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STRENGTHENING PUBLIC ACCOUNTABILITY IN PARLIAMENT (DAMAL)

FINAL REPORT

July 7, 2021

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Cover photo: Federal Government of Somalia Auditor General, Mohamed Mohamud Ali, speaking before the Budget and Finance Committee during a public hearing on the Audit Bill.
(Credit: USAID/Damal)

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ACRONYMS

BFC	Budget and Finance Committee
COP	Chief of Party
COVID-19	Coronavirus Disease 2019
CSO	Civil Society Organization
Damal	Strengthening Public Accountability in Parliament
DFID	(United Kingdom) Department for International Development
FGS	Federal Government of Somalia
FMS	Federal Member State
FPS	Federal Parliament of Somalia
FY	Fiscal Year
GESI	Gender Equity and Social Inclusion
HIPC	Heavily Indebted Poor Countries
HoP	House of the People
ICT	Information and Communications Technology
MEL	Monitoring, Evaluation, and Learning
MoF	Ministry of Finance
MP	Member of Parliament
OAG	Office of the Auditor General
PFM	Public Financial Management
Q	Quarter
RoP	Rules of Procedure
SG	Secretary General
SNTV	Somali National Television
SSF	Somalia Stability Fund
SSG	Strengthening Somali Governance
UH	Upper House
USAID	United States Agency for International Development
USG	U.S. Government
YP	Young Professional



Hon. Dr. Elmo Mohamud Nur, MP, HoP BFC speaks at the PFM oversight forum on funding for a National Disability Agency.
PHOTO: USAID/DAMAL

EXECUTIVE SUMMARY

Somalia is a country in a period of recovery, seeking to establish institutions of sound political and economic footing following decades of conflict and the absence of a formal government. Somalia passed its provisional constitution in 2012, marking the formation of the Federal Government of Somalia (FGS) and the first time that a sovereign federal government was in place in Mogadishu since the collapse of the state in 1991. Since 2012, the country has made fervent efforts to establish an institutionalized system of government, embody good governance principles, and, in more recent years, ameliorate the country's debt, setting the stage for more inclusive economic and political development.

It is within this framework that the Strengthening Public Accountability in Parliament (Damal) program was launched in 2019, funded by the United States Agency for International Development (USAID) and implemented by Chemonics International. From 2019 to mid-2021, the \$2.4 million program aimed to strengthen the Federal Parliament of Somalia's (FPS) ability to fulfill its legislative and oversight responsibilities,

particularly regarding financial governance and oversight, as well as to increase public participation in the public financial management process.

Over a year and a half of implementation, Damal supported the Budget and Finance Committees (BFCs) within the House of the People (HoP) and Upper House (UH) of Parliament to reach key national budget milestones, including the closure of the Fiscal Year (FY) 2018 accounts and passage of the FY2019 supplemental budget, FY2020 budget, and FY2020 supplemental budget. The project worked with both the UH and the HoP to facilitate substantive amendments to the Audit Bill to align the legislation with international best practices, and hosted a PFM oversight forum featuring the federal Auditor General and civil society representatives resulting in passage of the bill by both houses of Parliament. Leveraging innovative methods to ensure continuity of support despite a dynamic security environment and the onset of the COVID-19 pandemic, Damal facilitated publicization of oversight fora through livestreaming, television, and radio broadcasts, including the first televised oversight meeting of a fiscal year close of accounts. The project brought together Secretary Generals, BFC members and staff, marginalized community representatives, and Members of Parliament from both the FPS and Federal Member State (FMS) legislatures through consultative platforms to establish national public financial management practices and build support for greater political inclusion. These activities included facilitating a public oversight forum on inclusive politics for youth, women, and disability community representatives whereby participants were able to advocate for greater transparency over Disability Act funding not realized to date. Over the life of project, the Damal program supported nine committees in financial oversight efforts, held 22 public fora to strengthen participation in financial management processes, and upskilled the oversight and legislative drafting abilities of 217 MPs and staff through both formal workshops and on-the-job training.

Through its iterative, adaptive approach, Damal successfully navigated the dynamic security environment, the COVID-19 pandemic, political instability, and the competing priorities of political representatives approaching an election year. However, the absence of joint rules of procedure between the UH and HoP, a lack of institutionalized coordination between the FPS and FMS, and a continued demand by the public for greater responsiveness and accountability in government institutions beyond the legislative branch continue to pose challenges to the sustainability of Damal's interventions. Through implementation, it became clear that a more comprehensive, whole of government approach to future programming would be required to holistically improve best practices in governance and public financial management, improve the functioning of government, and increase confidence in government institutions overall.

INTRODUCTION AND BACKGROUND

BACKGROUND AND COUNTRY CONTEXT

FEDERAL PARLIAMENT OF SOMALIA

Somalia has experienced decades of insecurity and the absence of a formal government since the collapse of the state in 1991. Since 2012, and the passing of the provisional constitution and establishment of the Federal Government of Somalia (FGS), the country has made slow but steady progress towards fostering good governance, establishing legal frameworks based in international best practice, and improving public service delivery. Yet, as the House of the People (HoP) was only established in 2012 and the Upper House (UH) in 2016, the application of robust and transparent parliamentary committee oversight on issues of public financial management is nascent within the Federal Parliament of Somalia. Institutional strengthening is required to maintain advancements in adoption of international best practice standards, budget oversight, and executive branch accountability. Challenges remain in ensuring that public services are truly inclusive and effective, building citizens' trust in institutions; legal frameworks are implemented; economic recovery is promoted; and peace and security attained.

As a still nascent institution, the Federal Parliament of Somalia (FPS) is in the throes of building an effective civil service, attaining and allocating sufficient resources to fulfill its mandate and strengthening ties of collaboration and accountability between the legislative and executive and the federal and state legislatures. This contributes to continued challenges in establishing an effective, transparent, and accountable legislative institution, which is compounded by the fact that Members of Parliament (MPs) are often first-time elected officials and unfamiliar with parliamentary processes and procedures. The last parliamentary elections in 2017 offered Somalia new governance opportunities and led to the formation of a UH to represent federal states. Nearly half of the members of the FPS were first-time elected officials. Women's representation approached the national goal of 30 percent – the 2017 presidential election saw women's representation increase from 12 percent to 24 percent in the HoP, and women now make up 22 percent of the new UH.

To support representative governance and confidence in political institutions amidst sweeping political shifts and prolonged insecurity, USAID launched the \$2.4 million Strengthening Public Accountability in Parliament (Damal) project. The project aimed to strengthen the ability of the FPS to fulfil its legislative and oversight responsibilities with regards to financial governance and oversight and the engagement of public participation in the public financial management process. The project continued for 20 months, from September 16, 2019 to May 15, 2021.

The latter half of Damal programming was marked by the proposed 2020-2021 election cycle upon which a new suite of MPs would come to the fore. The process was ultimately marked by contentious political transition discussions and electoral delays, particularly as the country continues to discuss questions of power sharing and regional autonomy. Parliament and executive elections originally slated for December 2020 and February 2021, respectively, remain delayed without an agreed-upon electoral modality to enact the election law, weakening the election's legitimacy and providing an avenue for continued instability, increasing mistrust amidst an already fractured FGS-federal member state (FMS) relationship.

