STRENGTHENING SOMALI GOVERNANCE (SSG) PROJECT

INTERIM FINAL REPORT
September 29, 2017

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

Cover photo: A group of Somali women celebrate at a wedding. (Photo: Jameson DeSalu)

CONTENTS

ACRONYMS

ACEED	Action for Community Empowerment and Enterprise Development
AMISOM	African Unison Mission in Somalia
AWEPA	Association of European Parliamentarians with Africa
BUILD	Bringing Unity, Integrity, and Legitimacy to Democracy
CSO	civil society organization
DG	Director general
EU	European Union
FGM	female genital mutilation
FGS	Federal Government of Somalia
FPS	Federal Parliament of Somalia
GDP	Gross domestic product
IMF	International Monetary Fund
M&E	monitoring and evaluation
MAAN	Madasha Aqoonyahanka Aragtida Nool
MoF	Ministry of Finance
MoPIED	Ministry of Planning, Investment, and Economic Development
MoPWR	Ministry of Public Works and Reconstruction
MoWHRD	Ministry of Women, Human Rights, and Development
MP	Member of Parliament
NCF	National Consultative Forum
NDP	National Development Plan
NERAD	National Environment Research and Disaster-Preparedness Authority
PAC	Public Accounts Committee
PEG	Partnership for Economic Growth
PFM	public financial management
PFMA	Public Finance Management and Accountability
SFMIS	Somali Financial Management Information System
SNA	Somali National Army
SNTV	Somali National Television

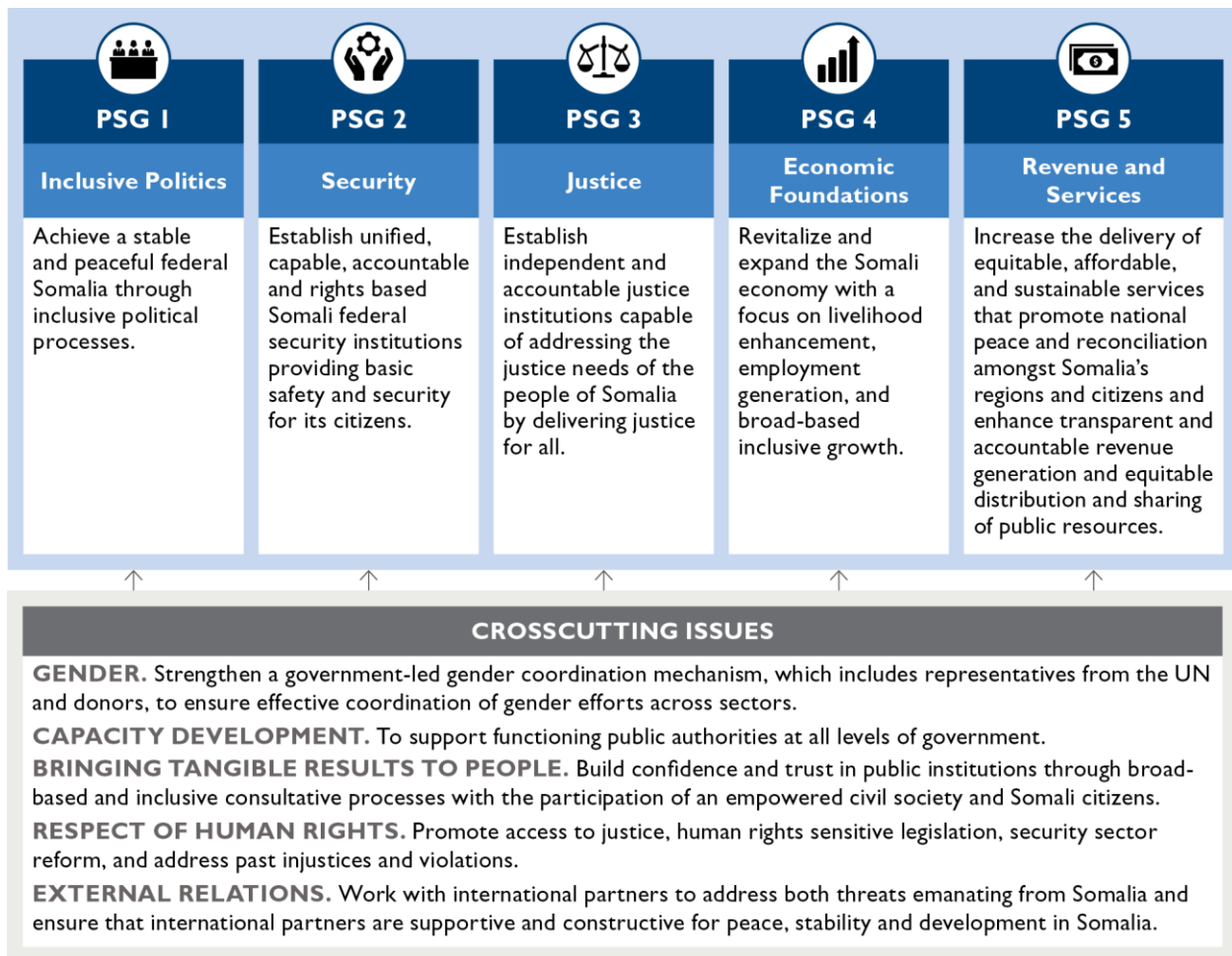|	
SOLJA	Somaliland Journalist Association
SONSAF	Somaliland Non-State Actors Forum
SSG	Strengthening Somali Governance
SWDC	Somali Women Development Centre
SYLI	Somali Youth Leaders' Initiative
UNDP	United National Development Programme

EXECUTIVE SUMMARY

BACKGROUND AND CONTEXT

Somalia is recovering from decades of conflict and the absence of a formal government. State building has always been a problematic conceptual framework for Somalia and that has resulted in the establishment of non-inclusive, Mogadishu-centric politics and institutions. The past 20 years have seen numerous failed attempts to establish peace and undertake national reconciliation. Despite the ongoing challenges, progress is being made.

In 2012, Somalia passed its provisional constitution and formed the Federal Government of Somalia (FGS), marking the first time that Somalia has had a sovereign federal government in place in Mogadishu since the collapse of the state in 1991. The government has taken steps to develop a legal framework and embody principles of good governance, effective representation, respect for human rights, and accountability and transparency. In 2013, the FGS, along with international partners, endorsed the Somali New Deal

FIGURE 1. PEACEBUILDING AND STATE BUILDING GOALS OF THE SOMALI COMPACT

PSG 1	PSG 2	PSG 3	PSG 4	PSG 5
Inclusive Politics	**Security**	**Justice**	**Economic Foundations**	**Revenue and Services**
Achieve a stable and peaceful federal Somalia through inclusive political processes.	Establish unified, capable, accountable and rights based Somali federal security institutions providing basic safety and security for its citizens.	Establish independent and accountable justice institutions capable of addressing the justice needs of the people of Somalia by delivering justice for all.	Revitalize and expand the Somali economy with a focus on livelihood enhancement, employment generation, and broad-based inclusive growth.	Increase the delivery of equitable, affordable, and sustainable services that promote national peace and reconciliation amongst Somalia's regions and citizens and enhance transparent and accountable revenue generation and equitable distribution and sharing of public resources.

CROSSCUTTING ISSUES

GENDER. Strengthen a government-led gender coordination mechanism, which includes representatives from the UN and donors, to ensure effective coordination of gender efforts across sectors.

CAPACITY DEVELOPMENT. To support functioning public authorities at all levels of government.

BRINGING TANGIBLE RESULTS TO PEOPLE. Build confidence and trust in public institutions through broad-based and inclusive consultative processes with the participation of an empowered civil society and Somali citizens.

RESPECT OF HUMAN RIGHTS. Promote access to justice, human rights sensitive legislation, security sector reform, and address past injustices and violations.

EXTERNAL RELATIONS. Work with international partners to address both threats emanating from Somalia and ensure that international partners are supportive and constructive for peace, stability and development in Somalia.

Compact, or the Somali Compact (see Figure 1), which is based on the New Deal Compact, "a key agreement between fragile and conflict-affected states, development partners, and civil society to improve the current development policy and practice in fragile and conflict-affected states." [1] The New Deal Compact was signed by more than 40 countries and organizations. In effect, The Somali Compact represents "a new political, security, and development architecture framing the future relations between Somalia, its people, and the international community." [2]
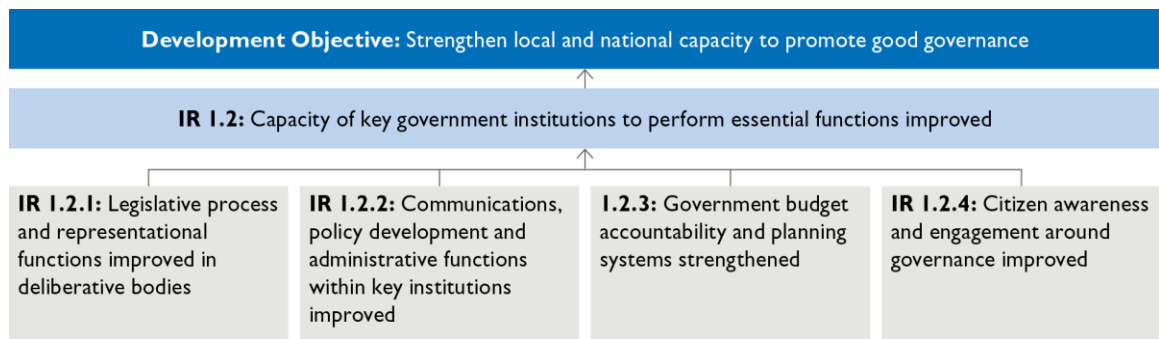
To support the development of more effective and accountable Somali government institutions in their efforts to meet the New Deal Framework and their commitments to develop sound public institutions, USAID launched the Strengthening Somali Governance (SSG) project in 2014. This three-year activity aimed 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.

USAID/SSG OBJECTIVES

1. Improve the legislative, oversight, and representational functions of Somalia's deliberative bodies.
2. Improve the ability of targeted government institutions to carry out essential functions.
3. Increase citizen awareness of and engagement in government decision-making.

The SSG project objectives of supporting the capacity of parliaments and ministries in Somalia is consistent with USAID's efforts to help create strong institutions of democratic governance in Somalia. The three SSG project objectives (see box) support intermediate result (IR) 1.2, *Capacity of key government institutions to perform essential functions improved*, of USAID's Strategic Framework for Somalia: 2016-2019. The Key Narrative Achievements in Section I of this report are presented by IR 1.2, which is detailed in Figure 2.

FIGURE 2. USAID DEMOCRACY, HUMAN RIGHTS & GOVERNANCE OBJECTIVES IN SOMALIA

Development Objective: Strengthen local and national capacity to promote good governance

IR 1.2: Capacity of key government institutions to perform essential functions improved

| **IR 1.2.1:** Legislative process and representational functions improved in deliberative bodies | **IR 1.2.2:** Communications, policy development and administrative functions within key institutions improved | **1.2.3:** Government budget accountability and planning systems strengthened | **IR 1.2.4:** Citizen awareness and engagement around governance improved |

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[1] www.pbsbdialogue.org/en/new-deal/about-new-deal/
[2] http://eeas.europa.eu/sites/eeas/files/20130916_the_somali_compact.pdf

During the third quarter of Year 3, USAID issued a request for proposal and subsequent contract modification that extended project activities under Objective 1 for an additional year. Consequently, this report serves as a final report for activities under Objectives 2 and 3, and an interim report for Objective 1, covering activities through July 31, 2017.

Brief Implementation Context by Region

While most previous USAID projects operated outside Mogadishu, SSG recognized that the project's in-depth, targeted assistance required having SSG close to counterparts in Mogadishu. The project was based in Mogadishu with smaller satellite offices in Hargeisa and Garowe for the coordination of Somaliland and Puntland activities. (See Figure 3.) Below is a brief overview of some of the key developments during project implementation.

MOGADISHU (SOUTH-CENTRAL SOMALIA)

The Somali National Army (SNA) forces and African Union Mission in Somalia (AMISOM) have gradually reclaimed significant territories in South-Central Somalia. The federal election process dominated the governance landscape for a large part of the project as members of parliament (MPs) and many ministry leaders were candidates for the Federal Parliament of Somalia election. After a series of delays, the federal government concluded parliamentary elections in early 2017. Elections for the federal Parliament Speaker were held on January 11, 2017, for the lower house, and January 22, 2017, for the upper house. On February 8, 2017, the Parliament selected Mohamed Abdullahi Mohamed as the new FGS President and he then named Hassan Ali Khayre as Prime Minister on February 23, 2017. Mr. Khayre's appointment was approved by the federal Parliament on March 1, 2017. The Prime Minister's cabinet was approved on March 29, 2017.

**FIGURE 3.
SSG PROJECT OFFICES**

SOMALILAND

In Somaliland, the worsening drought continued to be a major issue throughout project implementation. Insufficient rainfall since 2015 has resulted in a shortage of water for farming, livestock, and human consumption. In the worst affected areas, large-scale crop failure and high levels of livestock deaths occurred, and malnutrition and drought-related diseases were on the rise among the population. At the finalization of this report, the drought continued to plague many regions in Somaliland. The March 27, 2017, elections to select the President and House of Representatives were postponed for six months due to the drought in the region, and are now scheduled for November 13, 2017, as of the time of this report.

Additionally, in 2017, the political landscape was dominated by discussions around the multi-million-dollar Berbera port agreement. Earlier in 2017, the Somaliland government

signed a deal with the United Arab Emirates to allow them to set up a military base in the port of Berbera. This has proven to be a controversial move and there has been much public debate centered on the unintended impacts of the military base.

<u>**PUNTLAND**</u>

Puntland experienced increasing political tensions between Galmudug and Puntland states over the disputed Galkayo Airport. However, the FGS Prime Minister and Puntland President were able to mediate between the conflicting factions. Additionally, political gridlock between the FGS and Puntland officials over the 2016-2017 federal election was the impetus for Special Representative of the UN Secretary General for Somalia, Michael Keating, and select European Union (EU) Representatives to facilitate a discussion between Puntland leaders and FGS members on their differing views on the electoral process. During November 2016, SSG wrapped up technical and operational activities in Puntland due to security and logistical challenges.

A sampling of project partners by territory and project objectives is shown in Figure 4 below.

FIGURE 4. SAMPLING OF STRENGTHENING SOMALI GOVERNANCE PROJECT PARTNERS

	OBJECTIVE 1	OBJECTIVE 2	OBJECTIVE 3
Federal Government of Somalia	· Federal Parliament of Somalia (FPS) · FPS Budget and Finance Committee · FPS Economy, Trade, and Industry Committee · FPS Information and Media Committee · National Election Commission (NEC)	· Office of the Prime Minister (OPM) · Ministry of Finance · Ministry of Justice · Ministry of Planning, Investment, and Economic Development · Ministry of Public Works and Reconstruction · Ministry of Women and Human Rights Development · Ministry of Interior and Federal Affairs	· Madasha Aqoonyahanka Aragtida Nool · Somali Women Development Center · Smart International · National Disability Council · Radio Goobjoog · Radio Star FM · Radio Dalsan · Mustaqbal Radio
Somaliland	· House of Representatives · Somaliland Environment, Livestock, and Natural Resource Committee · Somaliland Public Accounts Committee (PAC) · Somaliland Economy and Finance Committee	· Somaliland Ministry of Finance · Somaliland Ministry of National Planning and Development	· Somaliland Journalist Association (SOLJA) · Women Rehabilitation and Development Association (WORDA) · Somaliland National Disability Forum (SNDF) · Somaliland Youth Society (SYS)
Puntland	· Puntland House of Representatives	· Puntland Ministry of Finance · Puntland Ministry of Justice, Religious Affairs, and Rehabilitation	· Puntland Non-State Actors Association · Puntland's Women Organization · Hayaan Research Institution · Media Association for Puntland

TECHNICAL HIGHLIGHTS AND RESULTS

For nearly three years, SSG worked with a wide range of governmental and civil society stakeholders 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. Below is a list of key achievements of SSG.

Legislative process and representational functions improved in deliberative bodies:

- Assisted the federal government in developing a communications strategy that included use of social media outlets, SMS electoral information, and radio and television civic education programming. Additionally, SSG drafted the National Framework for Civic Education and Engagement Report for the federal government.
- Developed six, 8- to15-page how-to manuals for the Federal Parliament of Somalia to serve as a supplement to orientation sessions on topics such as the role of parliamentary committees, the rules of procedure, legislative analysis, oversight functions, and budgeting.
- Provided legislative drafting and analysis support to 16 bills at the federal level and in Somaliland, of which 11 have been approved into law.
- SSG developed a web-based bill tracking database for the federal Parliament, which serves as a tool for government and citizens to track the progression of legislation from drafting through approval.
- Provided logistical and operational support to the Somaliland Environment, Livestock, and Natural Resource Committee to visit the drought-affected Awdal and Maroodi Jeeh regions of Somaliland. The committee met with 70 regional stakeholders, local officials, and community members to discuss the worsening drought. SSG supported the drafting of a two-page information sheet about the visit.

Government budget accountability and planning systems strengthened:

- In coordination with the federal Ministry of Finance and the World Bank, SSG provided technical and operational support for a 10-day Public Financial Management (PFM) workshop in Nairobi for members of the federal budget and finance committee and MPs. During the workshop, committee staff and MPs were introduced to oversight functions and responsibilities and their links to the legal oversight framework of the Constitution and Rules of Procedure through workshop exercises and training.
- Supported Somaliland House of Representatives' Public Accounts Committee in conducting Somaliland's first public hearing on the FY2014 and FY2015 close of accounts. Officials discussed the actual versus projected figures for the FY2014 and FY2015 Somaliland budgets. The event was covered by key Somaliland media outlets, like Sayla Media and Waheen Media Group, and the opening and closing remarks were live streamed over media platforms such as Bulsho TV and Horn Cable TV.

- Conducted training for staff from various federal Parliament committees to prepare them for a public hearing on the FY2017 federal budget, including how to conduct hearing research and reporting, in preparation for the budget deliberation. SSG worked with committee staff to develop budget summary analyses of the proposed budget and updated the report with each revision of the budget.
- Developed an inception report and tools for the Somaliland Ministry of Finance on transitioning from a single-year to a three-year budgeting framework.

Communications, policy development, and administrative functions with key institutions improved:
- Developed a series of white papers on business licensing fees, business improvement districts, hotel occupancy fees, utility user fees, and encroachment and trench cut cost recovery fees to help the FGS explore revenue-raising mechanisms. The white papers influenced the proposed FY2016 FGS budget and the Telecommunications Bill, which was recently approved into law by the federal Parliament.
- Conducted several training events and on-the-job mentoring for 21 federal ministry staff who required support with setting up and/or using social media tools and ministry websites during Year 2.
- Developed five multilingual websites for the Ministry of Justice; Ministry of Planning, Investment, and Economic Development; Ministry of Public Works and Reconstruction; Ministry of Information, and the National Development Plan.
- Developed a communications strategy and action plan for educating the public about Somalia's first post-conflict National Development Plan (NDP) and supported line ministries in developing ministerial action plans based on the NDP.
- Partnered with the University of Mogadishu and SIMAD University to develop and implement a series of professional training programs for federal Ministry of Finance and Ministry of Planning, Investment, and Economic Development[3] staff on key functional areas.

