin - Social Affairs Committee	osmanalin1@hotmail.com	17 October 2014

HoR	Secretary General Abdirizak Said Ayanle	qaloonbi7@hotmail.com +252634424837	13 & 15 October 2014
HoR	Director of Planning Abdinasir Mahamoud	P: +252634428649	13 & 16 October 2014
HoR	Director of Human Resources Ismahan Yusuf Ibrahim (female)	ismahayusuf@hotmail.com	13 October 2014 (Brief)
HoR	Director of Admin & Finance Abdi Ismail Hawadle	P: +252634424807	14 October 2014
HoR	Director of ICT Mahamud Saleban Omar	P: +252634102072	16 October 2014
HoR	Director of Protocol and Public Relations Ahmed Cige	P: +252634441470	Phone and email
HoR	Director of Archives Hibo Mohamed Ibrahim (female)	P: +252634422356	15 October 2014
HoR	Accountant Farah Ibrahim Gamule (female)		14 October 2014
House of Elders (HoE)	2nd Deputy Chairman Saeed	P: +252634426342	16 October 2014 (Brief)
HoE	Chairperson Hon. Yusuf Abdillahi Awale - Finance Committee		16 October 2014
HoE	Secretary General Abdillahi Habane	P: +252634426342	15 October 2014
HoE	Deputy Secretary General Abdinasir Aden Begsi		16 October 2014
HoE	Director of Hansard Omar Mohamed Farah		16 October 2014
HoE	Director of ICT Hassan Moumin Mohamed	xasanmuumin@hotmail.com	15 October 2014 (Phone)
HoE	Political Consultant to HoE Aden Abdi Hussein		16 October 2014
National Electoral Commission (NEC)	Chairman Essa Yusuf H.Mohamed	essamoham@gmail.com +252634429862	14 October 2014