Despite these challenges, Somalia has also, in recent years, earnestly worked towards improved governance and economic growth, such as through the achievement of debt relief under the Heavily Indebted Poor Countries (HIPC) initiative. Achieved in March 2020, this milestone will lead to a reduction in the debt burden from approximately \$5.2 billion to \$557 million over the course of three years, allowing for the country's reentry into the international financial system and access to opportunities to attain critical financial investments required to fulfill its development agenda. Alongside this debt relief was a commitment by the Somali government to maintain economic stability, implement fiscal reforms, and improve governance and financial management, among other good governance and economic principles. Contributing to this notable milestone, Damal provided support to the UH and HoP Budget and Finance Committees (BFCs) to hold public engagement meetings and virtual call-in shows involving the Minister of Finance, MPs, civil society organizations, and sectoral experts. These consultations served to inform the public on the debt relief progress, address questions, and ensure the public was given the opportunity to comment on and provide key recommendations around the debt relief process.

CHEMONICS IN SOMALIA

Damal builds upon the success of the Chemonics-implemented USAID-funded Strengthening Somali Governance (SSG) program (2014-2018) and the Support to Four State Assemblies (Gole-Kaab) project (2018-2020), funded by the United Kingdom Department for International Development (DFID) via the Somalia Stability Fund. SSG provided key parliamentary committees with capacity-building support for legislation and provided federal MPs with key skills development for legislative drafting, regulatory reform, asset management policy, and office administration. These efforts resulted in numerous pieces of legislation, such as Media, Foreign Investment, Public Procurement, Public Financial Management, External Audit, Revenue, and anti-Money Laundering laws and regulations, which were passed by the FPS and Somaliland House of Representatives. Focus on these priority pieces of legislation provided an opportunity to introduce key MPs and parliamentary staff to research and analysis, information-gathering, discussion and debate, legislative amendment, and committee reporting processes.

In addition to these legislative strengthening efforts, SSG supported the Federal BFC to conduct an in-depth review and finalization of the first public financial management

(PFM) bill in Somalia since 1961 and to provide mentorship and technical assistance in the drafting of a new Auditor General bill. These landmark pieces of legislation sought to bring Somalia's financial oversight practices in line with international standards and to advance the creation of robust financial oversight mechanisms.

In 2018, Chemonics was awarded the two-year Gole-Kaab project, funded by the Somalia Stability Fund. Gole-Kaab sought to work with the state assemblies of Jubaland, South West State, Hirshabelle, and Galmudug to improve legislative processes, increase oversight on the executive branch, strengthen relations between MPs and constituents, establish effective secretariats, and increase state-level MPs' understanding of best practices for gender equity and social inclusion.

ALIGNMENT WITH USAID FRAMEWORKS AND OBJECTIVES

USAID's efforts in Somalia, as evidenced in *The Strategic Framework for Somalia: 2016-2019*, were designed to strengthen governance systems and inclusive processes that enable Somalis to build a durable foundation for long-term democracy, stability, and prosperity. In particular, USAID Somalia's Transition Objective 1 is to strengthen systems and processes that enable inclusive governance. Among the intermediate results to achieve this objective and to which Damal's Expected Results contributed is Intermediate Result 1.2 – Strengthen effective, accountable, and representative government institutions and Intermediate Result 1.3 – Increase political participation and trust in political processes.

THEORY OF CHANGE

In line with the program's overall goal, Damal's theory of change was that,

“IF the capacity of members of Parliament and parliamentary committees to conduct financial governance and oversight is built,

AND IF committees promote public inclusivity in the financial management process,

THEN parliamentary institutions will be equipped with knowledge and tools to apply to their financial oversight functions while engaging the public,

THEREBY increasing the FPS' fulfillment of its legislative and oversight responsibilities, particularly regarding financial governance and oversight, and fostering increased public participation and trust in the PFM process.

This was predicated on the following key assumptions:

- Federal Parliament leadership was supportive of Damal programming. When considering technical engagement with all Damal-supported committees in areas of legislative analysis and public hearings, the program took a “teach by doing” approach, which required developing and strengthening committee partnerships, particularly with committee chairs. Damal worked to identify

targeted committees that expressed interest in Damal’s program offerings. This assumption led to the demand-driven approach to implementation.

- In both FPS houses, there was political will to modify practices related to budget processes, hearings, consultations, and oversight within the frameworks of the Constitution and Rules of Procedure (RoP).

Figure 1: Results Framework



With a short implementation period and ambitious program goal, Damal recognized the opportunity to test the broader theory of change and assumptions throughout implementation. Damal's achievements reflect that the key assumptions of supportive parliamentary leadership and political will to modify PFM practices were validated. These achievements can also be attributed to the trusted relationships between Damal staff and partners and the use of a demand-driven implementation approach, which allowed the project to leverage existing political will when and as it arose. This allowed the project to affirm the proof of concept of the implementation approach and demonstrate what could be accomplished in a larger program with broader inclusion of civil society and FMSs.

TECHNICAL HIGHLIGHTS AND RESULTS

Over a year and a half of implementation, Damal worked closely with a range of key government and non-governmental stakeholders to strengthen legislative processes, systematize inclusion and representation of diverse interests in the political process, support institutional interdependence and knowledge-sharing, and strengthen oversight practices. Damal delivered on most life of project targets in Year 1 but recognized the continued need to leverage political goodwill to address broader social and structural challenges to self-sustaining parliamentary operations. As a result, in Year 2, the program was able to focus technical support on demand-driven activities which aligned with parliamentary priorities. Below is an overview of key Damal achievements:

Achievement of key national budget and PFM milestones.

- Supported Parliament, namely the BFCs, to reach key national budget milestones, such as the closure of the Fiscal Year (FY)2018 accounts – the first ever televised oversight meeting on a close of accounts for an FY – and passage of the FY2019 supplemental budget and FY2020 budget and supplemental budget.
- Facilitated BFC staff review of the draft 2020 budget where committee staff identified and reported errors in the budget calculations. The staff review resulted in committee recommendations and changes to the final budget tabled in Parliament.
- Provided support for a legislative analysis of the 2021 national budget and development of a line of questioning taken up by the Ministry of Finance (MoF). In coordination with the HoP BFC, Damal hosted a public forum on the proposed FY2021 budget, which was later assented into law by the president.
- Facilitated publicization of oversight fora through livestreaming, television, and radio broadcasts, including the first televised PFM oversight meeting for a FY close of accounts and appearances from the Minister of Finance to address Somalia's debt relief.
- Supported the HoP BFC to make substantive amendments to the Audit Bill and host a subsequent PFM oversight forum featuring the federal Auditor General and civil society representatives, resulting in the passage of the bill by the HoP BFC in October 2020.
- Facilitated the adoption and recommendation to the HoP of an international best practices' version of the Audit Bill in coordination with the UH BFC.

Facilitating intra-governmental coordination.