Citizen awareness and engagement around governance improved:
- Supported 15 grant activities to civil society organizations (CSOs) for promoting civic awareness regarding the electoral process throughout Somaliland, Puntland, and South-Central Somalia.
- Drafted and conducted the stakeholder consultation process for federal legislation that protects the rights of persons with disabilities in accordance with the UN Convention on the Rights of Persons with Disabilities.
- Promoted public education, advocacy, and consensus building around women's rights legislation in South-Central Somalia, working specifically on the Anti-Sexual Offenses Bill and the National Anti-Female Genital Mutilation (FGM) Bill.
- Supported youth legislation efforts, in close collaboration with the USAID/Somali Youth Leaders' Initiative (SYLI), which in 2017 developed a draft National Youth

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[3] Formerly the Ministry of Planning and International Cooperation (MoPIC)

Policy. SSG organized consultative meetings with federal MPs and civil society groups to discuss the draft policy, and worked to improve the advocacy and leadership skills of 16 youth leaders through training.

- SSG facilitated 17 "tea klatches" with members of the House of the People and the newly-established Upper House and civil society groups to discuss key issues and legislation, such as promoting women rights, budget allocation, youth unemployment, the rights of persons with disabilities, and the rights of children.
- Worked with over 40 journalists in South-Central Somalia and Somaliland to build their capacity in covering governance issues.

Throughout project implementation, SSG worked to ensure the inclusion of marginalized groups in all project activities, ensure programmatic continuity by recognizing and responding to Somalia's dynamic political environment, and ensure efforts were not duplicated by working to reinforce coordination efforts with donor partners in Somalia.

SSG project's impact by numbers is shown in Figure 5 below.

FIGURE 5. STRENGTHENING SOMALI GOVERNANCE PROJECT IMPACT BY NUMBERS
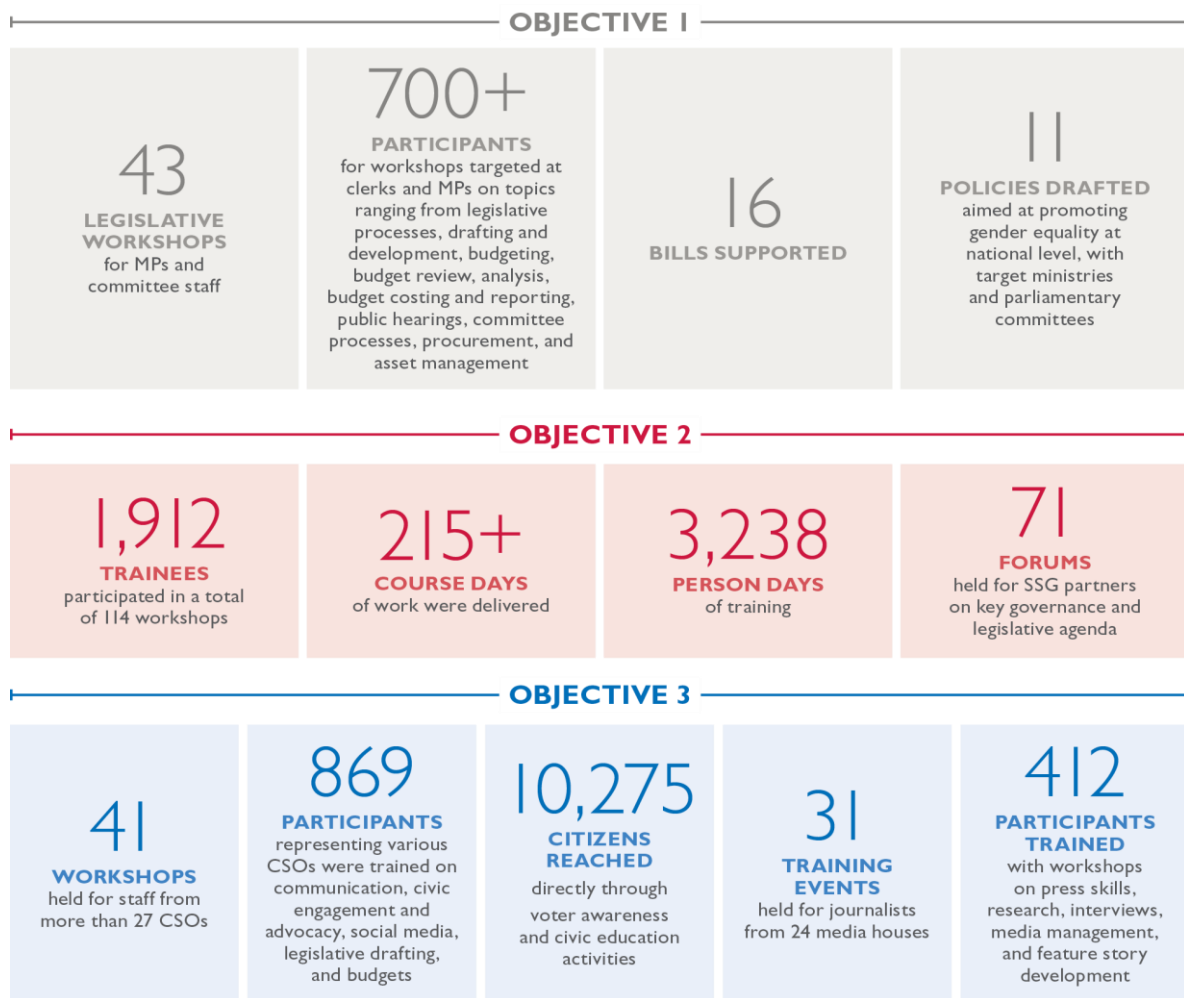
LESSONS LEARNED: CHALLENGES AND RECOMMENDATIONS

The SSG project accomplished key successes during the three-year implementation period, but the context and operating environment of implementing a project of SSG's scope was not without its challenges.

- *Safety and security:* Throughout the life of the project, government buildings, where staff frequently traveled, and hotels continued to be targeted by Al-Shabab, along with government counterparts and personnel. Additionally, extra security measures, such as road closures, often made travel to training sites challenging.
- *Political instability:* Changes in leadership often led to modification of or a complete departure from the agreed upon work plans and capacity building programming with the predecessor. This also affected institutional memory within government institutions.
- *Lower than expected capacity.* The capacity of ministries and parliamentary committees remains low, in part due to lack of funds and resources.
- *Weak civil society-government relationships.* The weak relationships between civil society actors and government institutions affected SSG's mandate to empower civic engagement mechanisms by supporting public consultative forums that bring together key stakeholders.
- *Shifting political priorities of government partners.* The 2016-2017 federal election cycle proved to be a challenge for SSG as many government partners prioritized the elections. Additionally, other donor-funded activities sought the same time and attention of MPs, government, and parliamentary staff as SSG.

Recommendations for future activities are based on lessons learned implementing activities over the past three years.

- Focus on supporting Somali nationals and institutions to provide long-term sustainability. For example, SSG shifted to almost exclusively using local experts, and that change helped the project strengthen relationships with partners and achieve results at a faster pace.
- A new project should build on the training provided under SSG and continue to develop longer-term capacity efforts that would help institutionalize the training.
- Ground truth M&E approaches in the local context and get assessments of partners to inform development of an M&E framework.
- Enhance media engagement as news agents, in addition to building their capacity to report on governance issues.
- Pair in-kind support with more longer-term grants. Short-term, in-kind grants are useful for assisting institutions and organization with essential equipment they need to carry out their daily functions. However, they are not the best type of grant to pursue strategic, meaningful, institutionalized change.

I. TECHNICAL HIGHLIGHTS AND RESULTS

KEY NARRATIVE ACHIEVEMENTS BY INTERMEDIATE RESULT

LEGISLATIVE PROCESS AND REPRESENTATIONAL FUNCTIONS IMPROVED IN DELIBERATIVE BODIES

The SSG project provided support to federal and local parliaments to improve institutional checks and balances and build more effective legislative bodies. Legislative support provided by SSG included providing assistance with drafting and amending legislation, providing background research with the help of local experts, building parliamentary staff research capacity through training and mentoring, and supporting public consultations for key legislation.

> **KEY RESULTS:**
> **LEGISLATIVE TRAINING**
>
> - 704 participants (529 male, 175 female) attended a total of 43 workshops
> - 3114-person hours of course work on PFM, budgeting, and financial planning
> - 69 MPs trained (65 male, 4 female) in Mogadishu and Kismayo

Electoral Processes Supported

Assisting the development of an electoral framework. During Year 1 of implementation, the Federal Government of Somalia announced that the elections plan laid out in the Vision 2016 was not feasible and started working on alternative solutions through the National Consultative Forums (NCF). Through the Forums, the FGS brought together representatives from federal and regional governments to discuss a way forward. As part of the NCF regional public consultation outreach efforts, SSG worked with advisors from the NCF Technical Support Team to develop a communications strategy, which included use of social media outlets, SMS electoral information, and radio/television civic education

SSG Parliamentary Officer leads a training on the Rules of Procedure for federal Parliament staff. Photo: Shaun McNally

programming. Additionally, SSG completed a draft of the National Framework for Civic Education and Engagement Report, which provides information regarding civic education and engagement surrounding the NCF and the electoral process.

After the USAID/Bringing Unity, Integrity, and Legitimacy to Democracy (BUILD) project, was awarded a year and a half into SSG implementation, SSG shifted all election activities to BUILD at the request of USAID. These activities better aligned with objectives of the new project, which aims to support electoral and political processes across Somalia.

Improving Basic Parliamentary Functions

SSG worked with parliamentary staff in Somaliland, Puntland, and in federal legislative bodies to improve their capacity to execute basic functions. At the federal level, the project worked with the House of the People and the Upper House, and with the House of Representatives in Somaliland and Puntland.

Parliament how-to manuals. In Year 3, SSG worked with the federal Parliament leadership to develop six how-to manuals for new members of parliament (see box). The 8- to15-page manuals serve as a supplement to orientation sessions on topics such as the role of parliamentary committees, the rules of procedure, legislative analysis, oversight

> **SSG-DEVELOPED PARLIAMENTARY MANUALS**
>
> 1. Public Hearing Guide
> 2. Rules of Procedure Guide
> 3. Legislative Analysis Guide
> 4. Legislative Oversight Guide
> 5. Parliamentary Committee Guide
> 6. Federal Budget Process Guide

functions, and budgeting. The guides are also meant to impart standard parliamentary principles within the framework of the FGS provisional constitution and the Parliament Rules of Procedures.

Legislative drafting and analysis. SSG supported several new laws passed, and other laws that were under consideration in FGS, Somaliland, Puntland. SSG provided capacity building training to MPs and staff members at the federal and regional levels. Legislative support included; providing assistance with drafting or amending legislation, providing background research with the help of local experts; building parliamentary staff research capacity through training and mentoring; and supporting public consultations for the laws

> **KEY RESULTS: BILL SUPPORT**
>
> - 16 bills in FPS and Somaliland received technical support in research, review, amendments, and consultations.
> - 11 bills out of 16 supported were approved by the FPS and Somaliland House of Representatives
> - Drafted 4 comparative analysis and research reports on key legislative agenda requested by target committees.
> - Drafted 11 policies to support gender equality at national level.

with key stakeholders. Federal bills supported included a Anti-Money Laundering Bill. Table 1 shows other federal and Somaliland bills supported by SSG.

Table 1. Sample of Bills Supported by SSG

Federal	Somaliland
Telecommunication Bill: approved into law	PFM Accountability Act: approved into law
Foreign Investment Bill: approved into law	Audit Bill: approved into law
Procurement Bill: approved into law	Customs Bill: approved into law
Anti-Money Laundering Bill: approved into law	Revenue Bill: approved into law
Media Bill: approved into law	FY2017 Budget: approved into law
FY2017 Budget: approved into law	Procurement Bill: rejected

Legislative Bill Tracker. SSG developed a web-based [bill tracking database](#)[4] for the federal Parliament which serves as a tool for the government and citizens to track the progress of legislation from drafting through approval. Users are able to view in both Somali (see Figure 6) and English (see Figure 7) the bill's title, date drafted, sessions and sitting, sponsor(s), initiating chamber, content, and status. During the extension year, SSG will finalize the configuration of the server to host the Parliament's website, where the tracker is housed.

FIGURE 6. BILL TRACKER IN SOMALI

FIGURE 7. BILL TRACKER IN ENGLISH

Somaliland drought coordination. Throughout project implementation, Somaliland continued to deal with the negative impacts of a worsening drought that has plagued a large part of the country since 2015. Insufficient rainfall during two consecutive rainy seasons resulted in a shortage of water for farming, livestock, and human consumption. With logistical and operational support from SSG, the Somaliland Environment, Livestock, and Natural Resource Committee visited the drought-affected Awdal and Maroodi Jeeh regions of Somaliland to discuss the situation with local officials and community members. The committee met with approximately 70 regional stakeholders and, with drafting support from SSG, finalized a two-page information sheet on their visit.

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[4] http://www.parliament.gov.so/billtracker/

SSG then helped the committee in planning a public hearing at the Somaliland House of Representatives, which was held on April 9, 2017, to present their report and recommendations to the directors general (DGs) of the Ministry of Water and Natural Resources, the Ministry of Agriculture, the Ministry of Environment and Rural Development, and the Somaliland National Environment Research and Disaster-Preparedness Authority (NERAD), among others.

GOVERNMENT BUDGET ACCOUNTABILITY AND PLANNING SYSTEMS STRENGTHENED

As Somalia develops its capacity to meet citizen needs, deliver on good governance principles and build a prosperous nation, a central component of this development will be a viable and accountable budget process. As the country moves forward with the budgeting process, it is imperative that they begin to include and develop a system that incorporates community-based interests into the budget planning process. Despite limited revenue generation, the government has a responsibility to develop budgets and a budget planning process that can account for service delivery priorities throughout the country.

Supporting Budget Accountability at the Legislative Level

Public financial management (PFM) workshop in Nairobi. The proposed federal PFM bill, which would assign budget responsibility and authority to the President, Parliament, and key government offices, was a crucial piece of reform legislation that SSG supported.

The project worked with staff from the federal Budget and Finance Committee on a legislative and comparative analysis of the draft PFM bill. With technical support from the project, parliamentary staff undertook the task of reviewing the bill for consistency across different sections of the legislation and legislative consistency with related bills to ensure complementary regulations. The committee staff also conducted a comparative

Yugo Koshima, PFM expert from the IMF, discusses the general provisions of the federal PFM Bill during the workshop in Nairobi. Photo: Shaun McNally

analysis of the legislation with similar legislation in Uganda and South Africa. In May 2016, the budget committee received word that the Ministry of Finance would provide funds for a 10-day PFM workshop in Nairobi to review the draft bill in detail. The project assisted the committee in preparing a presentation of their analysis to present during their PFM deliberations in Nairobi in early June 2016.

Together with the Ministry of Finance and the World Bank, SSG identified outside technical experts for the 10-day workshop. SSG also sponsored real-time translation services for PFM expert Yugo Koshima, an economist from the International Monetary Fund (IMF). SSG assisted Saman Mohamed, Chair of the federal Budget

and Finance Committee, by providing day-to-day staff support and technical support to the drafting sub-committee. During this workshop, the committee spent several days debating provisions of the bill, line by line and a number of changes were made to the draft bill. The committee staff and MPs were introduced to oversight functions and responsibilities and their links to the legal oversight framework of the Constitution and Rules of Procedure through workshops and training. SSG provided the committee with summary reports of the sessions.

At the closing event for the workshop, the Somali Ambassador to Kenya, Hon. Jamal Hassan, was present to thank the committee for their work and Tyler Beckelmen, Director of USAID/East Africa, attended and acknowledged the important role that public financial management plays in strengthening governance in Somalia and urged that the committee work on passing the PFM bill.

The committee was not able submit the legislation to the plenary before the mandate of the ninth federal Parliament expired and MPs shifted their focus to elections. However, the bill was with the current Parliament, as of the second week of September 2017, and awaits its first reading.

First ever public hearing on close of accounts in Somaliland. To increase transparency and accountability of government expenditure, SSG supported the Somaliland House of Representative's Public Accounts Committee in conducting Somaliland's first public hearing on the close of accounts for FY2014 and FY2015. The public hearings allowed for information exchange among the executive and legislative branches of government and civil society on the actual versus projected figures for FY2014 and FY2015 Somaliland budgets. Attendees included representatives from the Ministry of Finance, Ministry of Education, Ministry of National Planning and Development, Auditor General, Accountant General, Civil Service Institute, Chamber of Commerce, National Tender Committee, CSOs, and others such as the Somaliland Non-State Actors Forum (SONSAF), university lecturers, students, and

"...It is a historic day and I am congratulating the committee for fulfilling their role by holding the government accountable for their spending [for fiscal] years 2014 [and] 2015. This platform will help us take recommendations and feedback from the public and the committee into account when drafting the 2018 national budget."

— MOHAMED HASSAN GANI, DIRECTOR GENERAL OF THE SOMALILAND MINISTRY OF FINANCE

media. The event was covered by key Somaliland media houses, like [Sayla Media](#)[5] and [Waheen Media Group](#)[6], and the opening and closing remarks were live streamed over media platforms such as [Bulsho TV](#)[7] and [Horn Cable TV](#)[8].

Fiscal Year 2017 federal budget. SSG made supporting increased budget committee engagement related to budget formulation and oversight a key goal. In 2016 and 2017, SSG worked with federal budget and finance committee staff to develop budget summary analysis of the proposed FY2017 FGS budget and updated the report with each revision of the budget. Also in preparation for the budget deliberations, SSG held a training in November 2016 for staff from various committees to prepare them for a public hearing on the budget, including on how to conduct hearing research and reporting. Non-budget committee staff were taught the Rules of Procedure related to the budget process, and were provided with an understanding of the ways in which MPs and staff from non-budget committees could play a role in shaping budget priorities. Budget committee staff were taught the budget legal framework, the Rules of Procedure, current and proposed financial management laws, and current budget procedures.

Members of civil society groups testify at the hearing on the FY2017 FGS budget. Photo: Adan Salad

Hon. Ali Abdi Osman, Chair of the federal Budget and Finance Committee responds to questions from civil society groups about the FY2017 FGS budget. Photo: Shaun McNally

Supporting Budget Accountability at the Ministerial Level

Developing plans for an internal audit system in Somaliland. The Somaliland Ministry of Finance has begun the implementation of PFM reform programs for the overall improvement of financial governance. These include the recently cleared PFM accountability draft bill which

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[5] http://www.saylamedia.com/?p=14921
[6] http://waaheen.com/2017/04/15/gudihoosadka-ilaalinta-iyo-dabagalka-hantida-qaranka-oo-furay-kulan-lagaga-doodayo-xisaab-xidhka-miisaniyada-golaha-2014-ilaa-2015/
[7] https://www.youtube.com/watch?v=qp9B4cur__U
[8] https://www.youtube.com/watch?v=-nbdVtDTdws

envisages the establishment of the Office of Chief Internal Auditor in the Ministry of Finance.

In 2016, SSG provided technical assistance to the Somaliland Ministry of Finance in building capacity and developing plans for internal audit functions in the government. The project reviewed the ministry's existing internal audit-related guidelines, financial policies, systems, procedures, and plans and developed a comprehensive strategy and roadmap to support the establishment of the internal audit office, a training plan for the ministry's internal audit unit, and detailed action plan with steps for mainstreaming the function of internal auditor in all public-sector institutions.

Supporting Somaliland in moving to a three-year budgeting process. The project also provided technical assistance to assist the government of Somaliland in establishing the initial foundation for transitioning from an annual to a three-year budgeting framework from the current system of annual budgeting. SSG worked closely with Dr. Maxamed Samater, the public financial management coordinator at the Ministry of Finance, to develop an inception report on transitioning from a single-year to a three-year budgeting framework along with several tools to the Ministry of Finance: Roadmap for the

The Chair of the Budget, Finance and Economy Committee in Somaliland speaks about the Company Law at a public hearing on the legislation. Photo: Shaun McNally

three-year budget framework for the 2018 budget cycle compliant with the Public Finance Management and Accountability (PFMA) Act, Report on a three-year budgeting framework, and a report on program budgeting and training session for Ministry of Finance staff focusing on PFMA Act and Medium-term Expenditure Framework (MTEF) and PFM reform issues.

