



OBJECTIVE 2 ASSESSMENT REPORT - PUNTLAND

STRENGTHENING SOMALI GOVERNANCE

Revised February 2015 (Originally December 15, 2014)

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ACRONYMS

ACU	Aid Coordination Unit
AfDB	African Development Bank
AMISOM	African Union Mission in Somalia
ASI	Adam Smith International
CSC	Civil Service Commission
CSI	Civil Service Institute
CSO	Civil Society Organization
DfID	Department for International Development
DG	Director General
EISA	Electoral Institute for Sustainable Democracy in Africa
FGS	Federal Government of Somalia
FMIS	Financial Management Information System
GGACC	Good Governance and Anti Corruption Commission
GICA	Government Institutions Capacity Assessment
IDP	Internally Displaced Person
JPLG	UN Joint Program for Local Governance and Decentralized Services
KII	Key Informant Interview
MNPD	Ministry of National Planning and Development
MoF	Ministry of Finance
MoPIC	Ministry of Planning and International Cooperation
NDI	National Democratic Institute
PFM	Public Financial Management
PSG	Peace Building and State Building Goal
SSF	Somalia Stability Fund
SSG	Strengthening Somali Governance Project
TDR	Traditional Disputes Resolution
UNDP	United Nations Development Programme
UNHCR	United Nations High Commission for Refugees
UNSOM	United Nations Assistance Mission in Somalia
USAID	United States Agency for International Development
WB	World Bank

I. EXECUTIVE SUMMARY

A. Overview of SSG Project

The Strengthening Somali Governance (SSG) Project is designed to support the development of more effective and accountable Somali government institutions, by supporting both the Federal Government of Somalia (FGS) as well as state and local administrations in their efforts to meet the New Deal Framework and their commitments to develop sound government institutions. SSG activities include support for developing the capacity of governance institutions (primarily their respective parliaments and civil society institutions) in Somaliland, Puntland, and Jubaland, as well as other entities that emerge as legitimate government structures that are ready for, and in need of, assistance. The activities are 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 Somalia's federal and state (including Puntland) 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.

B. Addendum to Objective Two Assessment

This addendum assessment report focuses on SSG Objective 2, related to strengthening the ability of targeted government institutions – i.e., ministries, independent commissions, and other executive branch institutions – to carry out their essential functions in Puntland. Because these functions can and should often times intersect with the work of the legislative assemblies in each place, this addendum will at times refer to activities already identified in the Objective 1 Assessment Report and the Addendum to Objective 1 Assessment Report. Because SSG's three objectives are designed to be inter-related and complementary to one another, this assessment report also considers cross-objective opportunities for engagement under Objective 3.

C. Structure and Purpose of the Report

Section II (Methodology) provides information on the operating context with the government in Puntland and describe how the assessment team conducted meetings with key ministry and independent commission personnel, as well as donors and implementing agencies engaged in similar work.

Sections III provide an overview of executive branch agencies in Puntland assessed by the assessment team and includes an overview of how these were assessed. These sections also provide an overview of other donor-funded organizations working with the assessed institutions, gap analysis, and suggestions for future activities. Some of the recommended activities are

organized by a ministry or other executive branch agency and note their corresponding Key Result Area (KRA).

These proposed activities will be implemented with selected executive branch agencies, but are intended to serve as models that can be rolled out to other ministries and government bodies during the life of the SSG project and after the SSG project ends. Some of these activities – including capacity building in basic public financial management, legislative drafting, and organizational development – are intended to be implemented with several agencies, all of which appear to have capacity gaps in those areas to some degree. Those activities are intended to institutionalize important systems and procedures, thereby improving the overall performance and functionality.

Other proposed activities are aimed at addressing capacity gaps specific to particular agencies and are aimed at enhancing their performance and functionality with respect to key elements of their mandates.

II. METHODOLOGY

This addendum to the Objective 2 assessment report resulted from a decision to include the executive branch in Puntland.

The assessment was conducted in April and May 2015, with the purpose of determining which ministries and commissions SSG should focus on in Puntland. The assessment team also focused on understanding the capacity, including collecting baseline information, and providing recommendations for activity areas for Objective 2 ASOW. The assessment team included Team Leader Erik Landemalm and Institutional Capacity Expert Jawad Risheq.

The team conducted an initial desk review of the existing SSG documents and supporting documents and donor activity documents. Prior to starting on-the-ground meetings, the assessment team spoke by phone with the USAID COR for SSG, Leslie Schafer, to confirm the team's methodological approach, review logistical matters, and gain a preliminary overview of USAID's intended goals for the assessment report.