- Facilitated the first ever joint BFC analysis of the proposed FY2020 budget, following the passage of the PFM Act, which calls for cooperation between the two houses of Parliament in passing the federal budget. Representatives from the FMSs of Hirshabelle and South West State were invited to participate in the budget analysis, contribute to the budget analysis report, and support the public hearing process, marking the first time that both houses participated in joint analysis and that FMSs participated in a federal budget process.
- Facilitated a joint UH and HoP parliamentary committee PFM oversight forum on the stalled funding for the creation of a National Disability Agency.
- Facilitated a national Secretary Generals (SGs) Workshop to review and advance best practices in parliamentary committee PFM oversight, including SGs from the UH, the HoP, and five FMS legislatures.
- Gathered SGs, BFC members and staff, marginalized community representatives, and MPs from the FPS and FMS legislatures to establish national PFM practices and build support for greater political inclusion.

Conducting oversight of Coronavirus Disease 2019 (COVID-19) response.

- Provided technical assistance to numerous parliamentary committees to conduct oversight of the FGS response to the COVID-19 pandemic and, notably, the impact of the response on women and children, food security, and the economy.
- Co-facilitated the first public media appearance of the Minister of Health at the outset of the pandemic, which attracted more than 34,000 viewers on Facebook Live and generated more than 200 comments and shares.
- Supported BFCs to engage in oversight with the MoF and FMS on the impact of COVID-19 on the 2020 budget and conducting budget revisions in light of anticipated deficits.

Promoting inclusion.

- In coordination with the Gole-Kaab project, co-facilitated a consultative forum of women MP caucuses from the FPS, Hirshabelle FMS, and gender-focused CSOs to discuss and strategize incorporation of the 30 percent women's quota in the Election Bill.
- Facilitated a parliamentary and public oversight inclusive politics forum for youth, women, and disability community representatives in advance of the 2021 election.
- Supported the development of women's caucuses in the Galmudug and South West State assemblies.
- Provided technical and logistical support to facilitate the FPS UH to host a National Forum on Youth and Marginalized Communities with the participation of FMS SGs and the Office of the SG of the UH.

Strengthening legislative functions of Somalia's deliberative bodies.

- Supported 12 young professionals (YPs), half of whom were women, as parliamentary fellows to provide support to UH committees. Six of the young professionals were offered full-time employment with the UH at the end of the program. This initiative built on the success of a similar program launched under SSG.
- Provided legislative drafting, analysis, and amendment support to eight federal bills, five of which were approved into law.
- Supported nine committees to conduct 16 oversight actions, including holding 22 public hearings or fora on pending legislation or key public priorities.

Figure 2: Key Results



IMPLEMENTATION APPROACH

Damal was a **Somali-led** and **demand-driven** program, reflecting the notion that international development efforts should facilitate national development initiatives. This approach to implementation proved critical in building trusted relationships with key stakeholders and allowed Damal to be both responsive to overall program objectives and, importantly, to respond to federal parliament objectives. These relationships, in turn, allowed Damal to secure goodwill and buy-in for events. Importantly, it ensured

that Damal was not only able to host and coordinate events but also to engage in dialogue around broader structural and political cultural challenges associated with parliamentary and oversight strengthening.

The Damal staff were respected interlocutors within Parliament who were able to leverage longstanding relationships with key partners. Their expertise was complemented by that of international experts only when necessary and when their perspectives offered a unique, comparative political framework to Damal activities.

Three **guiding principles** of integration, institutionalization, and participation led Damal’s approach to engagement with an intention to ensure long-term sustainability of program efforts:

Figure 3: Damal Guiding Principles



The program sought to **leverage and build FGS-FMS relationships and linkages**. The Gole-Kaab project, implemented concurrently with Damal from September 2019 to June 2020, engaged FMS in parliamentary strengthening efforts. Though Damal was a federally focused program, it sought to leverage the FMS relationships built under Gole-Kaab to create and foster relationships, common PFM practices, and shared understanding of legislative oversight between FMS and FGS counterparts.

Damal's key approach to implementation was **learning-by-doing**, providing practical approaches to skills-building for MPs and staff. Participatory training and workshops were held to engage MPs and staff as key legislative issues – including the need to conduct subject-matter research for draft legislation, develop lines of inquiry for a ministry, or map CSOs for a public engagement platform – arose throughout the course of implementation, using legislation as tangible teaching tools. This approach strengthened relationships with parliamentary leadership and committee members who trusted that Damal sought to advance parliamentary goals and objectives. Furthermore, through this practical application, MPs and staff were better equipped with sustainable, experiential knowledge to engage their colleagues in further skills-building following project completion. Similarly, as Damal provided ongoing technical support to building committee staff capacity in organizing and recording events for committee reports, Damal found that committee staff played progressively greater roles in management and support. Transferring responsibility for these functions ensures sustainability for Damal goals. Additionally, Damal's support to initiatives such as the Young Professionals Program and the revitalization of the parliamentary bill tracker also focused on transferring responsibility for these functions to ensure sustainability for Damal goals, through engaging with and providing targeted training and resources to the staff who ultimately manage these resources.

COVID-19 PANDEMIC

The advent of the COVID-19 pandemic had an unprecedented impact on parliamentary operations in Somalia and, in turn, Damal programming. With one of Africa's most fragile health care systems, millions of internally displaced people, and a nascent bureaucracy, Somalia was unprepared to combat a global pandemic of COVID-19's scale.

As a result of mitigation measures taken to counter the pandemic, the FPS suspended normal operations and closed its offices. With restrictions on movement and large gatherings, MPs who were more reliant on traditional methods of interacting with constituents, such as oral briefings and face-to-face meetings, risked being isolated from the political process. With COVID-19, both Parliament and Damal pivoted to ensure continuity of support for legislative functions, constituency engagement, and public accountability by minimizing contact and increasing virtual programming.

As COVID-19 mitigation measures resulted in the suspension of parliamentary meetings, Damal developed alternative methodologies for program continuity, adapting to the new operational environment to ensure continued parliamentary committee oversight. In the

past, many MPs were not comfortable using broadcast and media platforms, believing that it disadvantaged them from using their traditional community leader skills based on in-person meetings. To allay their concerns, Damal provided trainings on messaging and television presentation as well as how to build more studio-like conditions when appearing on camera from home or other locations. This approach was built from the ground up to support the culturally specific skills of in-person engagement and community leadership traditionally valued by Somali politicians.

As evidenced in countries around the world, COVID-19 had a disproportionate impact on women and children and the un- and under-employed. Lockdowns aimed at stemming the tide of the virus further compounded unemployment challenges and economic inequity, including food security conditions. With a flexible approach to implementation, Damal partnered with Parliament and civil society to respond to these challenges, hosting virtual consultative fora aimed at soliciting public engagement around resource allocation, policy recommendations, and providing a platform for oversight of the government's response efforts. Taking into consideration all public health precautions, Damal leveraged the use of media platforms, including television, radio, and social media livestreaming, to connect MPs and their constituents in new and innovative ways.



Deputy Minister of Education Hon. Nuria Aden speaks at an oversight forum on the Education Bill.