ADMINISTRATIVE FUNCTIONS WITHIN KEY INSTITUTIONS IMPROVED

SSG prioritized improving the capacity of partner ministries and government institutions to be better able to communicate interests and ideas to counterparts, improve capacity of administrative staff to perform duties, and the capacity of policymakers to develop cohesive and needed policies. Supporting the institutional systems, procedures, and policy framework in Somalia will enable functional and cohesive governance that can deliver services to citizens.

SSG improved the core competencies and functional skills of partner ministry staff in Somaliland, Puntland, and at the federal level in the areas of human resources and office administration, filing systems, procurement, and budget implementation. Several international experts provided multi-day training, and local staff provided follow-on technical assistance — a course list appears in Table 2. SSG in-kind grants helped improve basic office functions and contributed to

Line ministry staff in Somaliland complete an exercise during the SSG-led fundamentals of M&E in Governance training. Photo: Adan Salad

increased professionalism in the government offices. Items included computers, printers, and other IT equipment, along with office furniture, delivered to ministries.

TABLE 2. COURSES DELIVERED TO MINISTRIES IN THE PAST THREE YEARS	
Federalism	Statistics
Human Resources	Microsoft Excel
Budgeting	Regulatory Reform
Procurement	Non-tax revenue
Accounting	Video Production
Internal Audit	Social Media management
Asset Management	Website Development
Office Administration	AutoCAD and Total Station
Strategic Communications	Medium Term Expenditure Frameworks
Public Financial Management	Financial Risk Management
Monitoring and Evaluation	Technical Writing
Research, Data Analysis	Project Management
Survey Design	Work planning

Identifying local revenue sources. Based on per capita GDP, Somalia ranks 149 out of 195 economies.[9] In 2014, the federal government relied on donors for 40 percent of the national budget revenue as the revenue collected was too small and the tax base is too narrow to sustain government expenditures. In its road to post-conflict recovery, the federal government

KEY RESULTS:
EXECUTIVE STAFF TRAINING
- 3238-person days of training to staff from ministries, Office of the President and office of the Prime Minister.
- 1912 trainees (1463 male, 449 female) attended a total of 114 training workshops held.

recognizes the need to increase domestic revenues to supplant donor funds and to expand very limited public services.

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[9] http://databank.worldbank.org/data/download/GDP.pdf

To help the FGS explore revenue-raising mechanisms, SSG presented a series of white papers on potential tax and fee sources. The project presented white papers on business licensing fees, business improvement districts, hotel occupancy fees, utility user fees, and encroachment and trench cut cost recovery fees, of which the white paper on Hotel Occupancy Fees was one of the most compelling to the FGS. The Ministry of Finance favored the hotel tax, also termed a tourism tax, bed tax, or hotel occupancy tax, as there is a history of this tax in Somalia. As a result of

the white paper on hotel occupancy fees, the proposed 2016 annual budget included the imposition of the hotel tax that was estimated to raise $675,000 in revenue. The fee was included under line item 114202 in the revenue table from the proposed FY2016 FGS budget.

Additionally, the utility user fee white paper was key in influencing the inclusion of a required utility user fee for all telecommunications transactions in the Telecommunications Bill, which was passed in August 2017.

Improving Government Communications Capacity

At the outset of the project, SSG conducted a media and governance assessment to identify the existing communication capacities of civil society and government in Somaliland, Puntland, and at the FGS. The findings revealed many ministries did not have appropriate communication strategies, trained personnel, websites, and social media platforms to inform the public about their work.

Website and social media training. The project conducted several training events and on-the-job mentoring for 21 federal ministry staff who required support with setting up and/or using social media tools and ministry websites during Year 2. SSG then continued to provide one-on-one coaching and mentoring to federal ministry communication staff on social media usage such as the development of social media pages, better ways to engage their constituents, and posting targeted topics on governance to increase public engagement.

Website development for targeted ministry partners. With the recruitment of the SSG website developer at the end of Year 1, there were considerable activities around website development for ministries. In 2016, the project:

- Designed a functional website for the Ministry of Public Works and Reconstruction http://mpwr.gov.so which provided information in English and Somali.

KEY RESULTS: COMMUNICATION SUPPORT

- 5 websites were developed for partners.
- 3 communication strategy guidelines on the NDP were approved by Federal MoF, MoPWR & MoPIED

- Designed and updated a comprehensive and user-friendly website for the Ministry of Justice which contains information in Somali and English.
- Designed an interactive website for the Ministry of Planning, Investment and Economic Development and one to promote the Ministry's efforts on the National Development Plan.
- Designed the Ministry of Information's website to serve as the federal government's information hub.

Supporting Somalia's First Post-Conflict National Development Plan

In early 2016, SSG collaborated with the Ministry of Planning, Investment, and Economic Development to develop a communications strategy and action plan for educating the public about the Somalia's first post-conflict National Development Plan. The FGS is developing a plan that will help the country outline and communicate a clear vision for the future of Somalia's economic, social, and political development. The conception of this document is a significant breakthrough for the Somali people after more than 20 years of civil war. As a result, it remains critical for the FGS to educate and engage civil society in the national planning process so that goals and strategies outlined in the document can be Somali-owned and Somali-led.

In line with the communications strategy and action plan, the SSG project initiated a social media campaign using #NDPSomalia[10] and #QorshahaQaranka[11] — which translates to "the national plan"— to engage the Somali public in a discussion about the NDP via Twitter and Facebook. During the campaign, many Somali citizens posed questions on topics that included youth unemployment and the NDP planning process, and suggestions for additional topics to consider during the planning process. For example, one Twitter user asked, "Is there any plan within NDP [for] environmental management (reforestation of areas deforested by charcoal and fuel-wood harvesting) #NDPSomalia." There were so many people engaged in the conversation that in April 2016 #QorshahaQaranka became a trending topic on Twitter.

> **"We'd love to reach economic self-sufficiency and that's our aim. But as a fragile, recovering country, we'd still need support [for] #NDPSomalia"**
>
> **— ABDIRAHMAN YUSUF HUSSEIN AYNTE, FORMER MINISTER OF PLANNING AND INTERNATIONAL COOPERATION, FEDERAL GOVERNMENT OF SOMALIA**

To broaden the reach of awareness and engagement in the consultative forums, the project engaged with Radio Mogadishu and Somali National TV (SNTV) to produce public service anouncements (PSAs) on the NDP consultation forums to create a national buzz around the consultation and promote participation and local buy-in to the NDP process. Additionally, SSG provided the images (shown in Figure 8) as examples of the type of branded products that could be used during the NDP communications campaign.

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[10] https://twitter.com/search?src=typd&q=%23NDPSomalia
[11] https://twitter.com/search?src=typd&q=%23QorshahaQaranka

SSG's support for the NDP goes beyond communications. In May 2017, the project provided logistical and facilitation support to line ministries in developing ministerial action plans based on the NDP. Under the SSG university training program, SSG worked with M&E staff in federal ministries to provide hands-on training on techniques to monitor program implementation and reporting, also based on the NDP.

FIGURE 8. SAMPLE IMAGES FOR NDP COMMUNICATIONS CAMPAIGN

University Training Program

In response to ministerial demand for practical capacity building linked to job requirements, SSG partnered with the University of Mogadishu and SIMAD University to develop and implement a series of professional training programs for federal Ministry of Finance and Ministry of Planning, Investment, and Economic Development staff on key functional areas. Through this activity, the universities were responsible for planning and administering the training, with technical input and oversight from SSG, and the government was

Civil servants from government ministries and budgetary institutions attend training on a new financial management system. Photo: Adan Salad

responsible for providing implementation tools – relevant government forms and templates. Over the course of five months, the consortium of universities helped to improve the knowledge of line ministries' staff in the areas of PFM-procurement, budgets, basic accounting and risk management policy, project management, technical writing, M&E, and work planning. The training provided practical skills to line ministry staff that will be

used in their day-to-day work. To increase the professional value to staff, participants who successfully completed the final exam at the end of five months received a certification of completion. Training content is summarized below.

Project management. The goal of this module was to build basic project management skills, a major skill deficiency in line ministries. The training focused on project management related to implementation of the NDP.

Financial risk management course. This training aimed to build staff capacity through practical application of Ministry of Finance risk management policies, asset management, and filing systems.

Monitoring and evaluation. This module aimed to equip civil servants with basic skills to effectively monitor the national M&E framework. Courses specifically sought to strengthen the capacity of the Ministry of Planning, Investment, and Economic Development M&E department to monitor implementation of the key goals of the NDP, by ministry. M&E staff in most ministries received hands-on training for monitoring program implementation and reporting, based on Ministry of Planning, Investment, and Economic Development M&E reporting templates.

> "Everything taught we have put into practice… and this has really changed the way I work at my office. Having completed numerous procurement transactions using the SFMIS, I can say that it really has simplified my work and made the process much more efficient and transparent."
>
> — FARAH ABDI MOHAMED, A PROCUREMENT OFFICER AT THE MINISTRY OF INTERIOR

Technical writing. This training aimed to provide overviews of effective technical writing principles, stages of technical writing, and note taking. Topics included program design, and writing effective conference papers, concept notes, evaluations, and progress reports.

Public financial management system. The training focused on the practical applications of the Somali Financial Management Information System (SFMIS). Specifically, these sessions covered procurement, human resources, payroll, annual allocations, expenditures, and budget utilization reporting. A snapshot about this series of courses is highlighted on the USAID Success Stories[12] webpage.

CITIZEN AWARENESS AND ENGAGEMENT AROUND GOVERNANCE IMPROVED

Strengthening the capacity of citizens to understand and engage with government will help to support the formation of a government and Somali ownership in the development of their country. Increasing citizen awareness and improving communication the government, CSOs, and the media is an important component in developing a transparent and useful information sharing process. In addition, as citizens hear political actors speak

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[12] https://www.usaid.gov/results-data/success-stories/somali-civil-servants-trained-tackle-corruption

to their needs and design policies that represent citizen interests based on common consensus, support for government and the New Deal process will be increased.

Throughout the project, SSG worked to advance civil society's understanding of advocacy methods, communication strategies, and coalition building focused on specific issues such as women and disability rights. SSG-supported consultative forums and roundtables helped to bridge conflict and build consensus on key national issues, namely women's political representation and national priorities embodied in the National Development Plan. SSG supported expanded civic engagement and voter education throughout Somalia through grants awarded in Somaliland, Puntland, and at the federal level.

Civil Society Engagement and Advocacy

Promoting voter awareness and civic engagement around elections. In addition to working with the legislative and ministerial bodies on the much-anticipated 2016-2017 federal election in Somalia, SSG also supported 15 grant activities to CSOs in promoting civic awareness regarding the electoral process throughout various regions in Somaliland, Puntland, and South-Central Somalia (see Figure 9). Activities included training of trainers, community mobilization forums, door-to-door outreach, radio and loudspeaker campaigns, and the dissemination of various voter education materials, such as posters, stickers, banners, and T-shirts. Activities reached citizens living in the Togdheer, Maroodi Jeeh, Sanaag, Awdal, Saahil, Sool, Banadir, Middle Shabelle, Galguduud, South-West, Lower Shabelle, Nugal, Bari, Mudug, and Hiraan regions.

Under this activity, SSG grantee, Action for Community Empowerment and Enterprise Development (ACEED), provided training of trainers sessions for community mobilizers, public forums, community mobilization campaigns, and radio campaign messaging throughout Puntland. Citizens in cities such as Garowe and Galkayo were able to attend, listen to, and participate in community mobilizing programming, most of which was focused on women's political role in elections. The activities were designed to give local communities a glimpse into Somalia's ongoing electoral

FIGURE 8. MAP OF ELECTION ENGAGEMENT ACTIVITIES
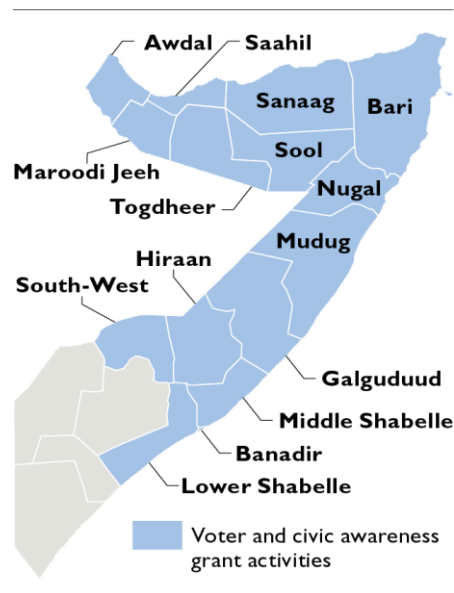
"**Before SSG's grant program, the idea of a civic engagement campaign dedicated to promoting women's political participation was unheard of in Puntland…the Ministry of Women's Affairs did not have a blueprint for engaging [women in] the upcoming election process because of the fierce resistance women encounter in Puntland's political spaces.**"

— NIMO MOHAMUD, DIRECTOR OF ACEED

processes, dissect discourse surrounding the proposal of a 30 percent women MP quota, and discuss how citizens can best contribute to ongoing efforts to promote inclusivity in Puntland.

Advocacy for the rights of persons with disabilities. In Years 2 and 3, SSG worked with a coalition of 15 activists from 11 organizations focused on rights for persons with disabilities, including the National Disability Council, the Somalia Association for the Blind, and the Somali Women's Disability Association, to build their capacity in advocacy. Beginning in the project's second year, the coalition identified accessibility and a rights law for persons with disabilities as the focus of their advocacy efforts. SSG supported the

A member of the community of persons with disabilities speaks about his experiences to media and the public at an SSG-sponsored event to commemorate the International Day of Persons with Disabilities. Photo: Katie Capp

coalition in organizing their first press conference in September 2016, where they outlined their goals. The group also issued a press release of key facts based on a 2015 Amnesty International report on conditions of persons with disabilities in Somalia. In the project's third year, SSG brought together members of the National Disability Council and representatives from Ministry of Public Works and Reconstruction to create an advisory committee that would be responsible for developing a draft accessibility policy. The Minister of Public Works and Reconstruction presented the draft policy at an SSG-supported event commemorating the International Day of Persons with Disabilities on December 3, 2016.

In May 2017, SSG engaged grantee Smart International to work toward engaging the community of persons living with disabilities in South-Central Somalia, to support their advocacy goals, including the need for legislation that protects the rights of persons living with disabilities in accordance with the UN Convention on the Rights of Persons with Disabilities. Smart International formed an advisory committee to promote the development of the draft legislation, which included representatives from the Ministry of Women, Human Rights, and Development, the National Disability Council, and SSG. The grantee then conducted six public engagement forums, with advocates from the community of persons with disabilities, to review the draft legislation. The forums were attended by MPs from the House of the People, advocates for persons with disabilities, civil society groups, and human rights activists. At the writing this report, the draft legislation is with the Ministry of Women and Human Rights Development to submit to the cabinet for approval.

SSG anticipates that the increased dialogue and coordination between disability rights advocacy groups and government officials will continue and lead to more legislation protecting the rights of persons with disabilities, and in the future lead to the government of Somalia signing the UN Convention on the Rights of Persons with Disabilities.

Advocacy for gender protection legislation. SSG worked with grantee the Somali Women Development Centre (SWDC) to promote public education, advocacy, and consensus building around women's rights legislation in Somalia, working specifically on the federal Anti-Sexual Offenses Bill and the National Anti-FGM Bill.

> **KEY RESULTS: STAKEHOLDER CONSULTATION SUPPORT**
>
> - Facilitated 71 consensus forums and meetings for partner ministries and institutions.
> - Held 4 public hearings on 3 bills and 1 on the Somaliland droughts.
> - In FY2015, supported 12 roundtables with civil society groups on good governance, democracy and other civic issues.

In May 2017, SSG supported SWDC in arranging four consultative forums with MPs and other government officials from federal ministries, state ministries, and state governments, as well as citizens, subject matter experts, and CSOs, to present two pieces of draft legislation, recommendations, and updates from citizens, experts, and CSOs. As a result, 25 MPs from the House of the People and the newly established Upper House pledged to advocate for the passage of the bills. SWDC also conducted outreach campaigns at five universities — Mogadishu University, Hope University, Job Key University, Imam University, and Modern University — to present an overview of both bills and explained how the students could contribute to passage of the bills by educating the community.

In its final activity, SWDC hosted a radio program featuring the Honorable Sagal Bihi, Chair of the Women and Human Rights Committee (House of the People), along with representatives from Ministry of Women, Human Rights, and Development. The Minister of Women and Human Rights Development proceeded to take both the Anti-Sexual Offenses and the National Anti-FGM bills to the cabinet for review and approval. The Women and Human Rights Committee anticipates receiving these bills to incorporate in their work plan as a priority activity.

Youth leadership and national youth policy advocacy. SSG supported youth legislation efforts in close collaboration with the USAID/Somali Youth Leaders' Initiative (SYLI). In 2017, SYLI was wrapping up an extensive public consultation effort that led to the development of a draft National Youth Policy, and through grantee Madasha Aqoonyahanka Aragtida Nool (MAAN), SSG supported a two-pronged advocacy effort by supporting awareness campaigns and communications training for youth advocates.

During the four-month grant period, MAAN organized consultative meetings with MPs and civil society to discuss the draft youth policy and advocated for the policy to be approved by the Ministry of Youth and Sports and subsequently passed by the federal Parliament. Additionally, MAAN worked to improve the advocacy and leadership skills of 16 youth leaders through training. Specifically, the training expanded the ability of youth leaders to create awareness and support among the general public and government

officials for the National Youth Policy. The forums provided a platform for youth leaders to advocate for the provisions in the draft youth policy directly to MPs, and for the MPs to translate this policy into legislation.

Tea klatch meet and greets between federal MPs and civil society. On February 8, 2017, the Federal Parliament of Somalia concluded the 2016-2017 election cycle by voting Mohamed Abdullahi Mohamed as the ninth president of the Federal Government of Somalia. President Mohamed's political platform was lauded by many Somalis as presenting fresh ideas and renewed hope for a better Somalia. The time seemed ripe to connect newly-elected government officials with civil society members, who were passionate about addressing specific social issues.

SSG seized on this opportunity to pilot an adapted version of the coffee klatch, an informal engagement technique involving coffee and conversation, to facilitate meetings between civil society and newly-elected members of the federal Parliament. But coffee was replaced with tea to reflect Somali cultural preferences. These interactive meetings, branded by SSG as tea klatches, helped to strengthen the relationship between government and civil society, which provided useful input and perspective to MPs for the consideration of future legislation.

Over a six-month period, SSG facilitated 17 tea klatches with members of the House of the People and the newly-established Upper House. Sessions focused on key issues and legislation such as promoting women's rights, budget allocation, youth unemployment, rights of persons with disabilities, and children's rights. Civil society stakeholders and MPs said they were pleased with the outcomes of the discussions.

Media Engagement and Advocacy

Building capacity of journalists in South-Central Somalia to cover key governance issues. Over the course of six months, SSG worked with eight journalists from Radio Goobjoog, Radio Star FM, Radio Dalsan, and Mustaqbal Radio, to build their capacity to produce radio features stories on key governance issues. Journalists participated in interactive learning sessions, and used the concepts and techniques from trainings to produce periodic feature news stories that were rated by the project using a media scorecard developed by SSG. The team used the weaknesses identified in the scoring of the submitted feature stories to help determine topics for subsequent training session. Shown in Table 3 is a list of feature stories developed and broadcasted in partnership with SSG.