Team Leader Landemalm traveled to Nairobi to meet with the USAID COR in person, while Institutional Capacity Expert Risheq traveled to Garowe, Puntland. Five days after reaching Puntland, a terrorist attack killed nine people outside of the compound where Mr. Risheq was staying; he was evacuated to Nairobi due to security concerns the next day. Before departing from Garowe, Mr. Risheq met with the Ministry of Planning and International Cooperation (MoPIC), the Civil Service Commission (CSC), and the Puntland Good Governance Bureau (PGGB). He also met with the State Parliament of Puntland (described in the Objective 1 report). The early departure meant some meetings had to be canceled.

During the assessment process, the team also contacted known donor-funded implementing partners providing similar support to SSG's target institutions, including UNDP and UNODC.

A full schedule of meetings in Puntland can be found in Annex A.

III. PUNTLAND

A. Overview

Puntland, in the northeast of Somalia, is a semi-autonomous administration since 1998 with a state government. Puntland has consistently stated that it seeks to be a Federal Member State within a broader, unified, federated Somalia, though relations with the Mogadishu-based Federal Government have at times been strained since it came to power in 2012, often due to the power balance in Mogadishu and the distribution of natural resources that are believed to be found in Puntland.

In December 2013, traditional elders from the clans in Puntland selected 66 new members of Parliament (PL HoR), two of whom are female. The MPs were all selected on the basis of clan distribution. A month later, in January 2014, the MPs elected President Abdiweli Mohamed Ali (Gas), who subsequently selected his cabinet with the approval of the PL HoR.

The cabinet has 18 ministries and out of these, only two ministers are female:

- Ministry of Agriculture and Irrigation
- Ministry of Animal Husbandry
- Ministry of Civil Aviation and Airport Authority
- Ministry of Constitution, Federalism and Democracy (female minister)
- Ministry of Education
- Ministry of Environmental Protection, Wild Animals and Tourism
- Minister of Finance
- Ministry of Fisheries and Sea Resources
- Ministry of Health
- Ministry of Interior and Local Governments
- Ministry of Justice
- Ministry of Labor and Youth
- Ministry of Planning and International Relations
- Ministry of Public Works
- Ministry of Seaports and Sea Transportation
- Minister of Security
- Ministry of Trade and Industry
- Ministry of Women's Affairs (female minister)

This means that out of all MPs and all ministers, only four are women. This pattern of male-dominated government institutions continues at the level of civil servants leadership of the assessed institutions, where no female DGs or directors were found.

The team decided to meet with one of the ministries and two other agencies from the executive branch in Puntland. The chosen ministry was the Ministry of Planning and International

Coordination and the two agencies, the Civil Service Commission and the Puntland Good Governance Bureau. They were selected because they work with multiple executive institutions.

B. Executive Branch Agencies

B1. Ministry of Planning and International Cooperation (MoPIC)

Overall Assessment

In 2005, MoPIC undertook the formulation of the first Five Year Development Plan (2007-11) on behalf of the Puntland government. The strategic objective of the first Five-Year Development Plan (FYDP-1) was to strengthen the foundation of development of the state by government institutions, agencies, organizations, and citizens, as indicated in a policy paper developed by former Minister of Planning, who later became President of Puntland, Abdirahman Sh. Mohamed Mohamud. The main purpose of having a five- year development plan was to prioritize, in a concise methodical way, the long-term and short-term needs of the people of Puntland. The paper also referred to the establishment of target development goals and the setting up of strategic plans to overcome the barriers and challenges of development.

In 2012, after the FYDP-1 elapsed, MoPIC published its document, “The Priority Needs of Puntland Productive and Infrastructure Institutions for 2012-2013” in which all the priorities of more 10 major government agencies were collected. Also, some government institutions, including the above, have prepared their individual strategic plans and policy papers, on ad-hoc basis, which gave them a sense of direction while others lacked any document of that sort.

MoPIC, on behalf of the Government of Puntland, decided to address this issue and hence started, in January 2012, its bold initiative to formulate the Second PFYTD: 2014-2018 (PFYTD-2), which was successfully finalized in 2014, something that can be seen as an indicator that there is goodwill regarding this from the government.