PHOTO: USAID/DAMAL

TECHNICAL HIGHLIGHTS AND RESULTS

KEY NARRATIVE ACHIEVEMENTS BY EXPECTED RESULT

EXPECTED RESULT I: INCLUSIVE LEGISLATIVE PROCESSES PROMOTED

Activities under Expected Result I resulted in better management by Parliament of an inclusive legislative process that effectively engaged citizens through public outreach and participation in public hearings and related mechanisms.

EXPECTED RESULT I ACHIEVEMENTS:

- Supported 22 media broadcasts for oversight forums and public hearings to extend MP outreach to the public
- Conducted CSO mapping for committees in anticipation of public oversight events
- Facilitated expert testimony in oversight forums on the budget and debt relief

INCREASED PUBLIC PARTICIPATION IN PARLIAMENTARY OVERSIGHT PROCESSES

Leveraging media to connect MPs and constituents in oversight. As part of its efforts to increase government financial accountability, Damal worked closely with MPs to build their confidence in and awareness of how to use media as a tool of public engagement and information dissemination. Damal provided technical and logistical support for 22 consultative fora, including supporting the HoP BFC to host PFM public hearings and oversight fora on the 2018 close of accounts, the FY2020 budget and supplemental budget, the Audit Bill, and the proposed 2021 national budget. Damal also facilitated multiple public fora in partnership with the Social Affairs committee of the HoP and the Women and Human Rights committees of the FPS. These events were broadcast across multiple national TV and radio stations, such as Somali National Television (SNTV), Universal TV, Dalsan TV, and social media platforms, such as Facebook Live and YouTube.

MPs' ability to leverage both traditional and non-traditional media was advanced by the onset of the COVID-19 pandemic during which public health mitigation measures necessitated the use of virtual platforms for public discussion, information sharing, and oversight. For example, following an oversight request from the UH and HoP Social Services Committees, Damal provided technical assistance to a joint FPS Social Affairs Committee public oversight and outreach effort on the government's response to COVID-19. The event, which attracted 34,000 Facebook Live viewers, featured the first public appearance of the Minister of Health to address the COVID-19 pandemic and respond to committee and public questions on livestream, TV, and radio using a "text-in" format.

Use of these public platforms provides an opportunity for MPs to engage constituents for feedback on policy formulation and decision-making while increasing public engagement on PFM or other legislative issues. In recent years, such oversight efforts, particularly on the budget, were politically risky to bring to the public; however, such transparency has become more accepted and publicly demanded as an accountability measure, particularly as Somalia continues its reentry into the global financial system. As MPs have built their understanding of and relationship with media through Damal-supported efforts, more MPs representing a wider variety of committees have participated in such public fora. Training on messaging and television presentation built MP confidence on how to use virtual fora to achieve legislative objectives and allowed MPs to understand how to leverage their in-person, traditional community leadership skills to reach a broader audience. Furthermore, media houses have rebroadcast Damal-supported oversight events in other programming, providing additional avenues for public engagement.

These initiatives have led to positive advancements in oversight, such as the passage of an international standards Audit Bill by the UH and HoP of the FPS. Past attempts to advance such legislation through Parliament resulted in the cabinet disbanding the HoP BFC to derail the process. In this instance, while the president refused to provide assent

to the legislation, both chambers of the FPS demonstrated an understanding that on the eve of an election cycle they needed to be able to publicly demonstrate that they were in support of greater transparency.

Increasing public transparency in the legislative process through website development. To increase public transparency around the legislative process, Damal worked with the FPS Information and Communications Technology (ICT), Legal, and Archives departments to revitalize [FPS's webpage](#)¹ and update the online parliamentary [bill tracker](#)² with legislation introduced in the 10th Parliament of Somalia, making it a publicly accessible and transparent platform for civil society to track developments and progress of financial and other major legislation in both houses. The Damal team facilitated the upgrade and training of the HoP parliamentary staff in updating and ensuring the bill tracker is complete. Former Damal staff remain engaged with the HoP legislative assembly technical leadership to ensure that all necessary document uploading occurs.

Damal engaged parliamentary staff in a co-creation process to redesign the bill tracker to ensure future accessibility and sustainability. Through consultation with the HoP Office of the SG and relevant parliamentary directors, Damal facilitated a process that identified information management bottlenecks that were preventing timely and continuous updating of the bill tracker. Damal's intervention resulted in the redesign of staff roles and responsibilities to streamline future maintenance.

Figure 4: Federal Parliament of Somalia Bill Tracker



Golaha Shacabka
Hindisa-Sharciyeedaya

Raadraaca Hindisa-Sharciyeedaya

#	Magaalada Hindisa-Sharciyeedaya	Jihada Keentay	Ta. La soo gashay	Heerka Guud	Soojooq Madaxweynaha
Q	Akhriiso	Dib u-reebista sharciiga Axaabta Siyaasada Dalka	W.Arraahna Guudaha, 14 May 2019	Akhirin 3aad	0000-00-00
Q	Akhriiso	H/Sh Wadnaynka	W.Howlaha Guud, 07 Jul 2019	Akhirin 3aad	0000-00-00
Q	Akhriiso	H/Sh Xarimoalka	W.Howlaha Guud, 07 Jul 2020	Qeybin	0000-00-00
Q	Akhriiso	H/Sh Qareenada	W.Cadaalada, 16 Jul 2019	Meelmarinta Golaha...	0000-00-00
Q	Akhriiso	H/Sh Nootaayada	W.Cadaalada, 16 Jul 2019	Meelmarinta Golaha...	0000-00-00
Q	Akhriiso	Sh Daawada	W.Caafimaadka, 21 Oct 2019	Akhirin 1aad	0000-00-00
Q	Akhriiso	Sh Burcad-badeenka	W.Cadaalada, 17 Feb 2020	Akhirin 1aad	0000-00-00
Q	Akhriiso	H/Sh Difaca Qaranka	W.Gaashaandhigga, 22 Dec 2019	Akhirin 1aad	0000-00-00
Q	Akhriiso	HeshiisTurtiga iyo Somalia	W.Qorsheynta, 19 Jun 2020	Akhirin 1aad	0000-00-00
Q	Akhriiso	H/SH Hay'addaha aan dowliga aheyn	W.Qorsheynta, 18 Feb 2020	Akhirin 1aad	0000-00-00
Q	Akhriiso	H/SH Maareynta Deegaanka	Xafiiska Biida R/W, 19 Jun 2020	Diiwaangalin Sharci	0000-00-00

JAMHUURIYADA FEDERAALKA SOMALIYA
GOLAHA SHACABKA
WAAZADA ADEEGA SHARCIGA IYO SHARCI-DAJINTA



جمهورية الصومال الفيدرالية
مجلس الشعب
دائرة خدمات القانون والتشريعية

SOMALI FEDERAL REPUBLIC
FEDERAL PARLIAMENT
DEPARTMENT OF LEGAL AND LEGISLATIVE SERVICE

Raadraaca Hindisa-Sharciyeedaya
H/sh Nootaayada

Xilliga La Keentay
19/05/2021

Documentiyada Sharciga

Jihada Keentay
W.Cadaalada,
Kalfadhiga
1aad

Tax. Diiwaan
325

552 Kulan

No.	Taariikh.	Baarlamaanka	Kalfadh	Kulan	Heerka Sharciiga Marayso
# 1	16 Jul 2019	Baarlamaanka 10aad	1aad		Diiwaangalin Sharci
# 2	10 Jun 2020	Baarlamaanka 10aad			Qeybin
# 3	17 Jun 2020	Baarlamaanka 10aad			Akhirin 1aad
# 4	17 Jun 2020	Baarlamaanka 10aad			Akhirin 2aad
# 5	29 Dec 2019	Baarlamaanka 10aad			Akhirin 3aad
# 6	16 Nov 2020	Baarlamaanka 10aad			Meelmarinta Golaha Shacabka