> "It's not only the trainings that we have benefited from, but SSG has an impact on the way our organization performs, we have almost 45 staff members and they all use SSG [feature story] planning templates to complete their assignments on a daily basis, this has improved the way our radio station works."
>
> — HASSAN ALI OSMAN, JOURNALIST, RADIO DALSAN

TABLE 3. FEATURE STORIES PRODUCED BY PARTNER MEDIA HOUSES

Radio Goobjoog	January 2017	National budget and the health sector
	February 2017	The impact of youth unemployment and security
	March 2017	The impact of gender inequality in Somalia
	June 2017	Protection of women's rights
Radio Star FM	January 2017	Girls' education required sufficient allocation in the upcoming Somali national budget
	February 2017	Role of Somali diaspora in Somalia progress
	March 2017	The impact of drought on women and children in Somalia
	June 2017	Exploring possible avenues for the Somali government to expand its sources of revenue
Radio Dalsan	January 2017	Government should allocate reasonable funds for employment in the national budget
	February 2017	Role of sports in promoting peace and reconciliation and youth interaction
	March 2017	Quality education contributes to good governance
	June 2017	Creation of more jobs for better employment and stability
Mustaqbal Radio	January 2017	Effect of national budget on security sector
	February 2017	Unemployment for young female university graduates in Somalia
	March 2017	How drought affects school children in Somalia
	June 2017	Women in local authorities

Skills development program for Somaliland journalists and media houses. SSG partnered with the Somaliland Journalist Association (SOLJA) to provide practical training to independent media houses, local television stations, and local newspapers on long-form interviews, feature stories, and producing quality reporting.

> **KEY RESULTS:**
> **MEDIA SUPPORT**
> - 412 participants (242 male, 170 female) attended 31 training workshops held for journalists
> - 24 media houses benefited from SSG capacity building for media personnel
> - 4 radio stations supported in Mogadishu registered an aggregated increase of 19% in content quality as assessed using the media scorecard

Through this activity, SOLJA developed and implemented training to build the capacity of approximately 40 Somaliland journalists in the following areas: interviewing skills, multi-source information gathering and reporting skills, news story writing and analysis, covering advance feature stories, editing, and production of long-form interviews.

INCLUSION AND ACCESS

Throughout project implementation, SSG worked to ensure the inclusion of marginalized groups in all project activities, and also provided targeted support to these groups through grants. SSG's support to these groups centered on coalition building and strengthening the groups' advocacy skills to engage with policymakers and MPs on issues relevant to them. SSG then leveraged established relationships with these policymakers and MPs to form working groups aimed at drafting legislation that would address the groups' issues.

An SSG-trained journalist interviews a member of the National Disability Coalition at an SSG-sponsored press conference. Photo: Shaun McNally

Gender was mainstreamed within the SSG program as a crosscutting priority, ensuring that all work plan activities called for equitable participation of women and other marginalized groups. Another vital aspect of SSG's gender strategy is the inclusion of gender mainstreaming in all of SSG's capacity building support to partners. In preparation for the 2016-2017 federal elections, SSG worked with ministries, parliaments, and CSOs in Puntland and South-Central Somalia to hold consultative forums to promote the adoption of a 30 percent women quota policy for elected MPs. Although the legislation did not pass, the federal election cycle saw women's representation in the federal Parliament increase from 12 percent to 24 percent in the Lower House. It is 22 percent in the newly-established Upper House.

TABLE 4. LAWS, POLICIES, OR PROCEDURES DRAFTED, PROPOSED, OR ADOPTED TO PROMOTE GENDER EQUALITY AT THE REGIONAL, NATIONAL, OR LOCAL LEVEL	
- Recruitment Policy	- Business License Policy
- Training Policy	- Anti-Discrimination Policy
- Administrative Policy	- Public Participation Policy
- Workplace Anti-violence Policy	- Human Resource Policy
- Sexual Harassment Policy	- The Youth Policy
- Citizen Information Center Policy	- Company Bill

SUSTAINABILITY

SSG worked to ensure programmatic continuity by recognizing and responding to Somalia's dynamic political environment. During the project's first 18 months, SSG provided partners with a wide array of high-quality experts whose training laid the

foundation for understanding effective governance. For parliaments and ministries, this training covered topics such as legislative drafting, procurement and asset management, public financial management, management policy, and information management. For civil society, the conceptual training focused on advocacy and civic engagement, and for media, coverage of government and impartial reporting.

The project then shifted its focused to collaborating with partners to translate trainings into experienced-based learning exercises. During this period the project almost exclusively used local experts and institutions. SSG worked with partners to:

- Implement parliament hearings and oversight efforts
- Improve line ministry procurement, budget management, and planning systems
- Initiate advocacy campaigns to support gender, youth, and rights of persons with disailities
- Develop higher quality, long-form radio stories about Somali public policy issues

Additionally, SSG worked to build in-house expertise to promote knowledge transfer. Leveraging skills and expertise staff obtained while working under the SSG project, some staff have moved on to take key roles within the newly formed FGS administration.

LINKS TO OTHER ACTIVITIES

To ensure efforts were not duplicated, SSG continuously worked to reinforce coordination efforts with donor partners, as illustrated in Table 5 below.

TABLE 5. SSG DONOR PARTNERS BY REGION

Project and/or Donor	Region	Description
Partnership for Economic Growth (PEG), USAID	Mogadishu	Worked on the development and introduction of five new legislative agricultural bills.
World Bank and IMF	Mogadishu, Somaliland	Coordinated public financial management activities.
The Association of European Parliamentarians with Africa (AWEPA)	Mogadishu	Coordinated activities to provide capacity building to line ministries and Parliament.
Bringing Unity, Integrity, and Legitimacy to Democracy (BUILD)	Mogadishu, Somaliland	Provided operational and logistics support from the field, in addition to programmatic support with communications in Somaliland. SSG also transferred its focus on voter registration to BUILD after the project's launch, to ensure activities were not duplicated.
United Nations Development Programme (UNDP)	Mogadishu	Worked closely regarding FPS activities and the UNDP on capacity development under the university certification training.
Somalia Stabilization Initiative, USAID/OTI	Mogadishu	Coordinated support to the FPS Budget and Finance Committee.
USAID/Somali Youth Leaders' Initiative (SYLI)	Mogadishu	SSG coordinated with the SYLI project on youth legislation efforts, providing advocacy efforts in conjunction with the national youth policy developed with support from SYLI.

II. LESSONS LEARNED: CHALLENGES AND RECOMMENDATIONS

CHALLENGES

As demonstrated by the activities and results described throughout this report, the SSG project accomplished many of its objectives. However, the context and operating environment of implementing a project of SSG's scope was not without its challenges.

Safety and security. The dynamic security environment in Somalia was programmatically burdensome and proved to be the biggest challenge to SSG's work. Throughout the life of the project, government buildings, where staff frequently traveled, and hotels continued to be targeted by Al-Shabab, as well as government counterparts and personnel. Additionally, extra security measures such as road closures are prevalent after attacks or when there are rumors of impending attacks, which often made travel to training sites or counterparts' offices nearly impossible. Safety and security concerns also impeded the project's ability to recruit and retain talent, whether international, Somali, or returning diaspora; this extends to subcontractors, which in turn hindered and/or delayed some project activities.

SSG addressed these issues through close coordination between program staff and project security providers, ensuring that staff movement and planned activities were evaluated constantly against up-to-date threat level assessments and critical analyses of timing and location of events.

Political instability. A vote of no confidence or a cabinet reshuffling could stop the work of parliament for weeks as organized groups lobby for ministerial posts. Moreover, given that parliament procedural reforms are sponsored by individual MPs, the movement of a single committee leader into the government can drastically change the nature of a committee. Changes in leadership often led to modification of or a complete departure from the agreed upon work plans and capacity building programming predicated on work plans developed with the predecessor.

SSG's approach was to remain a flexible, demand-driven project and to cooperate with a variety of government institutions to align activities to meet changing priorities, while also working to achieve project results. The project also focused on working with civil servants and staff, who typically remain in-country to continue the work of the ministries and Parliament. They are also the people that will presumably remain in their government positions regardless of the transition of officials, thereby ensuring greater institutional continuity.

Lower than expected capacity. The capacities of ministries and parliamentary committees remain low and these bodies are understaffed and underfunded. Departments and personnel often do not clearly understand the mandate of their institution or their roles in it, and often lack basic resources and equipment to perform their jobs. Many have no permanent office buildings, little to no office space, no desks or chairs, and no IT resources.

SSG implemented a robust training program which included demand-driven courses for government officials and civil society groups. Over the course of the project, SSG implemented 220 skill development training events, of which 155 were for parliamentary and ministerial officials in Somaliland, Puntland, and South-Central Somalia. The list of life-of-project skills development courses can be found in Annex B. Furthermore, the project provided approximately $850,000 in in-kind IT and office equipment to government partners in Somaliland, Puntland, and South-Central Somalia.

Weak civil society-government relationships. SSG's strengthening governance mandate largely relies on SSG's ability to empower civic engagement mechanisms by supporting public consultative forums that bring together key stakeholders in Somalia's post-conflict recovery period. However, a known challenge is the weak relationships between civil society actors and government institutions.

A large part of the project's work with CSOs included improving government's ability to communicate their service delivery to their constituents, effectively enhancing positive and sustainable state-civil society interaction and engagement. SSG's emphasis on developing quality state-society interaction to jointly discuss key legislative issues and the constitutional and state formation processes, is a fundamental contribution to sustainable governance in Somalia.

Shifting political priorities of government partners. The 2016-2017 federal election cycle proved to be a challenge for SSG as many government partners prioritized the elections and therefore were not available or were less interested in project activities. In such a dynamic political climate, SSG continues to support realistic benchmarks and provides counterparts with updates to highlight the value added and progress made through project support. SSG recognizes that implementation efforts require sustained counterpart buy-in and support to actualize the potential for long-lasting impact within Somalia's institutions.

Additionally, multiple donor-funded activities are seeking the same time and attention of MPs, government, and parliamentary staff. Mitigation measures included focusing SSG activities on the highest priorities of its counterparts. The project continuously sought to avoid duplication by coordinating with other donor programs to identify potential overlaps and adjust programming accordingly.

RECOMMENDATIONS

Recommendations for future activities are based on lessons learned implementing activities during the past three years.

Focus on supporting local resources. Working with Somali nationals and institutions provides longer-term sustainability and is more important than short-term fixes that create unsustainable costs, such as relying heavily on expatriate and third-country nationals for expertise. Midway through implementation, SSG shifted to almost exclusively using local experts and that change greatly benefited the project as we were able to strengthen relationships with partners and achieve results at a faster pace.

Longer-term approach to capacity building. A new project should build on the training provided under the SSG project and continue to work to develop more longer-term capacity efforts that would help institutionalize much of the training. Through project implementation, SSG found that moving to more in-depth training programs for government, civil society, and journalists provided longer and more meaningful impact. Replicating this in future activities will be vital to ensuring sustainable successes.

Incorporate more robust monitoring and evaluation. In contexts like Somalia, capacity building processes can be hard to measure. Any subsequent project should ensure that they ground truth M&E approaches to the local context and assess partners to inform the development of the project's M&E framework. Undertaking an in-depth baseline with a solid methodology may help future USAID governance projects measure progress against indicators. Additionally, involving partners in designing tools to measure their progress may be an opportunity for discussion of project objectives and increase the partners' sense of ownership on the project.

Enhance media engagement. Media engagement involving the use of journalists as channels for information sharing, not only as news agents but also building their capacity to produce feature stories, in interview skills, and in public consultation skills, has been an efficient strategy for SSG. Building communication capacity within targeted CSOs provides much wider media coverage and interest in budget and legislation-related issues.

Pair in-kind support with more impactful grants. It seems that training courses were better applied when the Parliament had adequate equipment and resources. For example, a computer training course may be difficult to put into practice if the institution has no computer or only one computer to be shared among all staff. In this case, in-kind IT support added significant value to training and application of key courses for Parliament and ministerial staff.

The Minister of Public Works and Reconstruction receives a delivery of essential equipment from SSG. Photo: Hassan Saney

Short-term in-kind grants are useful for assisting institutions and organizations as they receive essential equipment they need to carry out their daily functions. However, they are not the best type of grant to pursue strategic meaningful CSO-led advocacy or institutional change. These types of grants do not support formation of long-term advocacy strategies that build institutional capacity into a longer term, working, advocacy-based partnership. While building on the previously implemented grants program, new activities should push for more robust longer-term grants.

ANNEX B. ACTIVITY MONITORING AND EVALUATION

QUANTITATIVE HIGHLIGHTS

(1) Work with the Parliament:

- **Parliamentary Staff Skill Development and Training:**

SSG organized and delivered 43 workshops on numerous legislative topics for parliamentarians and committee staff at both levels of legislature in Somalia. These workshops included:
  - 40 training sessions for committee clerks, 27 workshops in Mogadishu, nine workshops in Hargeisa, and two workshops in Garowe.
  - Three workshops were held specifically for MPs. This included two workshops in Kismayo to orient the newly-elected MPs and one budget oversight workshop for federal Parliament Budget and Finance Committee members.
  - 704 trainees, comprising clerks and MPs, (175 female, 529 male) attended SSG-delivered workshops covering topics which included the legislative process, legislative drafting and development, budgeting, budget review and analysis, budget costing methods, reporting, public hearings, committee processes, procurement, and asset management.

- **Bill Making Research, Analysis, and Report Support**:
  - SSG provided an array of technical support to 16 bills in the legislative assemblies through assistance with research, reviews, and amendments. Out of the 16 SSG-supported bills, 11 have been approved by the respective assemblies, including six out of nine in the federal Parliament, and five out of seven in the Somaliland House of Representatives.
  - In 2017, SSG staff facilitated reviews and analysis of the FY2017 budget bills in both Somalia and Somaliland. In 2016, federal Parliament committees received research and reporting support from SSG on four legislative agenda issues including rights of persons with disabilities, federal status of the capital, an analysis of bi-cameral legislative bodies, and the agricultural sector in Somalia.
  - In 2015, SSG supported 11 draft policies aimed at promoting gender equality at the federal level with partner ministries and parliamentary committees.

- **Stakeholder Consultation – Public Hearings:**
  - In Mogadishu, the federal Parliament Budget and Finance Committee held the first public hearing on the FY2017 federal budget in July 2017.
  - In 2017, two SSG-supported committees in Somaliland held three public hearings on the Company Bill, close of accounts for FY2014 and FY2015, and the drought.

- **Oversight Actions**
  - In 2017, two House of Representatives committees conducted four oversight actions including hearings and visits on the close of accounts, the drought, the Company Bill, and a visit to the ports and border market town of Wajaale, Somaliland.

(2) Work with the Ministries:

- **Ministries, Office of the President, and Office of the Prime Minister Staff Skill Development and Training:**
  - 1,912 trainees (1,463 male, 449 female) participated in a total of 114 workshops held by SSG. This included 101 workshops in Mogadishu, five workshops in Hargeisa, and eight workshops in Garowe.
  - More than 215 days of course work were delivered, translating to a total of 3,238-person days (777 days for females, 2461 days for male).
  - Topics covered by SSG-delivered courses include: federalism, HR, budgeting, procurement, accounting, internal audit, asset management, office administration, strategic communications, PFM, M&E, research, data analysis, survey design, statistics, Excel, regulatory reform, non-tax revenue, video production, social media, webmaster skills, AutoCAD & Total Station, medium term expenditure frameworks, financial risk management, technical writing, and work-planning.

- **Consensus Building Forums:**
  - 71 forums (FGS – 55, Puntland – 4, Somaliland 12) were held for SSG partners on key governance and legislative agenda items to facilitate an understanding of and encourage support for key issues including but not limited to the 30 percent women quota, issues for persons with disabilities, and national budget.

(3) Work with Civil Society Organizations

- **Civil Society Skill Development and Training:**
  - SSG supported more than 27 civil society organizations (FGS – 10, Puntland – 6, and Somaliland – 11) with a mix of capacity building and grants, including holding 41 workshops for CSO staff.
  - SSG trained 869 participants (489 male, 380 female) representing various CSOs through courses such as building engaged CSOs, communications, civic

engagement, advocacy, social media, legislative drafting, media campaigns and messaging, budgets, and disability issues.

- **CSOs and Government Engagement:**
  - SSG organized 38 events (meetings, forums, and talk-shows) that were televised and radio broadcast.

- **Voter awareness and education:**
  - SSG directly reached 10,275 (4,647 female, 5,628 male) citizens through voter awareness and civic education workshops and meetings held by grantees in Somalia and Somaliland.

(4) Work with the Media Houses / Journalists
- **Journalists Skill Development & Training:**
  - SSG held 31 training events for journalists from 24 media outlets (4 - FGS, 11 - Somaliland, and 9 - Puntland) which provided targeted capacity building. In total, SSG reached 412 trainees (242 male, 170 female) with workshops on conflict-sensitive journalism, good governance, reporting on budgets, press skills, research, interviews, media management, and feature story production.

- **Media Activities:**
  - SSG-trained journalists conducted 34 interviews with numerous government officials at various government levels.
  - SSG's media score card has shown an increase of 19% in the quality of feature content produced by four SSG-supported radio stations in Mogadishu.
  - SSG-supported media outlets produced and published 44 media reports (FGS – 22, Somaliland - 22, Puntland - 1) on key governance matters.