The importance of PFYDP-2 is crucial, as it focuses on the capacity development of the Puntland government so the government can enable individuals, organizations, and societies to perform their core functions, identify and solve their problems, set their own objectives and achieve them on a sustainable basis. The focus of the governance sector in the PFYDP-2 is on governance that is participatory, transparent and accountable, effective and equitable, and that promotes the rule of law.

Even though the formulation of the PFYDP-2 went well, the assessment team was told by ministerial staff that the implementation of the PFYDP-2 has been hindered by the lack of an effective M&E unit that can assist with creating an overview of the different development projects in Puntland. There is also a lack of supplementary costing and budget for the planned sector-level priorities. The success of the PFYDP-2 depends on building and strengthening public institutions, as well as instituting an effective system for monitoring government revenue and expenditure. According to the MoPIC, other ministries in Puntland have M&E units that possess subject knowledge and expertise and represent an important resource for their respective institutions. To date the ministry has had limited contact with these units. This will be fixed

when MoPIC establishes and maintain a productive collegial partnership with these units, characterized by communication, cooperation, and collaboration.

Activity Map

UNDP

UNDP has supported the MoPIC and other ministries in Puntland with capacity building for quite some time; between 2010 and 2013 the following support was provided:

- General training courses such as training on management issues to all ministries
- Training on proposal writing to all ministries, leadership courses, and general courses about public financial management
- Training on how to conduct training needs assessments
- Strategic planning courses to all directors and with interested staff members and officials
- Training course on M&E
- Training on planning development
- Conducted functional review to four institutions: MOPIC, CSC, MOL, and MOF
- UNDP assisted CSC when it helped in a survey about civil servants and HR

UNDP/WB - Somalia Capacity Injection Modality

Under the Somali Compact of September 2013, the Federal Government of Somalia with the Government of Puntland State established a Flagship Program to build core public sector capacities. A jointly developed program between UNDP and the WB, called Public Sector Capacity Injection Project (CIP), supports this. UNDP and the WB are jointly developing a five years Somalia Capacity Injection Modality, covering FGS institutions and Puntland institutions.

The Capacity Injection Modality will finance the compensation of qualified Somali and Somali diaspora personnel through the SSF, and will provide training and mentoring for common functions such as financial and human resource management, procurement, and policy management.

The objective of the CIP is to strengthen staffing levels and capacity in selected line ministries and central agencies to perform core government functions. The project is comprised of four components: (i) Developing capacity for key crosscutting government functions; (ii) Strengthening the frameworks and procedures for civil service management; (iii) Strengthening policy management, coordination, and monitoring capabilities at the Centre of Government; and (iv) Project management support. According to the minister, the MoPIC in Puntland will be one of these institutions.

UNICEF

UNICEF has conducted trainings where MoPIC has participated on sectors management information system, real time monitoring, and one training on the data based on UNICEF program. A consultant hired by UNICEF also provided technical support and training to the M&E team within MOPIC.

World Bank

The WB supported the MoPIC with technical assistance through its Sustainable Employment and Economic Development Program II (SEED II) between 2012 to 2014. The assessment team could not find out from the interviewees what had been provided.

Gap Analysis

In terms of improving the functions and duties of the MoPIC, particular attention should be paid to the following needs:

- ICT – development at all levels in the MoPIC
- HR management – salaries, benefits, allowances, retirement, processes, code of conduct, approved policies, and laws.
- M&E system – processes, reporting, approved forms.
- Financial management – procedures, process, documentation and archiving.
- File management – archiving and reporting
- Training programs to all employees at all levels

There is a need for databases for HR and finance. These databases can be locally developed; the staff will need to be trained in how to administer and work with the databases. This will assist the staff to organize the MoPIC's missions and priorities and will monitor the ministry's performance and achievement.

Suggested Activities

The assessment team suggests SSG not start activities with the executive agencies in Puntland during Year 2 as UNDP has outlined a number of capacity building needs, similar to the assessment team's findings, of at least two of the three institutions that were assessed. The assessment team suggests SSG re-evaluate working with the institutions at the beginning of Year 3 to avoid duplication of UNDP's ongoing capacity building activities. The assessment team suggests that SSG be in close coordination with UNDP and especially the MoPIC about possible needs that will not be covered in the Training Needs Assessment (TNA). Examples of suggested activities for SSG to support the MoPIC with, if still needed, are:

1. Training to MoPIC to improve coordination role of annual ministerial work plans, including development of work planning guidelines for ministries and a consolidated annual work plan
2. Basic organizational development 101, including training on:
 - Evidence-based planning for government decision-making and planning (Department of Statistics)
 - Knowledge management – databases, repositories, basic filing/record keeping, ICT
 - Integration of budgeting and planning processes (in consultation with MoF and key line ministries)