PHOTO: FEDERAL PARLIAMENT OF SOMALIA WEBSITE

¹ <http://www.parliament.gov.so/>

² <https://golashacabka.parliament.gov.so/billTracker/somali/>

PROMOTING INCLUSION THROUGH PUBLIC HEARINGS

Supporting meaningful public engagement in the legislative process. Damal sought to link policy development with civic engagement via public hearings or other consultative fora which engaged CSOs and media in policy-shaping and -making. Over the life of the project, Damal provided technical and logistical support to nine committees to host 22 public dialogues or fora on topics including Somalia's debt relief; the FY2020 budget; expenditure reviews and other financial legislation; the Education Bill; and the impact of COVID-19 on women, children, and industry. Damal also supported greater inclusivity in the political process through facilitation of national fora to advance female representation in Parliament, greater participation of traditionally marginalized communities (such as women, youth, and individuals with disabilities), and fora for youth and the disability community. These efforts engaged civil society in key legislative processes, supported a meaningful, inclusive approach to decision-making, and represented the culmination of ongoing on-the-job mentoring and technical support to MPs and staff. Prior to each event, Damal supported committees through mapping sectoral actors and inviting expert testimony, conducting subject-matter research, and providing briefings to MPs on what to expect from participants and the media, including holding hearings to familiarize participants with the public hearing process.

Damal used a demand-driven approach to identify opportunities to support committees in holding public hearings. For example, Damal was approached by the HoP Food Security and Nutrition Special Committee for assistance to host a livestream consultation on the impact of COVID-19 on Somalia's food security conditions with a focus on the disproportionate impact of the pandemic on women and children. Similarly, the Human Rights and Social Affairs Committees requested Damal's support to host an inclusive politics oversight forum to solicit testimony from underrepresented communities in advance of the expected national elections.



“We citizens strive to provide information for the BFC to ensure the efficient use of the little resources available to our government and hold them accountable on spending. Government budget increases at a growing rate when compared to prior years; but this significant increase does not proportionally reflect allocations for service delivery and development knowing that the recurrent costs are the same and no additional personnel are hired. Then citizens ask what these additional funds are used for.”

— ABDULLAHI MOHAMED ADAM,
ECONOMICS LECTURER,
MOGADISHU UNIVERSITY

These events provide a forum for civil society – including youth, the disability community, and women – academia, subject-matter experts, ministry representatives, and others to urge more responsive government structures and elicit greater parliamentary transparency. HoP SG Abdikarim Buh remarked that public consultation was not previously on committee agendas though, with Damal support, this has become a normalized part of the legislative process.

Notably, Damal supported the HoP BFC to host a public consultation and livestream on the 2018 close of accounts, the first-ever televised PFM oversight meeting on an FY close of accounts in Somalia. A previous audit of these accounts, supported by SSG interventions, had resulted in identification of discrepancies and the eventual disbanding of the HoP BFC. Given the history surrounding this budget, it is particularly notable that a transparent, public discussion on 2018 expenditures took place. The event allowed the HoP BFC to solicit public input on the Auditor General’s reports and to provide tangible recommendations for enhanced alignment of future audits with international best practices to improve fiscal transparency. Auditor General Mohamed Mohamud Ali commented that it was a great opportunity for his office to participate in a public discussion on the 2018 expenditure and that it shows that the country is moving towards financial accountability when the public has a voice on matters regarding PFM . PFM subject matter experts also voiced satisfaction on being able to provide comment in a public forum in which they were able to directly address lawmakers and assist in conducting PFM oversight.

A comprehensive overview of Damal-supported public hearings and links to the live broadcasts can be found in Annex B.

Incorporating public consultation in budget formulation and oversight. In addition to providing technical support for retrospective budget analyses, Damal supported budget committee engagement in budget formulation, notably for the FY2020 budget and supplemental budget and the FY2021 budget. Notably, Damal worked with the HoP BFC to hold a virtual public meeting with CSOs, academic and subject-matter experts, and the Somalia Chamber of Commerce to provide expert and sectoral recommendations on 2020 budget priorities following the advent of the COVID-19 pandemic, increasing deficits due to resultant economic decline, and increasing external grants due to reaching the international debt relief “decision point.” The platform allowed the HoP BFC to solicit testimony and advise on revenue use recommendations for the 2020 supplementary budget. These engagements are notable when considering that the HoP BFC held its first post-transition public hearing on the FY budget in 2017, supported by the SSG

“The importance of committee staff is very pronounced. Most legislative paperwork is done by committee clerks working with committee chairs. The MPs are dependent on the staff; they are the committee lifeline.”

— ABDIKARIM BUH,
SECRETARY GENERAL, HoP

project, though government officials did not participate until 2018 given political sentiments around PFM matters. The multitude of public consultations that took place around the 2020 and 2021 budgets, based on comments provided by the HoP SG, demonstrates that with staff support, MPs are now in a better position to conduct oversight activities. MPs and committee chairs are now more likely to request and expect staff support to conduct issue-specific research and facilitate public consultation processes.

PROMOTING A MORE REPRESENTATIVE LEGISLATIVE PROCESS

Supporting a PFM forum on funding for a National Disabilities Agency. In coordination with the leadership of the Human Rights Committees of both Houses of the FPS, Damal supported the committees to hold a PFM forum on implementation of the Disability Act, and, specifically, the stalled \$100,000 budget allocation for the National Disability Agency. Though funds were notionally set aside for the Agency, they have never been fully allocated. The forum provided representatives from the disability community and CSOs to hold federal leadership and MoF to account for the budget allocation and to advocate for allocations in future budgets. The Somalia Disability Cluster continues to organize around this issue and will monitor the progress towards promised MP oversight of future allocations.

Generating youth engagement in the political process. Recognizing the importance of inclusive representation in government, Damal supported the UH of the FPS to host a forum exploring themes of marginalization and impediments to political representation. Federal and state-level representatives from Jubbaland, Galmudug, Hirshabelle, and South West State joined in roundtable discussions with UH and HoP MPs, Deputy Ministers, and the Director General for the Ministry of Constitutional Affairs to identify cultural and structural constraints to inclusive political participation, including the lack of youth-to-youth outreach platforms and economic hindrances to youth political engagement. The project also initiated conversations with partners to garner support for a future oversight forum on government youth policy and canvassed the SGs of each FMS to confirm their interest in developing state-level parliamentary Youth Caucuses. This forum will serve as a first step towards reviving a parliamentary Youth Caucus. Damal consulted with the SGs of each state who indicated interest and willingness to reactivate youth committees as a means of expanding targeted demographic political participation and representation. In alignment with the recently released USAID Country Development Cooperation Strategy for Somalia, there is strong interest among the international community in expanding representation for traditionally marginalized communities.