SSG LIFE-OF-PROJECT TRAINING EVENTS

Target Participants	SSG Objective	Event Dates	Month	Year	No. of Days	Male	Female	Total	Training / Workshop Title	Location of Event
Legislative Branch Personnel	1	August 3, 4 & 6	August	2016	3	9	3	12	Parliamentary Committee and Process	Garowe
Legislative Branch Personnel	1	August 7-10, 2016	August	2016	4	8	8	16	Legislative Development: Overview of Analysis and Drafting Process	Garowe
Legislative Branch Personnel	1	Feb 16 - 18	February	2016	3	13	9	22	Parliamentary Committee Process	Hargeisa
Legislative Branch Personnel	1	Feb 27 - 28	February	2016	2	22	7	29	Effective Meetings, Roles and Responsibilities of Committee Members, & Public Consultations	Hargeisa
Legislative Branch Personnel	1	Mar 6	March	2016	1	5	6	11	Asset Management System Implementation	Hargeisa
Legislative Branch Personnel	1	Mar 29 – 31	March	2016	2	14	8	22	Legislative Development Process: Analysis and Drafting	Hargeisa
Legislative Branch Personnel	1	Oct 12 - 13	October	2016	2	20	10	30	Tools for Parliament	Hargeisa
Legislative Branch Personnel	1	Oct 20	October	2016	1	20	9	29	Budget Process	Hargeisa
Legislative Branch Personnel	1	Oct 27	October	2016	2	12	3	15	Research Analysis	Hargeisa
Legislative Branch Personnel	1	Oct 26 - 27, & 30- 31 and Nov 1	October	2016	5	6	4	10	Budget Analysis	Hargeisa
Legislative Branch Personnel	1	Dec 11	December	2016	1	13	4	17	Budget Public Hearing Training	Hargeisa
Legislative Branch Personnel	1	Jan 18 - 21	January	2016	4	28	0	28	Parliamentary Strengthening Workshop	Kismayo
Legislative Branch Personnel	1	Jan 25 - 28	January	2016	4	28	2	30	Parliamentary Strengthening Workshop	Kismayo
Legislative Branch Personnel	1	August 2	August	2015	1	8	3	11	Legislative Process	Mogadishu
Legislative Branch Personnel	1	August 4 - 5	August	2015	2	9	2	11	Government Budgeting	Mogadishu
Legislative Branch Personnel	1	August 5 - 6	August	2015	2	6	2	8	Legislative Process	Mogadishu
Legislative Branch Personnel	1	August 6	August	2015	1	7	5	12	Government Procurement	Mogadishu
Legislative Branch Personnel	1	August 9 - 10	August	2015	2	13	2	15	Legislative Process	Mogadishu

Target Participants	SSG Objective	Event Dates	Month	Year	No. of Days	Male	Female	Total	Training / Workshop Title	Location of Event
Legislative Branch Personnel	I	August 11 - 12	August	2015	2	11	3	14	Government Budgeting	Mogadishu
Legislative Branch Personnel	I	August 12 - 13	August	2015	2	9	5	14	Legislative Process	Mogadishu
Legislative Branch Personnel	I	August 13	August	2015	1	14	1	15	Government Procurement	Mogadishu
Legislative Branch Personnel	I	August 18 -19	August	2015	2	11	3	14	Government Budgeting	Mogadishu
Legislative Branch Personnel	I	August 20	August	2015	1	11	1	12	Government Procurement	Mogadishu
Legislative Branch Personnel	I	Oct 19 - 20	October	2015	2	11	3	14	Regulatory Reform	Mogadishu
Legislative Branch Personnel	I	Oct 26 - 27	October	2015	2	10	6	16	Regulatory Reform	Mogadishu
Legislative Branch Personnel	I	Oct 28 - 29	October	2015	2	14	0	14	Regulatory Reform	Mogadishu
Legislative Branch Personnel	I	Nov 24 - 25	November	2015	2	12	4	16	Legislative Drafting	Mogadishu
Legislative Branch Personnel	I	Mar 3	March	2016	1	9	2	11	Budget Oversight Responsibilities for Parliamentarians	Mogadishu
Legislative Branch Personnel	I	Mar 13 - 17	March	2016	5	12	2	14	Legislative Development Process: Analysis and Drafting	Mogadishu
Legislative Branch Personnel	I	April 5-6	April	2016	2	9	3	12	Gendering Legislation for Parliamentary Secretariat/Clerks	Mogadishu
Executive Branch Personnel	I	August 10-11, 2016	August	2016	2	12	8	20	Asset Management	Mogadishu
Executive Branch Personnel	I	Sept 16	September	2016	1	26	9	35	Tools for Parliament	Mogadishu
Legislative Branch Personnel	I	Oct 4	October	2016	1	19	6	25	Budget Process for Non-Budget Staff	Mogadishu
Legislative Branch Personnel	I	Oct 13	October	2016	1	7	1	8	Budget Legal Framework	Mogadishu
Legislative Branch Personnel	I	Oct 17	October	2016	1	23	8	31	Research and Analysis for Parliamentary Clerks	Mogadishu
Legislative Branch Personnel	I	Oct 27	October	2016	1	7	1	8	Budget Analysis	Mogadishu
Legislative Branch Personnel	I	Nov 14 - 15	November	2016	2	24	10	34	Public Hearings, Reporting, CSO Training	Mogadishu
Legislative Branch Personnel	I	Nov 23 & 29	November	2016	2	6	2	8	Computer Skills for Budget Analysis	Mogadishu
Legislative Branch Personnel	I	Dec 7	December	2016	1	4	2	6	Budget Reporting	Mogadishu
Legislative Branch Personnel	I	May 25	May	2017	1	8	4	12	Parliamentary Oversight Techniques and Tools	Mogadishu

Target Participants	SSG Objective	Event Dates	Month	Year	No. of Days	Male	Female	Total	Training / Workshop Title	Location of Event
Legislative Branch Personnel	1	June 5 - 2017	June	2017	1	2	1	3	Budget Costing Techniques	Mogadishu
Legislative Branch Personnel	1	June 18 - 20, 2017	June	2017	3	4	1	5	Budget Analysis and Reporting	Mogadishu
Executive Branch Personnel	2	Dec 21 - 23	December	2015	3	10	7	17	Public Finance Management	Garowe
Executive Branch Personnel	2	Dec 28 - 30, 2015	December	2015	3	11	8	19	Public Finance Management	Garowe
Executive Branch Personnel	2	Jan 26 - 27	January	2016	2	15	10	25	Public Procurement	Garowe
Executive Branch Personnel	2	Mar 27 - 28	March	2016	2	29	9	38	Office Administration and Filing System	Garowe
Executive Branch Personnel	2	Mar 29 - 30	March	2016	2	24	9	33	Advocacy and Awareness on User Fees and Tax Revenue	Garowe
Executive Branch Personnel	2	Mar 29 - 31	March	2016	3	17	6	23	Asset Management & System Implementation	Garowe
Executive Branch Personnel	2	June 5 - 6	June	2016	2	14	9	23	Office Administration	Garowe
Executive Branch Personnel	2	July 19-20	July	2016	2	13	9	22	Human Resources Management	Garowe
Executive Branch Personnel	2	Mar 1	March	2016	1	7	3	10	Asset Management System Implementation	Hargeisa
Executive Branch Personnel	2	Mar 7 - 8	March	2016	2	11	3	14	Office Administration Skills	Hargeisa
Executive Branch Personnel	2	Mar 9 - 10	March	2016	2	2	4	6	Office Administration Skills	Hargeisa
Executive Branch Personnel	2	March 20 – 23	March	2017	4	10	9	19	Fundamentals of M&E in the Government Sector	Hargeisa
Executive Branch Personnel	2	March 30	March	2017	1	12	2	14	Medium Term Expenditure Framework Orientation Workshop	Hargeisa
Executive Branch Personnel	2	May 25 - 28	May	2015	4	49	15	64	Federalism and Good Governance	Mogadishu
Executive Branch Personnel	2	August 2 - 3	August	2015	2	9	2	11	Government Budgeting	Mogadishu
Executive Branch Personnel	2	August 3, 5, 10, 12, 17, 19, 24, 26	August	2015	8	20	6	26	Human Resource Management Diploma	Mogadishu
Executive Branch Personnel	2	August 4	August	2015	1	14	12	26	How to Write and Design Job Descriptions	Mogadishu
Executive Branch Personnel	2	August 6	August	2015	1	19	6	25	Performance Management and Evaluation	Mogadishu
Executive Branch Personnel	2	August 9 - 10	August	2015	2	15	4	19	Government Budgeting	Mogadishu

Target Participants	SSG Objective	Event Dates	Month	Year	No. of Days	Male	Female	Total	Training / Workshop Title	Location of Event
Executive Branch Personnel	2	August 11	August	2015	1	20	6	26	How to Write and Design Job Descriptions	Mogadishu
Executive Branch Personnel	2	August 13	August	2015	1	16	8	24	Performance Management and Evaluation	Mogadishu
Executive Branch Personnel	2	August 16 - 17	August	2015	2	13	1	14	Government Budgeting	Mogadishu
Executive Branch Personnel	2	August 16, 23, 30	August	2015	3	9	3	12	Strategic Communications	Mogadishu
Executive Branch Personnel	2	August 18	August	2015	1	19	4	23	Performance Management and Evaluation	Mogadishu
Executive Branch Personnel	2	August 20	August	2015	1	22	3	25	Performance Management and Evaluation	Mogadishu
Executive Branch Personnel	2	August 23 - 24	August	2015	2	7	3	10	Government Budgeting	Mogadishu
Executive Branch Personnel	2	August 25	August	2015	1	21	3	24	How to Write and Design Job Descriptions	Mogadishu
Executive Branch Personnel	2	August 25 - 26	August	2015	2	10	6	16	Government Budgeting	Mogadishu
Executive Branch Personnel	2	August 27	August	2015	1	2	3	5	Government Procurement	Mogadishu
Executive Branch Personnel	2	August 27	August	2015	1	18	4	22	Performance Management and Evaluation	Mogadishu
Executive Branch Personnel	2	August 30 - 31	August	2015	2	10	1	11	Government Budgeting	Mogadishu
Executive Branch Personnel	2	Sept 1, 2, 3	September	2015	3	9	4	13	PFM & Financial Planning for Managers	Mogadishu
Executive Branch Personnel	2	Sept 6 - 7	September	2015	2	12	2	14	Procurement Training	Mogadishu
Executive Branch Personnel	2	Sept 7 - 9	September	2015	2	8	2	10	Communications Training	Mogadishu
Executive Branch Personnel	2	Sept 7-8, 14-15, 21,23, 28-29	September	2015	8	13	1	14	Designing and Implementing Monitoring and Evaluation Systems	Mogadishu
Executive Branch Personnel	2	Sept 8, 9, 10	September	2015	3	10	1	11	PFM & Financial Planning for Managers	Mogadishu
Executive Branch Personnel	2	Sept 8, 9, 10	September	2015	3	10	3	13	PFM & Financial Planning for Managers	Mogadishu
Executive Branch Personnel	2	Sept 13 - 14	September	2015	2	11	3	14	Procurement Training	Mogadishu
Executive Branch Personnel	2	Sept 15 - 17	September	2015	3	8	3	11	PFM & Financial Planning for Managers	Mogadishu
Executive Branch Personnel	2	Sept 20 - 21	September	2015	2	9	2	11	Procurement Training	Mogadishu

Target Participants	SSG Objective	Event Dates	Month	Year	No. of Days	Male	Female	Total	Training / Workshop Title	Location of Event
Executive Branch Personnel	2	Sept 28 - 29	September	2015	2	9	2	11	Procurement Training	Mogadishu
Executive Branch Personnel	2	Sept 28 -30	September	2015	3	10	2	12	Communications Training	Mogadishu
Executive Branch Personnel	2	Oct 6 & 13	October	2015	2	11	0	11	Research and Analysis Skills	Mogadishu
Executive Branch Personnel	2	Oct 7 & 14	October	2015	2	7	5	12	Diploma in Statistics	Mogadishu
Executive Branch Personnel	2	Oct 14 & 18	October	2015	2	5	6	11	Asset Management	Mogadishu
Executive Branch Personnel	2	Oct 19 - 20	October	2015	1	9	2	11	Office Administration	Mogadishu
Executive Branch Personnel	2	Oct 12 - 13	October	2015	2	18	3	21	Admin/Filing Systems	Mogadishu
Executive Branch Personnel	2	Oct 11 - 13	October	2015	3	12	0	12	Communication and Media Engagement	Mogadishu
Executive Branch Personnel	2	October 21 - 22	October	2015	2	16	3	19	Asset Management	Mogadishu
Executive Branch Personnel	2	Oct 21 - 22	October	2015	2	11	5	16	Basic Accounting	Mogadishu
Executive Branch Personnel	2	Oct 25 - 26	October	2015	2	9	3	12	Statistics Correlation & Regression Mathematics	Mogadishu
Executive Branch Personnel	2	Oct 28 - 29	October	2015	2	10	4	14	Government Accounting	Mogadishu
Executive Branch Personnel	2	Nov 9 - 10	November	2015	2	11	0	11	Government Accounting	Mogadishu
Executive Branch Personnel	2	Nov 9 - 10	November	2015	2	11	3	14	Business Communication	Mogadishu
Executive Branch Personnel	2	Nov 9 - 10	November	2015	2	6	0	6	Regulatory Reform	Mogadishu
Executive Branch Personnel	2	Nov 15 - 16	November	2015	2	3	2	5	Regulatory Reform	Mogadishu
Executive Branch Personnel	2	Nov 16 - 17	November	2015	2	7	5	12	Government Accounting	Mogadishu
Executive Branch Personnel	2	Nov 22 - 25	November	2015	4	18	1	19	Internal Auditing	Mogadishu
Executive Branch Personnel	2	Jan 20	January	2016	0.5	19	5	24	Performance Management & Evaluation	Mogadishu
Executive Branch Personnel	2	Jan 19	January	2016	0.5	14	4	18	Job Descriptions Design	Mogadishu
Executive Branch Personnel	2	Jan 20 - 21	January	2016	2	10	2	12	Non-Tax Revenue	Mogadishu
Executive Branch Personnel	2	Jan 31	January	2016	0.5	29	8	37	Asset Management	Mogadishu
Executive Branch Personnel	2	Jan 28	January	2016	1	8	1	9	Social Media Outreach	Mogadishu
Executive Branch Personnel	2	Jan 30 - 31	January	2016	2	3	1	4	Webmaster Skills	Mogadishu

Target Participants	SSG Objective	Event Dates	Month	Year	No. of Days	Male	Female	Total	Training / Workshop Title	Location of Event
Executive Branch Personnel	2	Feb 1	February	2016	0.5	11	3	14	Job Description Design	Mogadishu
Executive Branch Personnel	2	Feb 3	February	2016	0.5	17	3	20	Human Resource Management	Mogadishu
Executive Branch Personnel	2	Feb 14 -16	February	2016	3	9	2	11	Non–Tax Revenue	Mogadishu
Executive Branch Personnel	2	Feb 21 - 22	February	2016	2	18	2	20	Non–Tax Revenue	Mogadishu
Executive Branch Personnel	2	Feb 22 - 25	February	2016	4	17	3	20	Script Writing and Video Production	Mogadishu
Executive Branch Personnel	2	Feb 28 - 29	February	2016	2	4	0	4	Social Media and Webmaster Tools	Mogadishu
Executive Branch Personnel	2	Mar 10	March	2016	1	12	3	15	Non-Tax Revenue/ User Fees	Mogadishu
Executive Branch Personnel	2	Mar 30 - 31	March	2016	2	3	1	4	Webmaster and Social Media	Mogadishu
Executive Branch Personnel	2	April 13 - 14	April	2016	2	24	8	32	Non-Tax Revenue: Collecting User Fees	Mogadishu
Executive Branch Personnel	2	April 19 - 20	April	2016	2	18	9	27	Non-Tax Revenue: Collecting User Fees	Mogadishu
Executive Branch Personnel	2	April 28	April	2016	1	2	1	3	Webmaster Training	Mogadishu
Executive Branch Personnel	2	August 7-11, 2016	August	2016	5	12	4	16	AutoCAD & Total Station training	Mogadishu
Executive Branch Personnel	2	Oct 9 - 10	October	2016	2	11	5	16	M&E Framework Training	Mogadishu
Executive Branch Personnel	2	Oct 18 - 19	October	2016	2	10	4	14	M&E Framework Training	Mogadishu
Executive Branch Personnel	2	Oct 16 – 17	October	2016	2	8	4	12	Indicators as Measurement Tools	Mogadishu
Executive Branch Personnel	2	Nov 7 – 8	November	2016	2	6	5	11	M&E Data Management Systems	Mogadishu
Executive Branch Personnel	2	Nov 28	November	2016	1	7	4	11	Online Survey Design with Survey Monkey	Mogadishu
Executive Branch Personnel	2	Dec 4 - 5	December	2016	2	8	5	13	Excel Spreadsheets	Mogadishu
Executive Branch Personnel	2	Dec 6	December	2016	1	8	5	13	Data Analysis with SurveyMonkey	Mogadishu
Executive Branch Personnel	2	Dec 18 - 20	December	2016	3	9	4	13	Basics of Statistics Using SOFA Statistics	Mogadishu
Executive Branch Personnel	2	Dec 21 – 22	December	2016	2	7	4	11	Government Work-Planning / Log Framer	Mogadishu
Executive Branch Personnel	2	Dec 29 and 31	December	2016	2	6	4	10	Report Writing Training	Mogadishu

Target Participants	SSG Objective	Event Dates	Month	Year	No. of Days	Male	Female	Total	Training / Workshop Title	Location of Event
Executive Branch Personnel	2	March 02 & 16	March	2017	2	16	7	23	Project Management Course (Batch 1)	Mogadishu
Executive Branch Personnel	2	March 4 – 6	March	2017	3	8	4	12	Simple Procurement (Batch 1)	Mogadishu
Executive Branch Personnel	2	March 7 – 9	March	2017	3	11	4	15	Simple Procurement (Batch 2)	Mogadishu
Executive Branch Personnel	2	March 09 & 23	March	2017	2	12	1	13	Project Management Course (Batch 2)	Mogadishu
Executive Branch Personnel	2	March 14 – 16	March	2017	3	17	8	25	Simple Procurement (Batch 3)	Mogadishu
Executive Branch Personnel	2	Mar 14 – 15	March	2017	2	9	6	15	Fundamentals of Monitoring and Evaluation (Batch 1)	Mogadishu
Executive Branch Personnel	2	Mar 21 –22	March	2017	2	18	4	22	Fundamentals of Monitoring and Evaluation (Batch 2)	Mogadishu
Executive Branch Personnel	2	Mar 28- 30	March	2017	2	15	3	18	M&E Frameworks (Batch 1)	Mogadishu
Executive Branch Personnel	2	March 28 – 30	March	2017	3	5	4	9	Budget Execution (Batch 1)	Mogadishu
Executive Branch Personnel	2	April 4 - 6	April	2017	3	8	1	9	Government Budgeting Course	Mogadishu
Executive Branch Personnel	2	April 11 - 13	April	2017	3	14	7	21	Government Budgeting Course	Mogadishu
Executive Branch Personnel	2	April 13	April	2017	1	17	6	23	Project Management (Group 1) – Module 3 – Project Implementation Unit	Mogadishu
Executive Branch Personnel	2	April 18 – 19	April	2017	2	15	1	16	M&E course (Group 2)	Mogadishu
Executive Branch Personnel	2	April 20	April	2017	1	14	2	16	Project Management course (Group 2) – Module 3 – Project Implementation Unit	Mogadishu
Executive Branch Personnel	2	April 25 – 27, 2017	April	2017	3	12	3	15	Government Accounting - Group 1	Mogadishu
Executive Branch Personnel	2	April 25 – 26, 2017	April	2017	2	15	3	18	M&E Indicators - Group 1	Mogadishu
Executive Branch Personnel	2	April 27	April	2017	1	15	1	16	Project Management Course – Using LogFramer (Group 1) - Module 4	Mogadishu
Executive Branch Personnel	2	May 2 – 3	May	2017	2	16	2	18	M&E – Indicators for Group 2	Mogadishu
Executive Branch Personnel	2	May 2 – 4	May	2017	3	4	2	6	Government Accounting – Group 2	Mogadishu

Target Participants	SSG Objective	Event Dates	Month	Year	No. of Days	Male	Female	Total	Training / Workshop Title	Location of Event
Executive Branch Personnel	2	May 4	May	2017	1	16	1	17	Project Management – Using LogFramer – Group 2 - Module 4	Mogadishu
Executive Branch Personnel	2	May 9 – 10	May	2017	2	26	6	32	M&E Plans for Groups 1 & 2	Mogadishu
Executive Branch Personnel	2	May 9 – 11	May	2017	3	14	4	18	Government Accounting – Group 3	Mogadishu
Executive Branch Personnel	2	May 11	May	2017	1	28	6	34	Project Management – Close-out Session Groups 1 & 2 - Module 5	Mogadishu
Executive Branch Personnel	2	May 23 - 24	May	2017	2	13	4	17	Financial Risk Management – Groups 1 & 2	Mogadishu
Executive Branch Personnel	2	May 23 – 24 & 30 – 31 & June 6	May	2017	5	25	4	29	Technical Writing – Groups 1 and 2	Mogadishu
Executive Branch Personnel	2	June 1, 7 & 8	June	2017	1	17	2	19	Annual Work-Planning – Groups 1 & 2	Mogadishu
Executive Branch Personnel	2	June 6 – 7	June	2017	2	17	3	20	Financial Risk Management – Group 3	Mogadishu
Civil Society Organizations	3	Oct 8	October	2015	1	21	9	30	Advocacy Skill Development	Garowe
Civil Society Organizations	3	Oct 24 - 25	October	2015	2	19	4	23	Social Media	Garowe
Journalists	3	Oct 24 - 28	October	2015	5	5	3	8	Conflict Sensitive Journalism	Garowe
Civil Society Organizations	3	Jan 28 & 31	January	2016	2	6	13	19	Public Procurement	Garowe
Civil Society Organizations	3	Feb 3-4 & 7	February	2016	3	15	15	30	Advocacy Planning Workshop	Garowe
Civil Society Organizations	3	Mar 27 - 28	March	2016	2	17	17	34	Advocacy and Awareness on User Fees and Tax Revenue	Garowe
Journalists	3	May 7 - 11	May	2016	5	7	3	10	Governance Workshop	Garowe
Journalists	3	May 14	May	2016	1	3	2	5	Interactive Interviews for Journalists on NDP	Garowe
Civil Society Organizations	3	May 26 - 28	May	2015	3	7	10	17	Basic Communications Training	Hargeisa
Civil Society Organizations	3	June 16 - 18	June	2015	3	12	6	18	Basic Communications Training	Hargeisa
Civil Society Organizations	3	August 16 - 17	August	2015	2	14	7	21	Civic Engagement and Governance	Hargeisa
Civil Society Organizations	3	August 17 - 18	August	2015	2	13	8	21	Parliamentary and Ministry Roles	Hargeisa
Civil Society Organizations	3	August 19 - 20	August	2015	2	14	7	21	Parliamentary and Ministry Roles	Hargeisa
Civil Society Organizations	3	August 26 - 27	August	2015	2	16	4	20	Advocacy training	Hargeisa