3. Workshops and on-the-job training for mid-level staff on basic organization and functions, including:
 - a. Review of the ministry's mandate and preparation of written summary of its mandate
 - b. Map functional relationships between each ministry and other relevant ministries
 - c. Review and revision, as required, of organizational chart to align it more closely with its mandate
 - d. Review and revision, as required, of mandate of each department of the ministry to align it more closely with ministry's overall mandate
 - e. Preparation of job descriptions for staff to align them more closely with ministry's and departments' mandates and functions (including priority staffing plans for proposed funding through the Capacity Injection Modality)
 - f. Identify staffing gaps and develop proposal(s) to other donors for filling gaps
 - g. Identification of gaps in existing ministry and department rules and procedures, development of strategy to fill those gaps, and preparation of required additional rules and procedures

B2. Puntland Good Governance Bureau (PGGB)

Overall Assessment

The PGGB was established in 2006, as an independent agency responsible for developing and implementing good governance initiatives throughout Puntland. Initially, it began in 2005 under the ABAP (Addressing Better Administration in Puntland) project. It was created after the public had complained about the Puntland State Government's (PSG) limited service delivery. As a result of these public complaints, the PSG formally formed four commissions to assess the capacity of public institutions and personnel and to provide appropriate recommendations to improve the performance. PGGB was set up as the coordinating body of the conduct of four studies by these commissions. The corresponding four reports issued contained recommendations on specific actions to be taken by the PSG to address identified weaknesses.

In recognition of the importance of good governance for today's Puntland, the current state administration strengthened the role of the bureau and instructed it to carry out a wide range of governance initiatives.

The PGGB has the mandate to ensure good governance in Puntland and to advocate for good governance on behalf of all the line ministries; while simultaneously overseeing the governance issues within the line ministries. The main responsibilities of the PGGB are:

- To strengthen harmony and supremacy of the law
- To support consolidation of peace and security, fight injustice, and uphold human rights
- To promote general civic education and focused awareness campaigns state wide
- To enhance standards of transparent systems of public financial management and public administration

- To contribute to efforts of reversing inefficiency, corrupt practices, and a culture of apathy
- To advance development-oriented programs by cooperating with the statutory bodies, the civil society and the international community for the benefit of the Somali society
- To maintain positive cultural and moderate Somali and Islamic values to fight youth delinquency and piracy by advocating for the creation of job opportunities.

The assessment team met with the DG of the bureau, Abdirahman Ali Gureye. He emphasized his deep interest and desire to collaborate with the SSG project, due to the urgent support needed for the bureau in terms of restructuring the department’s mission, responsibilities, skills, and knowledge. He repeatedly asked about technical support, consultancies, training, and additional knowledge and experience. The DG stated that the mission and role of the bureau is becoming more sensitive due to the additional responsibilities added to the PGGB, such as working on fighting corruption. Due to this, the new name of the PGGB will be “Puntland Good Governance and Anti-Corruption Bureau.”

Director of Planning Ahmed M. Hassan mentioned to the assessment team that the activities of the bureau declined from 2009 until 2014. There was no political will to support the work of the bureau. In February 2014, the new Government in Puntland appointed a new director general who hired a team to activate the bureau. A few months later, the president requested to add the anti-corruption mandate to the PGGB.

However, Deputy Director General Abdisamed A. Ghelle told the assessment team that the bureau did not receive any technical support from any donors. They were able to build good relationships with the UN agencies, but the necessary technical administrative support has not been provided to develop the five departments of the PGGB thus far:

1. Administration and Finance Department – Three staff members (two female)
2. Policy and Planning Department – One staff member
3. Anti-Corruption Department – Restructuring, currently no staff
4. Strategic Planning Department – One staff member
5. New Public Relations Department – To be proposed by the director general

Activity Map

The activities of the bureau started in 2015, and many activities have already been implemented, according to the director; activities include community campaigns, awareness campaigns in media, promotion, and workshops about the functions of the bureau. All activities were planned in collaboration with other ministries and institutions. To date, UNDP and UNSOM have covered the fees (amount and specific use was unclear to the assessment team) and the PGGB provided the venue, activities, guests, and anything related to the work of the bureau.