EXPECTED RESULT 2: FINANCIAL OVERSIGHT PRACTICES IMPROVED

Activities under Expected Result 2 deepened and strengthened existing financial oversight practices, such as robust legislative review of auditor general reports, including issuance of the follow-up recommendations to the executive branch. While many of these practices are cyclical in nature, Damal responded to demands as they arose to ensure that both houses were equipped to exercise their oversight duties.

EXPECTED RESULT 2 ACHIEVEMENTS:

- Eight pieces of PFM or audit legislation supported to align with best practices and international standards
- 135 MPs and staff trained in oversight duties
- Assisted the legislature to take 16 executive oversight actions, including conducting committee hearings and written interrogations

Building knowledge of international standards and best practices for public accountability. Strengthening the skills of parliamentary BFC staff in PFM and committee oversight is critical to assisting MPs fulfill their roles and responsibilities. Damal worked with HoP and UH BFC members to tailor the Audit Bill to international standards and worked with MPs to guide the legislation through the approval process in the UH and HoP, landing the bill with the President for assent and marking the first time the Audit Bill passed this legislative benchmark. In addition to working with BFC members to address tenets of the law itself, Damal provided support for a legislative review, regional comparative analysis, and a public forum featuring PFM expert testimony and the Auditor General to solicit public input. These efforts focused attention on international best practices in establishing an independent Office of the Auditor General (OAG) such as appointment, removal, and reporting to Parliament, including overall independence of the OAG from the executive branch of government, parliamentary authority to ratify the appointment of and dismiss the Auditor General, and having the auditor report to the legislator.



FGS Auditor General Mohamed Mohamud Ali speaking before the BFC during a public hearing on the Audit Bill.
PHOTO: USAID/DAMAL

This landmark piece of legislation replaced the Audit Law of 1972 and served as a key milestone in meeting international debt relief processes. Unfortunately, the President returned the bill unsigned to the Office of the SG of the HoP, and given the lack of a legislative override process in the RoP, the next opportunity to pass an international standards Audit Bill will occur under a new parliament.

“It will be unwise to allow the executive to appoint and remove the Auditor General and expect the office to effectively examine and report wrongdoings....For public accountability, then, it is clear that we need an independent audit office which protects public interest and reports wrongdoings of those entrusted to safeguard public funds.”

**— ABDIRAHMAN DAUD,
AUDIT EXPERT**

In addition to integrating best practices into ongoing legislative initiatives, Damal provided continuous training and knowledge-sharing to staff and MPs on ethical parliamentary practices. For example, Damal provided training to representatives from each federal member state and HoP BFC MPs on advancing best practices in PFM, focusing on legislative frameworks for PFM oversight in Somalia, ex-ante and ex-post financial oversight, tools for PFM oversight, and mechanisms for accountability and transparency, such as development of a parliamentary Code of Conduct. Bringing together representatives across levels of government in knowledge-sharing platforms encourages a culture of transparency as a requisite element of sound PFM.

Strengthening technical skills and analysis for financial oversight through practical trainings. Damal provided MPs and staff with ongoing technical support and trainings to strengthen individual and institutional knowledge of financial oversight best practices. This included trainings and participatory workshops on advanced methods of PFM oversight; oversight techniques, including public hearings and other forms of public outreach; legislative review; background research; gender analysis and managing public event witnesses and testimony; and procurement. These trainings engaged staff in application of analytical methodologies such as identifying year over year variances in key budget sectors and considering the budget in conformity with key national agendas, such as the national development plan. Through this practical application, committees developed reports and suggested lines of questioning for ministries and other government entities, implementing their oversight mandate.

As an example, Damal provided technical support to BFC staff of both houses of Parliament to analyze the first draft of the 2021 national budget. With Damal support, the staff developed a budget analysis highlighting year over year allocation variance in economic development, social services, security, administration, capital projects, and operations and maintenance and presented critical lines of questioning to pursue with the MoF. The questions included clarifications on year over year budget increases for certain ministries (i.e., Ministry of Public Works and Reconstruction; Ministry of Energy and Water; Ministry of Livestock, Forestry and Pasture), budget deficits for other ministries; and increases in wage tax, income tax, and business profit tax. BFC members, led by Deputy Chair Hon. Amina Sheikh Osman, subsequently met with the MoF and other ministry officials to present their findings and to seek a response on questions around domestic revenue and increases in external funding. The resulting budget passed the HoP with unanimous approval, with 145 votes in favor and no votes against or abstentions.

Through these hands-on trainings, the project saw a considerable improvement in MP and parliamentary staff capacity in financial oversight, including conducting oversight hearings and producing committee reports and briefing notes. Within the BFCs and other committees, they provided an opportunity to equip staff to conduct critical analysis and present lines of questioning to government representatives for increased accountability and oversight prior to tabling legislation for debate and approval. As an example, with Damal technical assistance, BFC staff were equipped to identify calculation and formula errors in the draft FY2020 supplemental budget prior to its tabling in Parliament. Damal capacitated BFC members and committee staff to identify errors and amend the budget legislation prior to its passage in Parliament.

EXPECTED RESULT 3: INSTITUTIONAL INDEPENDENCE AND INTERDEPENDENCE IMPROVED

Activities under Expected Result 3 strived to build more independent and interdependent institutions in the FPS through working to increase key committees' ability to amend bills and budgets submitted by the executive branch and increase the solicitation of testimony of executive branch officials before the Parliament.

EXPECTED RESULT 3 ACHIEVEMENTS:

- Fostered FGS-FMS collaboration on 2 pieces of legislation: the Education Bill and Election Bill
- Supported joint oversight actions of the federal BFCs

STRENGTHENED LINKAGES BETWEEN FEDERAL AND STATE PARLIAMENTS

Building intergovernmental financial management oversight capacity. Damal brought together representatives from federal and state parliaments to foster an integrated and collaborative approach to financial management and oversight. This included hosting joint trainings and exercises. For example, in Year I, Damal brought HoP and UH BFC staff and leadership together for a FY2020 budget technical review workshop, marking the first ever joint analysis exercise between the two houses. For the first time ever, BFC leadership further agreed to allow staff from the Hirshabelle and South West State BFCs to participate in the process to increase intergovernmental cooperation and



Members of the BFCs engage in joint analysis of the 2020 budget.

PHOTO: USAID/DAMAL

knowledge sharing on budget analysis. As a follow-on to this event, Damal conducted a technical workshop on how to prepare for public hearings on the FY2020 budget for BFC staff from both houses as well as senior parliamentary staff from Jubbaland, South West State, and Puntland FMS.