Target Participants	SSG Objective	Event Dates	Month	Year	No. of Days	Male	Female	Total	Training / Workshop Title	Location of Event
Civil Society Organizations	3	Sept 15 - 17	September	2015	3	9	13	22	Advocacy Skills Training	Hargeisa
Civil Society Organizations	3	October 13 - 14	October	2015	2	9	6	15	Outreach and Civic Education Methodologies	Hargeisa
Journalists	3	Oct 10 - 14	October	2015	5	4	4	8	Conflict Sensitive Journalism	Hargeisa
Civil Society Organizations	3	Oct 11 - 12	October	2015	4	9	6	15	Social Media	Hargeisa
Civil Society Organizations	3	Oct 13 - 14	October	2015	2	12	6	18	Social Media	Hargeisa
Civil Society Organizations	3	Jan 3 - 4	January	2016	2	15	11	26	Advocacy Campaigns Planning and Development	Hargeisa
Civil Society Organizations	3	Jan 5 - 6	January	2016	2	9	6	15	Advocacy Campaign Planning and Development	Hargeisa
Civil Society Organizations	3	April 3 - 4	April	2016	2	11	9	20	CSO Engagement with the Government	Hargeisa
Civil Society Organizations	3	April 6, 7, & 10	April	2016	3	6	6	12	Advocacy Methods and Tools	Hargeisa
Journalists	3	June 25	June	2016	1	2	3	5	Interactive Interviews with Government Officials	Hargeisa
Civil Society Organizations	3	Dec 12	December	2016	1	11	4	15	Budget Reporting Training	Hargeisa
Journalists	3	Mar 13 - 14	March	2017	2	26	14	40	Press Conference Skills	Hargeisa
Journalists	3	March 15 – 16	March	2017	2	24	16	40	Interview Skills for Journalists	Hargeisa
Journalists	3	March 19 – 21	March	2017	3	25	15	40	Research Skills for Journalists	Hargeisa
Journalists	3	March 22 – 23	March	2017	2	23	15	38	Reporting on Key Legislation	Hargeisa
Journalists	3	March 26 – 27	March	2017	2	21	16	37	Budget Analysis and Reporting	Hargeisa
Journalists	3	June 4-8	June	2016	5	5	4	9	Governance Workshop	Hargeisa
Journalists	3	May 17 - 21	May	2015	5	5	5	10	Conflict Sensitive Journalism	Mogadishu
Civil Society Organizations	3	May 18 - 21	May	2015	4	36	37	73	Defining and Building an Engaged CSO	Mogadishu
Civil Society Organizations	3	June 2 - 4	June	2015	3	9	13	22	Basic Communications Training	Mogadishu
Journalists	3	June 13 - 18	June	2015	5	5	5	10	Conflict Sensitive Journalism	Mogadishu
Journalists	3	August 22 - 27	August	2015	6	5	4	9	Conflict Sensitive Journalism - Mogadishu	Mogadishu
Journalists	3	Sept 19 - 23	September	2015	5	6	4	10	Conflict Sensitive Journalism	Mogadishu

Target Participants	SSG Objective	Event Dates	Month	Year	No. of Days	Male	Female	Total	Training / Workshop Title	Location of Event
Civil Society Organizations	3	Sept 30	September	2015	1	0	30	30	Advocacy Skills for Elections	Mogadishu
Civil Society Organizations	3	Oct 14	October	2015	1	12	6	18	Strategic Communications	Mogadishu
Executive Branch Personnel	3	Oct 28 - 29	October	2015	2	15	1	16	Strategic Communications	Mogadishu
Civil Society Organizations	3	Nov 5 & 8	November	2015	2	13	8	21	Public Outreach and Civic Education Methods	Mogadishu
Journalists	3	Nov 15 - 19	November	2015	5	6	3	9	Conflict Sensitive Journalism	Mogadishu
Civil Society Organizations	3	Nov 24 - 25	November	2015	2	10	10	20	Advocacy Skills for University Students	Mogadishu
Civil Society Organizations	3	Nov 29 - 30	November	2015	2	5	14	19	CSO Legislative Drafting Skills Development	Mogadishu
Journalists	3	Dec 5 - 7	December	2015	3	4	5	9	Governance for Journalists	Mogadishu
Journalists	3	Dec 8 - 10	December	2015	3	4	5	9	Governance for Journalists	Mogadishu
Civil Society Organizations	3	Dec 13 - 16	December	2015	4	16	11	27	Advocacy Skills Development	Mogadishu
Civil Society Organizations	3	Dec 17 & 20	December	2015	2	11	7	18	Advocacy Skills Development	Mogadishu
Journalists	3	Dec 19	December	2015	1	1	4	5	National Budget for Radio Journalists	Mogadishu
Civil Society Organizations	3	Jan 7 & 10	January	2016	2	13	11	24	Media & Government Engagement	Mogadishu
Journalists	3	Jan 23 - 27	January	2016	5	4	5	9	Governance Workshop	Mogadishu
Civil Society Organizations	3	Feb 11 & 14	February	2016	2	10	14	24	CSO and Media Engagement	Mogadishu
Journalists	3	Feb 21 - 25	February	2016	5	5	4	9	FGS Budget, Revenue and Taxation – Governance Workshop	Mogadishu
Civil Society Organizations	3	Mar 6 - 7	March	2016	2	5	7	12	Government Revenue and Taxation	Mogadishu
Civil Society Organizations	3	Mar 17 & 20 - 21	March	2016	3	13	7	20	Advocacy Implementation Tools Workshop	Mogadishu
Journalists	3	Mar 20 - 24	March	2016	5	5	3	8	Governance Workshop on NDP	Mogadishu
Civil Society Organizations	3	Mar 24, 27-28	March	2016	3	11	5	16	Advocacy Development Consulting	Mogadishu
Civil Society Organizations	3	Mar 30 - 31	March	2016	2	14	6	20	Effective Messaging	Mogadishu
Civil Society Organizations	3	April 27-28	April	2016	2	20	8	28	CSO and Media Engagement with Legislature	Mogadishu
Civil Society Organizations	3	June 1-2	June	2016	2	10	7	17	Advocacy Campaign Development	Mogadishu

Target Participants	SSG Objective	Event Dates	Month	Year	No. of Days	Male	Female	Total	Training / Workshop Title	Location of Event
Civil Society Organizations	3	June 22	June	2016	1	4	4	8	Data Management and Record-Keeping Workshop	Mogadishu
Journalists	3	June 27 – 28	June	2016	2	10	2	12	Media Management Training for Editors, Directors, and Journalists	Mogadishu
Civil Society Organizations	3	July 20-21	July	2016	3	11	3	14	Advocacy for Disability CSOs	Mogadishu
Journalists	3	July 24-28	July	2016	5	4	4	8	Governance Workshop	Mogadishu
Civil Society Organizations	3	Nov 16 - 17	November	2016	2	9	3	12	Advocacy and Budget Training	Mogadishu
Journalists	3	Nov 30	November	2016	1	4	3	7	Reporting on International Disability Day Workshop	Mogadishu
Journalists	3	Dec 13 & 14	December	2016	2	4	4	8	Budget Training for Journalists	Mogadishu
Journalists	3	Jan 17	January	2017	1	5	3	8	Feature Story Production	Mogadishu
Journalists	3	Feb 23	February	2017	1	5	3	8	Feature Story Production - Planning and Interviewing	Mogadishu
Journalists	3	March 22nd	March	2017	1	5	3	8	Feature Stories Development	Mogadishu
Journalists	3	May 23 – 24	May	2017	2	5	3	8	Feature Story Workshop	Mogadishu

PROGRESS AGAINST TARGETS

Table B.1: SSG Indicator 4.1 Performance Data Table

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

INDICATOR NUMBER: GNDR-1

UNIT: Number of laws, policies, or procedures	DISAGGREGATE BY: *Type of law, proposed/adopted/drafted*			
	Type of Law, Policies, and Procedures	Proposed/Adopted/Drafted /Implemented	Type of Law, Policies, and Procedures	Proposed/Adopted/Drafted/Implemented
	Recruitment Policy	Adopted	Business License Policy	Adopted
	Training Policy	Adopted	Anti-Discrimination Policy	Implemented
	Administrative Policy	Implemented	Public Participation Policy	Adopted
	Workplace anti-violence Policy	Implemented	Human Resource Policy	Implemented
	Sexual Harassment Policy	Implemented	The Youth Policy	Proposed
	Citizen Information Center Policy	Adopted	Company Bill	Drafted
			Totals	11 policies, 1 bill

Deviation Narrative: *During the life of the project, there was no major legislative agenda related to gender promotion. In addition, the parliament had an extended recess and political campaigns on FGS parliamentary & presidential elections. 11 Polices achieved in Q4 2015 & Q1 2016 – Company Bill.*

Additional Criteria If other criteria are important, add lines for setting targets	Baseline	Cumulative Results FY15, FY16, & FY17	Results Achieved FY So far 2017	Reporting Period 30 Jun - 31/Jul/17		Reporting Period 30/Sept/17	Reporting Period 31/Dec/17	Reporting Period 31/Mar/18	FY 2016 Target	FY 2017 Target	End of Activity Target
		Achieved	Achieved	Target	Achieved	Target	Target	Target	Target	Target	Target
	# of laws/ policies	# of laws/ policies	# of laws/ policies	# of laws/polices	# of laws/ policies	# of laws/ policies	# of laws/ policies	# of laws/ policies	# of laws/ policies	# of laws/ policies	# of laws/ policies

and tracking											
Total	0	*11 Polices and 1 bill*	0	-	0	-	-	-	*4*	*3*	*18*
Federal Level	0	*11 Policies and 1 bill*	0	-	0						
Puntland	0	*0*	0	-	0						
Somaliland	0	*0*	0	-	0						

Table B.2: SSG Indicator 4.2 Performance Data Table

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

INDICATOR NUMBER: **2.2.1-3**

UNIT: Number (of draft) laws	DISAGGREGATE BY: Type of law			
	1. Media Bill - FPS	5. Seed and Plant Variations Act - FPS	9. Somalia Dairy Act	13. Somaliland Revenue Bill
	2. Foreign Investment Bill - FPS	6. Seed and Plant Varieties Seed Regulation - FPS	10. Somaliland Customs Bill	14. Somaliland PFM Accountability Bill
	3. Procurement Bill - FPS	7. Plant Protection Act - FPS	11. Somaliland Audit Bill	15. Somaliland Budget 2017
	4. Anti-Money Laundering Bill	8. Seed and Plant Inspection and Procedures Act – FPS	12. Somaliland Procurement Bill	16. Somaliland Company Law
				Total **16**

Deviation Narrative: *Legislative support for bill drafting at the federal Parliament was hampered by recess and elections. In Puntland, the challenges faced by the project and subsequent close out in October 2016 meant that target was not achieved.*

While it did not receive final vote in the legislature, SSG supported the Somalia PFM bill with technical assistance on review, comparative analysis, bill amendment, and reporting at committee stage.

Additional Criteria *If other criteria are important, add lines for setting targets and tracking*	Baseline	Cumulative Results FY15, FY16 & FY17	Results Achieved FY So far 2017	Reporting Period 30 Jun - 31/Jul/17		Reporting Period 30/Sept/17	Reporting Period 31/Dec/17	Reporting Period 31/Mar/18	FY 2016 Target	FY 2017 Target	End of Activity Target
		Achieved	Achieved	Target	Achieved	Target	Target	Target	Target	Target	Target
Total	0	16	2	-	0	0	0	0	7	4	20

Federal Level	0	9	0	-	0						
Puntland	0	0	0	-	0						
Somaliland	0	7	2	-	0						

Table B.3: SSG Indicator 2A.6 Performance Data Table

INDICATOR TITLE: **NUMBER OF TRAINING DAYS PROVIDED TO EXECUTIVE BRANCH PERSONNEL WITH USG ASSISTANCE**

INDICATOR NUMBER: **2.2.2-6**

UNIT: Number of people/ training days	DISAGGREGATE BY: Sex; location, position, functional area, type of training				
	Geographic Location	Activity Title	Functional Area	Dates	Total (Number of Training Days)
	Mogadishu	Assorted courses on accounting, financial risk management, budgeting, human resources, project management, M&E, annual work planning, AutoCAD, communication skills, PFM, Excel, statistics, data analysis, reporting writing	Ministry Staff, OOP, OPM	May 2015 to June 2017	**3238**

Deviation Narrative: *Frequent staff turnover and change of ministry leadership means shifting priorities and continued demand for new skills to respond to the ministries demands. SSG has met and exceeded this target.*

Additional Criteria	Baseline	Cumulative Results FY15, FY16 & FY17 — Achieved		Results Achieved FY So far 2017 — Achieved		This Reporting Period 30 Jun - 31/Jul/17 — Target		This Reporting Period 30 Jun - 31/Jul/17 — Achieved		Reporting Period 30/Sept/17 — Target		Reporting Period 31/Dec/17 — Target		Reporting Period 31/Mar/18 — Target		FY 2016 Target		FY 2017 Target		End of Activity Target	
	W	M	W	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Total (training days)	0	3238		1449		-		0		-		-		-		1288		400		2142	
Gender: Women (W), Men (M)	0	0	777 / 2461	354	1095	-	-	0	0	-	-	-	-	-	-	-	-	-	-	-	-

Somaliland	0	0	51	67	*38*	*52*	_	-	*0*	*0*										
Puntland	0	0	114	239	*0*	*0*	_	-	*0*	*0*										
Federal Level	0	0	612	2155	*316*	*1043*	_	-	*0*	*60*										

Table B.4: SSG Indicator 3.1 Performance Data Table

INDICATOR TITLE: **NUMBER OF ENGAGEMENTS BETWEEN TARGETED CSOs WITH GOVERNMENT OFFICIALS ON KEY GOVERNANCE AND POLITICAL PROCESSES**

INDICATOR NUMBER: 3.1 – CUSTOM

UNIT: Number	DISAGGREGATE BY: CSOs, topics, type of engagement				Sub-total
	CSO	*Topics*	*Type of Engagement*	*Government Entity Involved*	
	CSO and Media	*International Disability Day, SL NDP II, disability, women and youth issues, NDP, good governance, elections, media, employment*	*Informal exchanges, forums, meetings*	*Federal Parliament, FGS, Somaliland Government Agencies, MoWHDs, MoNDP*	38
				Total	**38**

Deviation Narrative: Target achieved.

Additional Criteria *If other criteria are important, add lines for setting targets and tracking*	**Baseline**	*Cumulative Results FY15, FY16 & FY17*	*Results Achieved FY So far 2017*	*This Reporting Period 30 Jun - 31/Jul/17*		*Reporting Period 30/Sept/17*	*Reporting Period 31/Dec/17*	*Reporting Period 31/Mar/18*	*FY 2016 Target*	*FY 2017 Target*	*End of Activity Target*
		Achieved	*Achieved*	*Target*	*Achieved*	*Target*	*Target*	*Target*	*Target*	*Target*	*Target*
Total	0	38	29	-	0	0	0	0	20	16	36
Federal Level	0	26	22	-	0						
Puntland	0	4	0	-	0						
Somaliland	0	8	7	-	0						

Table B.5: SSG Indicator 3.2 Performance Data Table

INDICATOR TITLE: **MOST SIGNIFICANT CHANGE REPORTED BY CSOs IN KEY DOMAINS**

INDICATOR NUMBER: **3.2 – CUSTOM**

UNIT: Number (of MSC) stories	DISAGGREGATE BY: Domain and Region		
	Region	**Domains**	Sub-total
	Federal/Mogadishu	*On changes in the way the media operates – 6 stories* *On changes in the way organization operates – from National Disability (1),* *On changes in the way organization interacts with the Gov't – Radio Goobjoog (1)* *On changes in the way organization performs – Radio Dalsan (1)* *On CSO interaction with MPs – 3 stories*	*12*
		Total	**12**

Deviation Narrative: *Target has been achieved.*

Additional Criteria	**Baseline**	*Cumulative Results FY15, FY16 & FY17*	*Results Achieved FY So far 2017*	*This Reporting Period 30 Jun - 31/Jul/17*		*Reporting Period 30/Sept/17*	*Reporting Period 31/Dec/17*	*Reporting Period 31/Mar/18*	*FY 2016 Target*	*FY 2017 Target*	*End of Activity Target*
		Achieved	Achieved	Target	Achieved	Target	Target	Target	Target	Target	Target
Total	*0*	*12*	*12*	-	*0*	0	0	0	8	4	*12*
Federal Level	*0*	*12*	*12*	_	*0*						
Puntland	*0*	*0*	*0*	_	*0*						
Somaliland	*0*	*0*	*0*	_	*0*						

Table B.6: SSG Indicator 3.3 Performance Data Table

INDICATOR TITLE: **NUMBER OF INTERACTIVE PROGRAMS INITIATED BY PROJECT-SUPPORTED JOURNALISTS AND MEDIA HOUSES**

INDICATOR NUMBER: **3.3 – CUSTOM**

UNIT: Number (of interactive) programs	_DISAGGREGATE BY:_ Government entity, topic, media forum			_Sub-total_
	Government Entity	**Topic**	**Media Forum**	
	Various institutions at federal and SL governments	**SL**: Women quota for elective posts, budget execution, budget analysis, SL NDP II, minority rights, disability rights, drought situation, democracy and peaceful elections, press law and street children, office of solicitor general **PL:** Puntland NDP **Federal:** FGS NDP x2, Government Revenue/Debts, youth unemployment, women leadership in Benadir Admin, and GBV, disability coalition press, disability day coverage x 4, national budget, women and youth unemployment, role of diaspora, gender and droughts	Feature Stories (Video and Audio)	_34_
			Total	**34**

Deviation Narrative: Target has been achieved.

Additional Criteria _If other criteria are important, add lines for setting targets and tracking_	**Baseline**	_Cumulative Results FY15, FY16 & FY17_	_Results Achieved FY So far 2017_	_This Reporting Period 30 Jun - 31/Jul/17_		_Reporting Period 30/Sept/17_	_Reporting Period 31/Dec/17_	_Reporting Period 31/Mar/18_	_FY 2016 Target_	_FY 2017 Target_	_End of Activity Target_
		Achieved	_Achieved_	_Target_	_Achieved_	_Target_	_Target_	_Target_	_Target_	_Target_	_Target_
Total	_0_	_34_	_30_	_-_	_0_	_0_	_0_	_0_	_12_	_20_	_32_
Federal Level	_0_	_22_	_20_	_-_	_0_						

Puntland	*0*	*1*	*0*	*-*	*0*						
Somaliland	*0*	*11*	*10*	*-*	*0*						

Table B.7: SSG Indicator 3.4 Performance Data Table

INDICATOR TITLE: **PROPORTION OF TARGETED CSOS WITH IMPROVED ADVOCACY CAPACITY**
INDICATOR NUMBER: **3.4**
NOTE: SSG began work on CSO advocacy baseline in Q2 but in Q3, due to time and resource constraints, the project shifted efforts to other more pertinent works with CSOs, such as work with the Parliament that will continue into the period.