Gap Analysis

Currently, the bureau is in the restructuring phase and requires serious internal and external efforts and support to build up a functional systematic bureau. The interviewees confirmed the

bureau will have a new structure and new staff members in all five departments in the near future. The bureau expects full support from various donors to implement the three-year work plan, which is to include all major developmental needs for the upcoming three years. During the meetings, the bureau officials emphasized the need for the following:

- Consultants to support the bureau in good governance and anti-corruption
- Consultants to support and train the PGGB staff in strategic planning and strengthening the policies
- Office equipment to facilitate daily work
- Practical systematic training in data collection
- Capacity training and consultants provided to support the activities mentioned in the three-year plan

Suggested Activities

Just like with the MoPIC above, the assessment team suggests SSG not start activities with the executive agencies in Puntland during Year 2 due to fact that UNDP has outlined a number of capacity building needs, similar to the assessment team’s findings, of at least two of the three institutions that were assessed. The assessment team suggests SSG to re-evaluate working with the institutions at the beginning of Year 3 to avoid duplication of UNDP’s ongoing capacity building activities. Examples of suggested activities for SSG to support PGGB with, if still needed, are:

1. Basic organizational development 101, including training on:
 - Evidence-based planning for government decision-making and planning
 - Knowledge management – databases, repositories, basic filing/record keeping, ICT
 - Integration of budgeting and planning processes
2. Support for preparation and roll-out of policies and guidelines for the PGGB in consultation with key stakeholders

C3. Civil Service Commission (CSC)

Overall Assessment

The PSG is the single largest employer in Puntland. The authority pays salaries to an estimated total of 19,400 people, comprising of police, custodial corps, military, and about 6,200 civil servants (exact numbers vary and include figures from different government sources: ministries of Finance, Labor, Youth and Sports as well as from individual ministries and institutions).

The current PSG has made civil service reform (CSR) one of its top priorities. CSC told the assessment team that there have been several studies in the past on civil service reforms in Puntland, including one commissioned by the CSC and Puntland Good Governance Bureau (PGGB). All studies have common findings and proposed solutions for addressing the current challenges within the civil service sector in Puntland. However, it has proven to be difficult to

make actual changes in reality, considering the high unemployment, nature of civil service staffing, and the infrastructure and limited capacity of the PSG.

State revenue, which is largely dependent on customs taxation, is low. CSRs also have to take into account constitutional provisions governing the distribution of powers between the central government and the institutions of local government.

Due to the above-mentioned civil service needs, a Civil Service Reform Committee was established recently, with full support from the president. The CSR Committee includes the:

- Chief of the Cabinet
- Minister of Finance
- Minister of Labor
- Minister of Health
- Director General of the PGGB
- Director General of the CSC

The objective of this technical committee is to engage proactively on formulation of Puntland civil service reform, and to assist the PSG in making the necessary practical and effective reforms. The responsibility of the CSR Committee is as follows:

- Review structures, mandates, and functions of ministries and agencies in collaboration with a functional review committee
- Review the existing structures, systems, and processes for public service remuneration
- Carry out job analysis and descriptions, including minimum requirements and training needs
- Formulate an appropriate CSR
- Submit the proposals related to improving the civil service to the steering committee
- Propose new job grades and salary scales based on cost of living
- Develop a performance management system
- Preparation of a comprehensive training plan for the civil service
- Development of strategic plans for all ministries
- Facilitate the sharing of experiences of best practices among ministries and agencies
- Solicit parliamentary and public commitment to the reforms

The CSC will coordinate and chair the CSR Committee. It will also nominate a rapporteur to facilitate the committee's communications.

CSC Chairman Mustafa Said Sheba mentioned during the meeting with the assessment team that the top priorities of the PSG are the security reform, justice reform, PFM, and CSR.

The assessment team also met with CSC Director of Administration and Finance Ahmed Osman. He identified the functions of the CSC departments as:

- Administration and Finance Department – Three staff members (two female)

- Human Resources Department – Two staff members
- Planning Department – One staff member
- M&E Department – Two staff members

The CSC is understaffed and is at the moment not receiving any training, but all staff members have job descriptions previously developed by UNDP. UNDP also assisted the CSC in developing a five-year strategy. The CSC does not have an internal system to manage, organize, and operate the departments and does not have any manuals as references available. Mr Osman stated that the CSC had been able to develop a recruitment policy in consultation with UNDP and the Ministry of Labor, but it is not approved yet. Also the CSR strategy is pending for unknown reasons.