Promoting information-sharing and collaboration for PFM. Across the life of the project, Damal emphasized FMS representation in national dialogues and

public fora on PFM and other legislative matters to strengthen networks among levels of government. In total, 10 fora brought together counterparts from the FGS and FMS. During Year 2, Damal, in coordination with the Office of the SGs of the UH and HoP, convened a national SG Forum for peer-to-peer knowledge-sharing on PFM oversight. Bringing together 12 SGs and staff from the FGS and FMSs, this platform provided a key opportunity for FGS and FMS colleagues to share experiences around committee oversight roles and procedures. Following the engagement, a joint communiqué was issued, which outlined areas for improved collaboration between the FPS and FMSs and noted key areas for FMS capacity building.

Supporting joint action between BFCs of both houses. Damal supported several collaborative efforts by the UH and HoP BFCs to strengthen cooperation and interdependence of both houses in

conducting financial oversight. Notably, this includes the first ever joint analysis and report on the FY2020 budget, a process which was previously led solely by the HoP, and joint analysis of the FY2020 supplemental budget. In addition, Damal worked closely with both houses to support preparations for a joint committee

oversight hearing on international debt relief and provided technical assistance on drafting a joint committee report to capture the discussion and form the basis of a subsequent virtual forum with the BFCs and MoF.

Promoting FMS-FPS collaboration on issue-based legislation. With a view to increasing institutional interdependence, Damal supported FGS and FMS institutions to collaborate on numerous pieces of issue-based legislation. In consultations across levels of government, this type of collaboration was noted as lacking yet necessary to the appropriate fulfillment of each institution's mandate and to develop mutual standards and expectations that strengthen oversight capabilities. This form of collaboration on legislation such as the Education Bill brought together FPS committees; parliamentary delegations from Jubbaland, South West State, Hirshabelle, and Galmudug; ministry representatives; CSOs; media; and private sector participants for both public engagement and closed-door intergovernmental legislation consultations. In addition to promoting FPS-FMS collaboration, these fora provided an opportunity for FMSs to provide feedback on draft legislation. For example, during the consultation on the Education Bill, FMS delegates noted that the legislation did not adequately accommodate



HoP BFC Deputy Chair Amina Sheikh Osman briefs participants of the HoP BFC public hearing on the FY2020 supplemental budget.

PHOTO: USAID/DAMAL

the role of the FMS education ministries in management of the education sector and placed too much authority in the central government. FMS representatives also stressed the importance of considering the diversity and needs of each FMS in the Education Bill, and the need to allocate national resources such as scholarships fairly across the FMSs. These and other recommendations resulting from the forum led to 11 amendments to the final bill, which was passed. The Hirshabelle SG also noted that it encouraged the state to develop their own education legislation.

Supporting enactment of key legislation. Over the life of the project, Damal supported committees with several pieces of financial, oversight, and accountability legislation as summarized in Table I.

TABLE I. LEGISLATIVE ACTIONS SUPPORTED BY DAMAL

FEDERAL BILLS	STATUS	DAMAL SUPPORT
FY2021 Budget	Approved into law	Provided technical support to BFC staff of both houses to analyze the budget and produce an analysis report and to the HoP BFC to host a public oversight forum.
FY2020 Budget	Approved into law	Worked with the BFCs of both houses to facilitate the first ever joint committee analysis and report on the national budget.
FY2019 Supplemental Budget	Approved into law	Facilitated technical review workshop with HoP BFC and provided training in various budget analysis methodologies.
FY2020 Supplemental Budget	Approved into law	Facilitated technical review workshop with HoP and UH BFCs and provided training in various budget analysis methodologies. Supported BFC in developing and presenting committee report identifying calculation errors. Worked with HoP BFC to host virtual public oversight hearing with senior FGS officials, CSOs, and PFM experts.
Close of Accounts 2018	Pending final HoP deliberation and approval	Facilitated technical review workshop with BFCs of both houses to analyze documents from the MoF and Auditor General, identify discrepancies, and prepare a Close of Accounts Review and Analysis Report. The report included quantitative and narrative analysis and a line of questioning for committee members to present to the MoF. Subsequently worked with HoP BFC leadership to facilitate a virtual public oversight meeting with local CSOs and PFM experts on close of accounts report.
Audit Bill	Rejected by the president and returned to Parliament	Worked with UH leadership to propose amendments to draft bill requiring Auditor General to report

FEDERAL BILLS	STATUS	DAMAL SUPPORT
		to both houses to facilitate compromise with HoP. Provided supported for multiple public oversight hearings with BFCs, PFM experts, and the Auditor General.
Education Bill	Amended and approved by HoP, submitted to the President for assent. (UH did not consider the HoP approved version of the bill.)	Provided technical assistance to the HoP and UH Social Affairs Committees to host an oversight forum inclusive of FMS representation.
Election Law	Approved into law	Provided technical assistance to women MP caucuses and gender-focused CSOs to strategize on inclusion of the 30% women's quota in the draft Elections Bill. The Bill was ultimately passed through the legislature without amendment.

Expanding financial oversight support to committees beyond the BFCs. In addition to supporting the BFCs of both houses, Damal broadened support to other relevant partners, such as the MoF, the FGS's Auditor General, civil society advocates, and the public in PFM oversight activities. Along with continued technical support to the BFCs, the project identified areas where it could provide support for additional committees, such as the Special Committee on Food Security and Nutrition and social affairs committees. The resulting actions of the HoP and UH committees enabled them to exercise oversight leadership in gathering public input and providing information on FGS actions. Table 2 presents an overview of key committees targeted and oversight actions supported by Damal.

TABLE 2. COMMITTEES TARGETED FOR SUPPORT IN FINANCIAL OVERSIGHT

COMMITTEE	SUPPORT PROVIDED
Budget and Finance Committee (UH and HoP)	Provided technical assistance for various financial legislation and PFM oversight issues (see Table 1).
Social Affairs Committee (HoP and UH)	Provided technical and logistical assistance to conduct a hospital oversight inspection to assess FGS response to COVID-19 and to host an oversight forum on the government's ability to respond to surging COVID-19 cases. Facilitated a televised joint social affairs committees oversight forum on FGS response to COVID-19 with Minister of Health. Provided technical assistance to host a national oversight forum, including FMS representatives, on the Education Bill.
Human Rights Committee (HoP and UH)	Worked with HoP Human Rights Committee to map gender-focused CSOs and other potential participants in public hearings related to the proposed Sexual Offense bill. Worked with Human Rights Committees of both houses to hold a PFM forum on Disability Act implementation. In concertation with the Social Affairs Committee, convened an Inclusive Politics Oversight Forum featuring youth and disability advocacy testimony in advance of national elections.
Economy, Commerce, and Industry Committee (HoP)	Provided technical and logistical assistance in holding a public hearing on the impact of COVID-19 on the national economy and the government response.

Ad Hoc Committee (HoP)	Supported cross-committee effort of MPs from the human rights, gender, social affairs, justice, and public works committees to host a virtual public forum on the impact of COVID-19 on gender-based violence.
Special Committee on Food Security and Nutrition (HoP)	Provided technical and logistical assistance in holding a public hearing on the impact of COVID-19 on food security and nutrition.

Increasing interdependence and knowledge-sharing across institutions. Damal supported the HoP ICT department to revitalize the FPS website and parliamentary bill tracker. Following this redesign, Damal supported the HoP SG’s office to streamline the information flow between directors of the ICT, Archives, and Legal Affairs departments



Figure 5: The internal window of the bill tracker will lend transparency to the status of legislation for parliamentary administration.