Table B.8: SSG Indicator 3.5 Performance Data Table

INDICATOR TITLE: **IMPROVED CONTENT QUALITY AMONG TARGETED MEDIA HOUSES IN KEY AREAS OF INTEREST**

INDICATOR NUMBER: **3.5 – CUSTOM**

UNIT: Percentage Increase in Improvement	DISAGGREGATE BY: Region (Federal, Somaliland, Puntland)		
	Region	**Media Houses Assessed**	%
	Federal – Mogadishu	Final results from the 4 media outlets (Radio Dalsan, Star FM, Goobjoog, and Mustaqbal) – as assessed from the final 4 feature stories – an average score of 3.05 increased in content quality.	19%
	Percentage Increase		**19%**

Deviation Narrative: In 2017, target media outlets recorded an increase in content quality of 19% aggregate equivalent average score of 3.05 while in 2016 there was an aggregate increase of 18% which is equal to an average score of 2.95.

Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline (August 2016)	Cumulative Results FY15, FY16 & FY17	Results Achieved FY So far 2017	This Reporting Period 30 Jun - 31/Jul/17		Reporting Period 30/Sept/17	Reporting Period 31/Dec/17	Reporting Period 31/Mar/18	FY 2016 Target	FY 2017 Target	End of Activity Target
		Achieved	Achieved	Target	Achieved	Target	Target	Target	Target	Target	Target
Total	0	19%	19%	-	0	0	0	0	10%	20%	30%
Federal Level	(7.25/16)	**19%**	19%	-	**0**						
Puntland	0	0	0	-	0						
Somaliland	0	0	0	-	0						

Table B.9: SSG Indicator 3A.1 Performance Data Table

INDICATOR TITLE: **NUMBER OF REPORTS IN KEY AREAS OF INTEREST PUBLISHED BY USG-SUPPORTED CSOs AND MEDIA OUTLETS**

INDICATOR NUMBER: **3A.1**

UNIT: Number (of published) reports	DISAGGREGATE BY: Area of Interest, Media Outlet		
	Area of Interest	**Media Outlet**	**Sub-total**
	• See list of interactive interviews in Table 6 above. • Written Feature Stories: SL women quota for elective posts, budget execution, budget analysis, SL NDP II, minority rights, disability rights, drought situation, democracy and peaceful elections, press law and street children	**(1) Goobjoog FM** **(2) Radio Dalsan** **(3) STAR FM** **(4) Mustaqbal RADIO** **(5) SOLJA Journalists in Somaliland**	44
		Total	**44**

Deviation Narrative: *Target has been achieved.*

Additional Criteria	Baseline	Cumulative Results FY15, FY16 & FY17	Results Achieved FY So far 2017	Reporting Period 30 Jun - 31/Jul/17		Reporting Period 30/Sept/17	Reporting Period 31/Dec/17	Reporting Period 31/Mar/18	FY 2016 Target	FY 2017 Target	End of Activity Target
		Achieved	Achieved	Target	Achieved	Target	Target	Target	Target	Target	Target
Total	0	44	40	-	0	0	0	0	20	25	45
Federal Level	0	22	20	-	0						
Puntland	0	1	0	-	0						
Somaliland	0	21	20	-	0						

Table B.10: SSG Indicator 3B.1 Performance Data Table

INDICATOR TITLE: NUMBER OF INDIVIDUALS RECEIVING VOTER AND CIVIC EDUCATION THROUGH USG-ASSISTED PROGRAMS
INDICATOR NUMBER: 2.3.2-12

<table>
<tr><td rowspan="3">UNIT:
Number</td><td colspan="8">DISAGGREGATE BY: Sex, minorities or disadvantaged/marginalized groups, type of activity, age group</td></tr>
<tr><td colspan="2">Geographic Location</td><td colspan="3">Activity Title</td><td>Date</td><td>W</td><td>M</td><td>Total</td></tr>
<tr><td colspan="2">Federal, SL, & PL</td><td colspan="3">Voter education and civic awareness forums/meetings</td><td>FY15 & 16</td><td>4647</td><td>5628</td><td>**10,275**</td></tr>
</table>

Deviation Narrative: *Voter awareness and civic education activities in Somaliland, Puntland, and South Central Somalia had ended in Sept 30, 2016, as the new USAID election project in Somalia has taken charge of election related activities– (the BUILD project).*

Additional Criteria	Baseline		Cumulative Results FY15, FY16 & FY17		Results Achieved FY So far 2017		This Reporting Period 30 Jun - 31/Jul/17				Reporting Period 30/Sept/17		Reporting Period 31/Dec/17		Reporting Period 31/Mar/18		FY 2016 Target		FY 2017 Target		End of Activity Target	
			Achieved		Achieved		Target		Achieved		Target		Target		Target		Target		Target		Target	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Total	0		**10,275**		**0**		-		**0**		-		-		-		3,000		25,000		28,000	
Gender*: Women (W), Men (M)	0	0	4647	5628	0	0	-	-	0	0	-	-	-	-	-	-	-	-	-	-	-	-
Somaliland	0	0	3685	4369	0	0	-	-	0	0												

Puntland	0	0	301	314	0	0	-	-	0	0												
Federal Level	0	0	661	945	0	0	-	-	0	0												

Table B.11: SSG Indicator 3B.2 Performance Data Table

INDICATOR TITLE: **NUMBER OF CIVIL SOCIETY ORGANIZATIONS (CSOs) RECEIVING USG ASSISTANCE ENGAGED IN ADVOCACY INTERVENTIONS**			
INDICATOR NUMBER: **2.4.1-9**			

UNIT: Number of CSOs	DISAGGREGATE BY: Type of Initiative			
	CSO Name	**Type of Initiative**	**CSO Name**	**Type of Initiative**
	Somaliland Women Lawyers Association	Women Justice	HAVOYOCO	SL Youth
	NAFIS	Women Rights	IIDA	Women
	COGWO	Women Issues	SOYDEN	Youth
	SL National Disability Network (SNDF)	Disabilities	Somafal	Education
	Talowadaag Coalition	HIV/AIDS;	Solidarity Community Development Org (SCDO)	Voter Education
	Somaliland Youth Peer Education (Y – Peer)	Youth	Action for Community Empowerment and Enterprise Development (ACEED)	Voter Education
	Somaliland Women Research and Action Group (SOWRAG)	Women's political participation;	Somali Youth Development Network (SOYDEN)	Youth Economic Development
	Social Animal Welfare Service (SAWS).	Not specified	Somali Youth Development Foundation (SYDF)	Youth Political Participation
	Puntland Non-State Actors (PUNSAA),	Good Governance and CSO Advocacy	Aragti Relief and Development Organization (ARDO)	Women's Political Participation
	Media Association for Puntland (MAP),	Media	Somali South Central Non-State Actors (SOSCENSA)	Public Finance Management
	Centre for Social Development (CES)	Multi Programs	Alliance Consulting Group (ACG)	Civic Education
	FAWASOM	Women	Disability Action Network	Disability Issues
	Somali National Disability Coalition	Disability Issues	Madasha Aqoonyahanka Aragtida Nool (MAAN)	Youth Issues
	Somali Women Development Center (SWDC)	Anti-FGM and Sexual Offences	SMART International	Disability Issues

										Total	**27 CSOs**

Deviation Narrative: *SSG has met and exceeded this target.*

Additional Criteria	*Baseline*	*Cumulative Results FY15, FY16 & FY17*	*Results Achieved FY So far 2017*	*Reporting Period 30 Jun - 31/Jul/17*		*Reporting Period 30/Sept/17*	*Reporting Period 31/Dec/17*	*Reporting Period 31/Mar/18*	*FY 2016 Target*	*FY 2017 Target*	*End of Activity Target*
		Achieved	*Achieved*	*Target*	*Achieved*	*Target*	*Target*	*Target*	*Target*	*Target*	*Target*
Total (# of CSOs)	*0*	*27*	*5*	*-*	*0*	*-*	*-*	*-*	*15*	*10*	*25*
Federal Level	*0*	*10*	*5*	*-*	*0*						
Puntland	*0*	*6*	*0*	*-*	*0*						
Somaliland	*0*	*11*	*0*	*-*	*0*						

Table B.12: SSG Indicator 4.3 Performance Data Table

INDICATOR TITLE: **NUMBER OF CONSENSUS-BUILDING FORUMS (MULTI-PARTY, CIVIL/SECURITY SECTOR, AND/OR CIVIL/POLITICAL) HELD WITH USG ASSISTANCE**							
INDICATOR NUMBER: **2.3.1-7**							

UNIT: Number	*DISAGGREGATE BY:* Level (national/regional, parliament/ministry, etc.)						
	Activity Title	*Level*	*Activity Title*	*Level*	*Activity Title*	*Level*	*# of forums*
	Election consensus building forums (5)	National	Inter-ministerial meetings/ OOP & PM meetings – (5)	National	Forum for bills – foreign investment, agriculture and public infrastructure – (3)	National	13
	Forum to support 30% women quota April 21, 2016	Regional/ MPs and CSO's	Consultative for federal MPs, journalists, and CSO leaders (2 forums) *Jan 14, 2016 & Mar 1,2016*	Federal MPS CSO	Consultative Forum for youth CSO's and Ministry of Youth and Sports *Dec 17, 2015*	Ministry	4
	Forum on tax and revenue collection May 19, 2016	Federal/Mi nistry/CS O	Consultative Forum on Puntland Bar Association Bill *Jan 18 – 20, 2016*	Regional/ Ministry/	Consultative Forum on 30% Women Quota Bill (5 forums) *Oct 18 – 22, 2015*	Ministry/ Parliament/ CSO	7
	Forum for enhanced cooperation between CSO's and MP June 9, 2016	Regional/ MPs/CSO	Consultative Forum on 30% Women Quota Resolution *Feb 3, 2016*	Federal/M Ps & CSO's	Inter-ministerial planning and consultation forums (2 forums) Nov 26, 2015 & Dec 28, 2015	Ministries	4
	Forum on budget legislation process between CSO's and MPs - June 14, 2016	Regional/ MPs and CSO's	SSG Advisory Committee Meeting - *Feb 17, 2016*	OOP/Mini stry/CSO	National Advisory Council Meeting on the NDP Dec 23, 2015	Federal Ministries, and MOPIC	3
	NDP II Public Consultations: Nov 10, 12, 14, 16, 18, 21, 2016 – (6)	Regional	SWDC – (6) forums, SOLJA – (6) consultative meetings,	CSO/ MPs/ Ministries	Public hearing on the national budget 2017	MPs/CSO's and Ministries	40

					SMART – (10) disability legal rights, MAAN – (11) forums				

								Total	**71**

Deviation Narrative: *Target achieved.*

Additional Criteria	Baseline	Cumulative Results FY15, FY16 & FY17	Results Achieved FY So far 2017	Reporting Period 30 Jun - 31/Jul/17		Reporting Period 30/Sept/17	Reporting Period 31/Dec/17	Reporting Period 31/Mar/18	FY 2016 Target	FY 2017 Target	End of Activity Target
		Achieved	*Achieved*	*Target*	*Achieved*	*Target*	*Target*	*Target*	*Target*	*Target*	*Target*
Total	0	71	40	-	17	0	0	0	36	12	66
Federal Level	0	55	28	-	17						
Puntland	0	4	0	-	0						
Somaliland	0	12	12	-	0						

Table B.13: Benchmarks Tracker Table – Objective 1 & 2

Indicator #	Indicators	LoP Targets (FY2016 Q3 – FY2017)	LoP Results (FY2016 Q3 - FY2017 July 31, 2017)	Comments: Institutions meeting benchmarks
1.1	Proportion of targeted committees meeting all benchmarks for legislative process	6/10	3/10	**Deviation Narrative:**
1A.1	Proportion of benchmarks for legislative process met by targeted committees.	24/30	17/30	Legislative support for FPS was hampered by recess and elections. In Puntland, the challenges faced by the project and subsequent closeout in October 2016 meant that target was not achieved. **Notes from July 2017:** • At the federal level, the budget and finance committee had completed 3 benchmarks, such as the review and analysis of the FY2017 budget through budget drafting and amendment and committee report. • In Somaliland, the Public Accounts Committee (PAC) had produced a final close of accounts for FY2014 and FY2015 committee reports. **Notes from FY2017 Quarter 3** • This quarter, FPS was not in session and therefore there was no legislative activity. SSG supported the budget and finance committee to review and analyze the revised FY2017 federal budget. • In July 2017, SSG provided assistance to the committee staff to produce a committee report on the budget. **Update from FY2017 Quarter 1** **Hargeisa:** The following two bills had completely met the three benchmarks under this indicator. • Company bill in Somaliland. • Budget bill in Somaliland. **Mogadishu:** SSG support committee staff to prepare a report on the following issues.

					• Background research report on the UN Convention on the Rights of Persons with Disabilities. • Comparative analysis of the special status of capital cities in countries with federal systems of governance around the world. • Comparative analysis on the role and function of upper and lower house deliberative bodies in various countries. • Background Research on the status of agriculture in Somalia.
1.2	Proportion of targeted committees meeting all benchmarks for stakeholder consultation processes	4/4	4/4		**Deviation Narrative:** • See above **Notes from July 2017:**
1A.2	Proportion of benchmarks for stakeholder consultation processes met by targeted committees	8/8	8/8		• In July 2017, SSG helped the Federal Parliament's budget and finance committee to organize and successfully conduct the first budget hearing in Somalia. **Notes from FY2017 Quarter 3** • In Somaliland, two committees conducted public hearings: one by PAC, on the close of accounts for FY2014 and FY2015 government expenditure and the Environment, Livestock, and Natural Resource Committee conducted a hearing on the drought situation. **Notes from FY2017 Quarter 1** • Company Bill in Somaliland had a public hearing / consultation.
1.3	Proportion of targeted committees meeting all benchmarks for oversight duties and responsibilities	6/6	4/6		**Deviation Narrative:** • See above **Notes from FY2017 Quarter 3**
1A.3	Proportion of benchmarks for oversight duties and responsibilities met by targeted committees	6/6	5/6		• Two oversight actions in Somaliland, as noted above, in the form of hearings and oversight meetings with relevant government bodies. **Notes from FY2017 Quarter 2** • SSG supported the HoR Environment committee to meet its oversight responsibility on the prevailing drought situation in Somaliland. **Notes from FY2017 Quarter 1** • Budget and Finance Committee in Somaliland conducted two oversight visits to Bebera Port and Wajale Border town.

2.1	Proportion of targeted ministries with a filing system in place	11/11	0	**Deviation Narrative:** In 2017, activity was dropped due to lack of demand.
2A.1	Proportion of benchmarks met by targeted ministries or government institution for filing systems in place	22/22	5/22	**FY2016 Quarter 3:** 5 ministries at federal level had been supported in meeting the benchmark for a category based filing system developed.
2.2	Proportion of targeted ministries meeting all benchmarks for human resources	6/8	0	**Deviation Narrative:** Activity was dropped due to lack of demand.
2A.2	Proportion of benchmarks met by targeted ministries for human resources	20/24	0	**Deviation Narrative:** Activity was dropped due to lack of demand.
2.3	Proportion of targeted ministries with core policies and SOPs developed and approved	8/8	0	**Deviation Narrative:** Activity was dropped due to lack of demand.
2A.3	Proportion of core policies and SOPs developed and approved	8/8	0	
2.4	Proportion of targeted ministries meeting all benchmarks for planning systems	2/2	0	**Deviation Narrative:** Development, dissemination and implementation of standard work plan guidelines was impeded by the ongoing finalization of the Somalia NDP. **Update from FY2017 Quarter 3** On May 24 and 25, 2017, SSG provided support to MoPIED to host 26 FGS ministries in a work planning workshop using standard templates. Ministries were divided in groups per NDP sectors, with each sector comprising several ministries.
2B.2	Proportion of benchmarks for planning systems met by MOPIC	4/4	0	
2.5	Proportion of targeted ministries meeting all benchmarks for assets management policy	11/11	0	**Deviation Narrative:** Activity was dropped due to lack of demand. **FY2016 Quarter 4 Status Update:** Three quarters of the benchmark criteria has been met for six ministries at the federal level. - Asset management policy and inventory management tool developed and disseminated. - Implementation has not happened as expected in Y3.
2A.5	Proportion of benchmarks met by targeted ministries for assets management policy	22/22	0	
2.6	Proportion of targeted ministries meeting all benchmarks for communication systems and mechanisms	11/11	2/11	**Update from FY2017 Quarter 2:** • SSG supported the Somaliland MoNDP in developing an NGO Support Portal.

2B.3	Proportion of benchmarks for communications met by targeted ministries or government institution	33/33	11/33	**FY2016 Quarter 3 Updates: Results at federal level:** • MoPIC and MoPWR met all the three benchmarks set during this quarter. • MoF, MoPIC, and MoPWR approved the communication strategy. • MoPWR, MoICT, MoJ, and MoPIC each met two benchmarks on websites and social media
2A.4	Proportion of identified benchmarks met by Somaliland Ministry of Finance for internal audit	2/2	1/2	**Deviation Narrative:** • Roadmap and action plan developed for Somaliland MoF internal audit unit. • **Update:** Somaliland HoR removed internal audit part of the accountability bill.
2B.1	Proportion of benchmarks for legislative drafting met by Puntland Ministry of Justice, Rehabilitation, and Religious Affairs	2/2	0	**Deviation Narrative:** • Dropped after Puntland office closed.

ANNEX C. SNAPSHOTS

Unifying Somalia's Disability Organizations through Advocacy Training

Building effective and strong coalitions is integral to influencing lawmakers to prioritize disability rights.

Basira Abdi, along with other representatives from various disability CSOs, attending SSG's, Introduction to Advocacy training, held in July 2016.

PHOTO: *USAID/SSG*

Coalition building is at the heart of SSG's advocacy training for the disability coalition. Informed, dynamic, and inter-linked coalitions are the key to effective policy and societal change.

In 1984, at age three, Mohamed Farah was diagnosed with polio and informed by doctors that he would be confined to a wheelchair for the remainder of his life. Refusing to be defined by his physical state, Mr. Farah has committed himself to a purpose-driven life focused on empowering Somalia's disabled community. In 2011, Mr. Farah founded the non-profit Somali Disability Empowerment Network (SODEN) on the belief that disabled persons in Somalia must be included in the recovery of Somalia's institutions and public spaces.

In July 2016, the Strengthening Somali Governance project (SSG) began work with Mogadishu's disabled community, including SODEN, to form a coalition dedicated to advancing access for disabled communities in public processes. Specifically, SSG organized advocacy trainings for several civil society organizations (CSOs) with the objective of equipping these CSOs with tools to advocate, influence, and mobilize support for policy change and representation.

On July 20 and 21, 2016, SSG provided advocacy training to 15 activists from 11 disability organizations based in Mogadishu, including the National Disability Council, the Somalia Association for the Blind, and the Somali Women's Disability Association.

Participants began developing an action plan to assess shifts in public and government action on their social cause. Participants also discussed the socio-cultural factors that shape the contemporary understanding of disabled communities in Somalia, and subsequently strategized messaging to challenge social stigmas such as showcasing prominent disabled members of Somalia's civic and political spheres. Many participants told SSG that this was their first advocacy training and they valued how SSG tailored the course to disability advocacy.