The assessment team also met with Human Resources Department Director Dahir Yusuf who stated the most functional department at the CSC is the HR Department, which is responsible for the recruitment for ministries. He recruits an average of three staff members a month, according to the policy recruitment, which is still pending.

Activity Map

Currently, the CSC does not receive any support at all from donor-funded organizations according to the DG and the directors at CSC. UNDP and the World Bank developed a flagship capacity injection project, but there has been no commitment, from their side, up to this point.

However, UNDP has worked with CSC on phase one of the functional review, which includes analyses, review, and draft recommendations on manuals and major activities needed. But phase two, the implementation of the functional review, was not included within UNDP support. The WB has discussed support to the CSC, and it should start in mid-2015, according to the DG.

The last direct support, except for the functional review, provided to the CSC, was from UNDP from 2010-2012 when it helped in a survey about civil servants and HR.

Gap Analysis

According to the DG and the directors the assessment team spoke with, the most urgent needs for the department are as follows:

Administration and Finance Department:

1. Consultancy and training to establish a comprehensive admin and finance system, which includes all internal and external procedures, rules, and necessary forms
2. Training on record management, policy development, planning, management, and advanced IT training
3. Consultancy and training on how to run Civil Service Commission
4. Training on developing work plans and strategies

Human Resources Department:

1. Build HR system with a user-friendly database
2. Consultancy to develop a training center within the CSC
3. Develop organizational structures, systems, and internal communication between CSC and line ministries
4. Develop TOT and training curriculum

Planning Department and M&E department (directors were not in Garowe during the time of the assessment, needs expressed by the chairman and DG):

1. Consultancy to develop the planning and M&E departments. Develop systems, enhance skills of staff, training on implementation processes with clear communication mechanisms between the CSC and line ministries
2. Consultancy on how to manage and run a planning department, including a strategic plan and annual plan
3. How to conduct a proper Training Needs Assessment (TNA)
4. Consultancy on how to promote the CSC
5. Training to all directors on strategic planning, leadership, and project management

Suggested Activities

Just like with the MoPIC and PGGB described above, the assessment team suggests SSG to not start activities with the executive agencies in Puntland during Year 2 due to the fact that UNDP has outlined a number of capacity building needs, similar to the assessment team's findings, of at least two of the three institutions that were assessed. The assessment team however suggests SSG re-evaluate working with the institutions at the beginning of Year 3, to avoid duplication of UNDP's ongoing capacity building activities. The assessment team suggests that SSG will be in close coordination with UNDP and the CSC about possible needs that will not be covered in the Training Needs Assessment (TNA). Examples of suggested activities for SSG to support CSC with, if still needed, are:

1. Basic organizational development 101, including training on:
 - M&E – Follow the example from SSG's support to other similar ministries and develop an M&E manual for the M&E unit, and build capacity of the unit's staff, as well as other ministries M&E staff
 - Strategic planning and management
 - Knowledge management – databases, repositories, basic filing/record keeping, ICT
2. Support for preparation and roll-out of policies and guidelines for the PGGB in consultation with key stakeholders

ANNEX A. MEETINGS CONDUCTED

No.	Name	Title	Organization	Organization Type
1	Ali Ahmed Fateh	Minister of MoPIC	MoPIC	PSG
2	Hussein Abdi Jama	Director General	MoPIC	PSG
3	Ayan Esse	Director of Aid-Coordination Department	MoPIC	PSG
4	Mohammed Abdillahi Yusuf	Director of M&E Department	MoPIC	PSG
5	Abdillahi Adam Abdillahi	Director of Admin & Finance Department	MoPIC	PSG
6	Abdilqader Ali Dulac	Director General - Statistics	MoPIC	PSG
7	Mustafa Said Sheba	Chairman	CSC	PSG
8	Dahir Yusuf	Director of Human Resources	CSC	PSG
9	Ahmed Osman	Director of Admin & Finance	CSC	PSG
10	Abdirahman Ali Gureye	Director General	PGGB	PSG
11	Abdisamad A Ghelle	Deputy Director General	PGGB	PSG
12	Ahmed M Hassan	Director of Policy and Planning Department	PGGB	PSG
13	Sergei Pushkarev	Technical Specialist	UNDP	UNDP
14	Mahmoud Mohammed	Program Officer	UNDP	UNDP
15	Hassan Dahir Arab	Former Local Consultant	AWEPA	AWEPA (Puntland)
16	Abshir Mohamed Jama	N/A	NDI	NDI (Puntland)