To build on this training and continue supporting the philosophy that disability should not hinder one's right to actively participate in civic life, SSG will next work with the disability coalition on a comparative analysis on disability rights throughout the world, and consult with Somalia's Ministry of Public Works and Reconstruction to devise inclusive building codes and legislation.

Advocating for Women's Political Participation in Puntland

Civil society organizations can increase women's role in Somalia's recovering institutions by educating the public on the importance of equity in politics.

A civil society activist at a civic engagement workshop in Galkeyco, Somalia.

PHOTO: *USAID/SSG*

A contributing factor to low female participation in Somalia's electoral processes is the lack of emphasis on advocacy and civic engagement.

In the much-anticipated 2016 federal election in Somalia, many asked if Somali women would finally be politically represented. In Puntland, the Strengthening Somali Governance (SSG) project rolled out a civic education activity dedicated to supporting civil society organizations like Action for Community Empowerment and Enterprise Development (ACEED) to mobilize local communities in campaigns for gender and youth inclusivity in Puntland's political processes and the upcoming federal election.

SSG grantee, ACEED provided training of trainers (ToT) sessions for community mobilizers, public forums, community mobilizing campaigns, and radio campaign messaging throughout Puntland. Citizens in cities such as Garowe and Galkayo were able to attend, listen, and participate in community mobilizing programming, most of which were focused on women's political role in Somali elections. The activities were designed to give local communities a glimpse into Somalia's ongoing electoral processes, dissect discourse surrounding the 30 percent gender quota proposal, and discuss how citizens can best contribute to ongoing efforts to promote inclusivity in Puntland.

SSG grantees were encouraged to use their social networks to adopt innovative outreach practices that can help Somali women better engage with the wider electorate. Nimo Mohamud, director of ACEED, said, "Before SSG's grant program, the idea of a civic engagement campaign dedicated to promoting women's political participation was unheard of in Puntland … the Ministry of Women's Affairs did not have a blueprint for engaging [women in] the upcoming election process because of the fierce resistance women encounter in Puntland's political spaces."

Through SSG's grants program, organizations like ACEED are able to lobby their government, and serve Somali women working for inclusive, transparent, gender-balanced government.

Building an Inclusive Environment for Persons with Disabilities

The International Day of Persons with Disabilities event represented an inclusive effort by civil society and government to advocate for increased rights for persons with disabilities.

A member of the National Disability Council shares his experiences with the crowd at the event to commemorate the International Day of Persons with Disabilities.

PHOTO: *USAID/SSG*

"My tactics of advocacy changed, and I began advocating [for] the accessibility policy for people with disabilities."

— Mr. Ali Abdullahi Salad Chairman of the National Disability Council

Ali Abdullahi Salad remembers January 12, 1991, as a day that changed his life forever. He was randomly shot that day while driving through a neighborhood in Mogadishu, sustaining an injury which resulted in the subsequent amputation of his leg. Mr. Salad is one of the hundreds of thousands of people living with disabilities in Somalia. Following two decades of conflict, persons living with disabilities in Somalia face many challenges and disadvantages including inadequate health services and discrimination. Furthermore, there is a lack of policy or legislation that would protect the rights of persons with disabilities living in Somalia.

In 2003, Mr. Salad established the National Disability Council, to advocate for rights of persons living with disabilities. The organization has focused on providing persons with disabilities with wheel chairs and other equipment to help them lead more independent and productive lives. In 2016, the organization partnered with USAID's Strengthening Somali Governance (SSG) project, and members participated in training on advocacy tactics and campaign strategies as part of the project's goal to promote inclusive policy development.

As a result of the training, the Council reassessed their advocacy tactics. "My tactics of advocacy changed, and I began advocating [for] the accessibility policy for people with disabilities. The reason we decided to advocate for that specific policy was because people with disabilities [have] difficulties in using public buildings, including myself," Mr. Salad said. To bring this policy to fruition, the Council, with SSG support, launched advocacy campaigns and participated in coordination meetings with the Ministry of Public Works and Reconstruction (MoPWR) to work on drafting a policy. On December 3, 2016, at an event to commemorate the International Day of Persons with Disabilities, the Minister of PWR, Mr. Salah Osman, presented the resulting draft accessibility policy to members of the National Disability Council, the government, and the press.

The coordination between the Council and MoPWR on the draft accessibility policy marks the first time that the Council has received cooperation from the government to work on furthering the rights of persons with disabilities in Somalia. Since the event, the Council has received additional support from members of the federal government, such as the Director General of the Ministry of Women and Human Rights Development, who voiced his commitment to work toward drafting a National Disability Rights Bill that conforms with the UN Convention on the Rights of Persons with Disabilities.

Strengthening Somali Civil Society and Government Relationships over Tea

Promoting accountability and transforming society through informal conversations with members of Parliament.

Civil Society members engage with Abdullahi Nur, Member of Parliament and former State Minister of Finance

PHOTO: *USAID/SSG*

"I admit that [the government] hasn't had any engagements with you in the past but this is a good start, and I promise I will take all your recommendations, suggestions and grievances to the House of the People."

— **Abdullahi Nur, Member of Parliament and former Minister of Finance**

On February 8, 2017, the Federal Parliament of Somalia elected Mohamed Abdullahi Mohamed as the ninth president of Somalia. This concluded several months of campaigns and elections for the new federal government. That night, the streets of the capital city of Mogadishu were filled with celebration of President Mohamed's political platform with its fresh ideas and renewed hope for a better Somalia. The time seemed ripe to connect newly elected government officials with civil society members who were passionate about addressing government action around specific social issues.

The USAID/Strengthening Somali Governance (SSG) Project seized this opportunity to pilot an adapted version of a popular engagement technique, the informal coffee klatch, to facilitate meetings between civil society and newly elected members of the federal Parliament. Coffee was replaced with tea to better reflect Somali cultural preferences. This interactive, informal model gives newly elected MPs an opportunity to connect with civil society members based on shared interests to address key social issues, such as youth unemployment, healthcare, and rights for people with disabilities, before committees are formed and the legislature advances bills.

So far, discussions have been held about the public budget and social services. Members of civil society have had a chance to advocate on issues and air general grievances in the discussions with MPs, covering topics such as weak institutions, small revenue generation, and other problems that allow for corruption. During the kickoff meeting, Mustafe Yasin of Somalia South-Central Non-State Actors (SOCENSA), said corruption "remains the biggest impediment to our nation…we need our parliament to take our grievances to the executive." Abdullahi Nur, the participating MP, responded, "…I admit that [the government] hasn't had any engagements with you in the past but this is a good start, and I promise I will take all your recommendations, suggestions, and grievances to the House of the People."

Going forward SSG will facilitate more "tea klatches" over the next month, facilitating relationships that will further civil society's interaction with government, thereby providing useful input and perspective for the consideration of future legislation.

Improving Government Accountability through Budget Transparency

Government accessibility through budget transparency

Government officials, members of parliament, students, university lecturers, and CSOs attend Somaliland's first ever public hearing on government expenditures.

PHOTO: *USAID/SSG*

"PAC main responsibilities include to closely [oversee] the executive expenditure and performance in order to ensure that limited resources are utilized for maximum developmental impact, and in improving efficiency, accountability, and transparency… I would like to confirm that as a committee we are fully committed to continue this effort and make it annual practice.".

— Hon. Nasir Ali Shire, Chairman of the Somaliland PAC

To foster increased transparency surrounding the government's budget and expenditures, the Government of Somaliland, with support from the Strengthening Somali Governance (SSG) project, held its first ever public hearings related to the budget and government expenditure reports, or close of accounts, on April 12 and 13, 2017. Specifically, these hearings centered on the government's close of accounts for FY2014 and FY2015. The Public Accounts Committee (PAC) presided over the hearings, which were held in Parliament. Attendees included staff from the Ministry of Finance (MoF), Ministry of Education, Ministry of National Planning and Development, Auditor General, Accountant General, Civil Service Institute, Chamber of Commerce, National Tender Committee, civil society organizations (CSOs), and other members of the public such as the Somaliland Non-State Actors Forum (SONSAF), university lecturers, students, and the media. Somaliland's key media outlets covered the event, and the opening and closing remarks were live streamed on some social media platforms.

Director general of MoF, Mr. Mohamed Hassan Gani expressed his appreciation for the hearing, saying, "…It is a historic day and I am congratulating the committee for fulfilling their role by holding the government accountable for their spending [for fiscal] years 2014 [and] 2015. This platform will help us take recommendations and feedback from the public and the committee into account when drafting the 2018 national budget."

The event provided a platform where the legislature could exercise its oversight responsibilities by publicly presenting and debating the projected versus actual government expenditures for FY2014 and FY2015, and marked a major step forward for Somaliland's continued work to improve public financial management and accountability. Following the hearings, PAC will work with the Auditor General, the Central Bank leadership, the Accountant General, MoF, and other line ministries to develop a report of recommendations based on the hearings to be presented to the House of Representatives plenary. Finally, PAC Chairman Hon. Nasir Ali Shire voiced his commitment to making the hearings an annual practice.

Somali Civil Servants Trained to Tackle Corruption

Courses in public financial management systems are helping to create effective and accountable governance in Somalia

Civil servants from government ministries and budgetary institutions attend SSG training on SFMIS.

PHOTO: *USAID/SSG*

"I have completed numerous procurement transactions using the SFMIS, I can say that it really has simplified my work and made the process much more efficient and transparent."

**— Farah Abdi Mohamed
Procurement Officer at the Ministry of Interior and Federal Affairs**

From 2010-2016, Somalia was perceived to be one of the world's most corrupt countries, according to Transparency International's Corruption Perceptions Index. Corruption often includes dishonest manipulation of systems for procurement of goods and services, which can encourage rigged vendor pricing, private kick-backs to government officials to influence selection, and inflated salary payments, among other abuses.

Corruption can be limited through transparent, regulated, and standardized procurement systems. In 2015, the Federal Government of Somalia (FGS) introduced the Somali Financial Management Information System (SFMIS), a computer-based system that allows expenses and revenue-related data to be automated and tracked across government institutions. FMIS benefits include reduced data entry errors and enhanced error detection, historical pricing data, improved analysis, and automated decision-making procedures that reduce opportunities for corruption and enable better oversight and management. But for systems for function properly, line ministry staff need to be fully trained.

To support the FGS' efforts in moving toward a more transparent and regulated procurement system, the USAID-funded Strengthening Somali Governance (SSG) activity supported a series of public financial management courses focused on the practical application of the SFMIS for civil servants from the Ministry of Finance and other line ministries. Each participant was able to test the system by creating an individual account and practice use of the various functions. They learned how to keep management-level staff informed of vouchers in progress and how to avoid payment processing delays. They were able to see the power of the system in fighting corruption as, through SFMIS, decision-making and payments were de-linked through separations of authority. Forty-six civil servants from 34 FGS ministries and budgetary institutions participated in the USAID/SSG training. Farah Abdi Mohamed, a procurement officer at the Ministry of Interior and Federal Affairs explained, "Everything taught we have put into practice… and this has really changed the way I work at my office. Having completed numerous procurement transactions using the SFMIS, I can say that it really has simplified my work and made the process much more efficient and transparent."

Somalia Parliament's First Public Budget Hearing Promotes Transparency

SSG assisted Parliament and civil society to hold a historic budget hearing for the first time in Somalia

Budget and Finance Committee Secretary, Committee Secretary, Hon. Abdullahi Mohamed Nur, gathers information from civil society participants.

PHOTO: *USAID/SSG*

"It is a historic day for all of us, the [Budget and Finance] Committee (BFC) is ready to engage with the public to promote financial transparency in Somalia, we are ready to take your suggestions and reservations to the Ministry of Finance," proclaimed Mr. Ali Abdi Osman, the Chairman of the BFC, at Somalia's first-ever public budget hearing held on July 24, 2017.

The Strengthening Somali Governance (SSG) project engaged with members of civil society and the BFC over a nine-month period to prepare for this historic day by building their capacity to conduct budget analysis, develop budget reports, and advocate for clarifications and changes in the setting of a public hearing. The months of preparation paid off as members of the BFC convened to gather information from members of civil society and subject matter experts.

Civil society members were present to testify on the human implications of the budget line items. Basira Abdi, a member of the coalition of persons with disabilities stated, "Persons living with disabilities are not treated fairly and women and children bare the biggest brunt of these challenges, I am requesting the committee to take our concerns seriously, we need more funds to be allocated for persons with disabilities."

The opportunity to present such testimony was lauded by civil society speaker, Dunia Mohamed Ali, who opened her testimony by stating, "I am so happy today, it is the first time, after 27 years of civil war, the people of this country have the opportunity to voice their reservations in the national budget…the difficulties Somali women face including lack of education, healthcare, and maternal mortality rates should be addressed in the national budget"

The hearing was broadcast live by Somalia National Television, Universal TV, and streamed live over several websites. The full event can be viewed here.

ANNEX D. SUMMARY OF ALL SUB-GRANTS

Sub-Awardee Name	Start Date for This Sub-Awardee	End Date for This Sub-Awardee	Amount for This Sub-Awardee	Location of Implementation (Region, Town, & District as applicable)
Somaliland Youth Society (SYS)	12/27/2015	3/26/2016	$36,668.00	Togdheer region, Somaliland
Solidarity Youth Voluntary Organization (SOYVO)	12/28/2015	3/27/2016	$39,870.00	Togdheer region, Somaliland
Ministry of Finance (MoF)	4/4/2016	10/3/2016	$31,680	Mogadishu, Somalia
Women Rehabilitation & Development Association (WORDA)	2/25/2016	6/24/2016	$36,350	Maroodijeex region, Somaliland
Somaliland National Disability Forum (SNDF)	2/25/2016	6/24/2016	$28,040	Maroodijeex region, Somaliland
Disability Action Network (DAN)	1/11/2016	9/10/2016	$42,220	Regions of Togdheer, Sanaag, Awdal, Saaxil, and Sool, Somaliland
Academy for Development and Advocacy of Minorities (ADAM)	1/15/2016	9/14/2016	$45,890	Regions of Maroodijeex, Togdheer, Sanaag, Awdal, Saaxil, and Sool, Somaliland
Somaliland Association for Youth Salvation (SAYS)	2/1/2016	5/31/2016	$33,280	Awdal region, Somaliland
Somaliland Women's Research and Action Group (SOWRAG)	2/15/2016	6/14/2016	$28,460	Saaxil region, Somaliland
Solidarity Community Development Organization (SCDO)	6/5/2016	10/4/2016	$30,432	Saanag region, Somaliland
Ministry of Planning and International Cooperation (MoPIC)	4/6/2016	11/5/2016	$39,411	Mogadishu, Somalia
Ministry of Interior and Federal Affairs (MoIFA)	3/21/2016	10/20/2016	$32,387	Mogadishu, Somalia
Ministry of Justice (MoJ)	2/28/2016	9/27/2016	$32,958	Mogadishu, Somalia
Ministry of Information, Culture, and Tourism (MoICT)	3/30/2016	10/31/2016	$72,627	Mogadishu, Somalia
Ministry of Public Works, Reconstruction, and Housing (MoPWR)	2/28/2016	9/27/2016	$73,523	Mogadishu, Somalia
Office of the President (OoP)	2/28/2016	9/27/2016	$21,794	Mogadishu, Somalia
Office of the Prime Minister (OoPM)	1/25/2016	8/24/2016	$20,650	Mogadishu, Somalia
Office of the Speaker (OoS)	2/29/2016	9/28/2016	$32,063	Mogadishu, Somalia
Parliamentary Committee on Budget and Finance (PCoB&F)	2/29/2016	9/28/2016	$20,810	Mogadishu, Somalia
Parliamentary Committee on Media and Communication (PCoM&C)	2/29/2016	9/28/2016	$19,850	Mogadishu, Somalia
Parliamentary Committee on Human Rights (PCoHR)	2/29/2016	9/28/2016	$19,850	Mogadishu, Somalia
Parliamentary Committee on Interior (PCoI)	2/29/2016	9/28/2016	$20,450	Mogadishu, Somalia
Parliamentary Committee on Economy, Trade, and Industry (PCoETI)	2/29/2016	9/28/2016	$19,250	Mogadishu, Somalia
Sool United Non-Governmental Organization (SUNGO)	7/26/2016	10/30/2016	$37,670	Sool region, Somaliland

Alliance Consulting Group (ACG)	3/7/2016	9/15/2016	$44,774	Regions of Banadir and Middle Shabelle, South-Central Somalia
Radio Dalsan	3/22/2016	9/15/2016	$26,995	Regions of Galguduud, South-West, Banadir, and Middle Shabelle, South-Central Somalia
Kasmo Radio	3/22/2016	9/15/2016	$29,105	Regions of Banadir, Lower Shabelle, and Middle Shabelle, South-Central Somalia
Action for Community Empowerment and Enterprise Development (ACEED)	3/28/2016	7/29/2016	$36,410	Puntland
Aragti Relief and Development Organization (ARDO)	4/19/2016	8/18/2016	$28,545	Banadir, Hiraan, and Middle Shabelle Regions, Somalia
Ministry of Planning and National Development (MoNPD)	5/10/2016	12/09/2016	$12,483	Hargeisa, Somaliland
Ministry of Finance (MoF)	5/03/2016	12/02/2016	$24,396	Hargeisa, Somaliland
Parliamentary Committee on Budget and Finance (PCoB&F)	5/10/2016	12/09/2016	$11,138	Hargeisa, Somaliland
Parliamentary Committee on Judiciary, Constitution and Human Rights (PCoJCHR)	4/27/2016	11/26/2016	$11,138	Hargeisa, Somaliland
Parliamentary Committee on Environment (PCoE)	4/27/2016	11/26/2016	$11,341	Hargeisa, Somaliland
Office of the Solicitor General (OSG)	4/26/2016	11/25/2016	$15,318	Hargeisa, Somaliland
Secretary General's Office (SGO)	4/27/2016	11/26/2016	$17,140	Hargeisa, Somaliland
Ministry of Planning and International Cooperation (MoPIC)	5/22/2016	10/31/2016	$16,398	Garowe, Puntland
Ministry of Justice (MoJ)	5/22/2016	10/31/2016	$16,118	Garowe, Puntland
Parliamentary Committee on Budget and Finance (PCoB&F)	5/22/2016	10/31/2016	$9,463	Garowe, Puntland
Parliamentary Committee on Legal Affairs (PCoLA)	5/22/2016	10/31/2016	$9,878	Garowe, Puntland
Office of the President (OoP)	5/22/2016	10/31/2016	$15,402	Garowe, Puntland
Office of the Speaker (OoS)	5/10/2016	10/31/2016	$15,673	Garowe, Puntland
Somaliland Journalist Association (SOLJA)	1/15/2017	5/30/2017	$24,972	Hargeisa, Somaliland
FGS MoPIC	2/15/2017	7/15/2017	$8,500	Mogadishu, Somalia
FGS MoF	2/15/2017	7/15/2017	$9,000	Mogadishu, Somalia
Mogadishu University	2/17/2017	7/31/2017	$21,975	Mogadishu, Somalia
SIMAD University	2/17/2017	7/31/2017	$20,725	Mogadishu, Somalia
Somali Women Development Centre	4/1/2017	6/30/2017	$16,830	Mogadishu, Somalia
Smart International	5/15/2017	6/30/2017	$17,955	Mogadishu, Somalia
Secretary General Office of the Somaliland Government – Budget Office	4/1/2017	5/30/2017	$6,930	Hargeisa, Somaliland
Madash Aqoonyahanka Aragtida Nool (MAAN)	5/1/2017	6/30/2017	$10,240	Mogadishu, Somalia
Public Accounts Committee, Somaliland	5/5/2017	6/5/2017	$3,920	Hargeisa, Somaliland