PHOTO: FEDERAL PARLIAMENT OF SOMALIA WEBSITE

approved legislation and its status in real time. Such transparency allows civil society to engage MPs on pertinent issues in a timely manner, ensuring public accountability both in the early stages of and throughout the legislative process.

to eliminate bottlenecks and allow for timely internal information-sharing to keep the bill tracker current with the status of pending and approved legislation. These efforts are key to ensuring that parliamentary activity is publicly reported, offering an opportunity for civil society and the media to gain insight into on pending and

Damal also facilitated non-PFM specific national and interparliamentary trainings. In March 2020, Damal brought together newly elected women MPs from Galmudug to join with Hirshabelle women MPs and FPS women MP colleagues for an induction training and interparliamentary networking opportunity around building women’s caucuses in each parliament. Damal’s work also facilitated greater interparliamentary cooperation with a two-day public oversight forum that included FMS and FPS MPs reviewing the draft national Education Bill. Damal’s national interparliamentary fora also covered topics ranging from marginalization and political inclusion to best practices in public outreach and a parliamentary Code of Conduct. Hirshabelle SG Abdiwahid Mohamed Hussein noted that these platforms allowed counterparts across Somalia to identify similar knowledge and information gaps and to open a space for communication.

EXPECTED RESULT 4: CAPACITY OF MPS AND STAFF ON KEY COMMITTEES STRENGTHENED

Activities under Expected Result 4 built the capacity of MPs and staff on key committees, including the budget and oversight committees. Damal worked to instill principles and practices of accountability and sustainability, incorporating the development and adherence to standard operating procedures for conducting comparative reviews of legislation based on international best practices and independent fiscal analysis of budget proposals and expenditure reports.

EXPECTED RESULT 4 ACHIEVEMENTS:

- Trained 135 MPs and staff in oversight duties and techniques
- Supported placement of 10 young professionals in UH fellowships and committee assignments

Training and on-the-job mentoring to staff and fellows. Damal provided MPs and staff with progressive trainings and on-the-job mentorship to build understanding of their role in oversight and how to implement oversight tools at their disposal, such as public events, consultations, and site inspections. Training topics have included parliamentary procedures, legislative amendment drafting and the amendment process, advancing best practices in PFM, the national budget cycle, close of accounts and expenditure analysis, parliamentary codes of conduct, conducting public outreach to encourage a culture of transparency and ethical behavior, and the election cycle and transition of elected officials.

Damal also provided regular on-the-job mentorship to MPs and staff by supporting 22 oversight efforts, such as hosting public fora and dialogues to solicit public input on PFM or other legislative actions, drafting annual and committee reports, harmonizing laws, drafting legislative amendments, and conducting procurements. These avenues for technical assistance took place in the context of ongoing parliamentary activities and both strengthened MP and staff skill sets while providing opportunities for them to engage in targeted technical interactions to discuss current or planned parliamentary oversight, activities, and legislation with CSOs, constituents, and the media.

As MPs have high turnover and little experience with parliamentary process and procedures upon taking up their posts, skills-building at the staff level is key to building an effective staff corps within Parliament and ensuring long-term sustainability of parliamentary functions. South West State SG Liban Abukar Osman noted that, as MPs have become more familiar with staff skill sets, they have increasingly demanded that more staff be trained and provide committee support.

Development of supplementary PFM materials. To support the sustainability of Damal's capacity building efforts, the project produced a Somali language PFM oversight pocket manual. Designed for MPs and parliamentary staff to facilitate public oversight, topics covered include financial oversight and accountability and oversight.

Supporting development of a parliamentary staff corps through a YP program. With high MP turnover and the unfamiliarity of many first-time MPs with parliamentary processes and procedures, the establishment of a professional parliamentary staff is critical to a well-functioning institution. In response to this need, Damal supported the placement and professional development of a cadre of 12 YPs, half of whom were women and one of whom is a person living with disability, within the UH of the FPS to serve in a fellowship capacity. This program leveraged the success of a previous, similar program implemented under SSG under which 10 YPs were recruited to permanent staff roles; seven of these remain as core assembly staff while three have moved to other professional opportunities.

These 12 YPs were each embedded in multiple UH committees³ to support items such as legislative review and drafting amendments. Damal provided ongoing young professionals training on topics such as national budget policy and budget oversight, procurement processes, legislative amendments processes, and how to support public hearings. With this knowledge, they were equipped to support committees in basic policy research and analysis and logistical planning for legislative and oversight activities and, in turn, gained firsthand exposure to the public policy process. Serving as indispensable contributors to the FPS, six of the 12 supported YPs were upgraded from interns to parliamentary staff with contracts fully supported by the UH. This is the final step before being converted into permanent members of the National Civil Service.

³ YPs were attached to the Standing Committee for Rules of Procedure, Ethics, Discipline, and Immunity; Committee for Justice Affairs, Religious Affairs and Endowments; Human Rights, Women, and Children; Committee for Internal Affairs, Reconciliation, and Federal Member States Relations; Committee for Defense and Security; Committee for Foreign Affairs; Planning, Investment and International Corporation; Committee for Social Development, Humanitarian Affairs, Media, and Culture; Committee for National Resources; Economic Infrastructure and Transport; Committee for Economy, Budget, Commerce, Industries, Telecommunication and Tourism.

Figure 6: Damal Young Professionals



Abdullahi Hassan Hussein

In Somalia, individuals with mobility restrictions and other disabilities face challenges that are similar to the international experience but exaggerated by national societal conditions. Those who address these challenges by confronting preconceived notions of ability are advocates for and champions of change. While speaking to this issue from personal experience and presenting a public voice takes courage, it also lends credibility and urgency to the efforts to design a more inclusive society. Abdullahi Hassan Hussein's voice has done just that.

Abdullahi Hassan Hussein, a young professional, has overcome obstacles to contribute to society. Through the experience of being partially paralyzed from a terrorist attack, Abdullahi learned to channel his experience for good, becoming an advocate for disability rights in Somalia. Confronting the barriers put in his way led him to understand the importance of government legislation in advancing human rights. As Abdullahi affirms,

“Finally they have understood. I am not going to stay home; I am not going to be ashamed. I came here equally; I came here to contribute.”

The Somalia Disability Act, passed in 2018, included the establishment of a National Disability Agency. While funds were notionally set aside for the establishment of the agency, they were never fully allocated. Seeing the need to complete the process, Abdullahi worked closely with Damal to draw attention to this crucial assistance and its role in building an inclusive government. Working with a joint Human Rights Committee comprising members of parliament from both the Upper House and the House of the People, Abdullahi, other members of the disability rights committee, and members of the House of the People's Budget and Finance Committee conducted a Damal-facilitated financial management oversight forum to highlight the need for the government to meet its already established commitment. "I am not a decision-maker," Abdullahi remarked, "but I am staff, and I came to contribute my vision."



Abdulkadir Sheikh Hassan

Following the completion of his degree in finance, Abdulkadir Sheikh Hassan came to Damal to translate his theoretical knowledge into practice.

“In this world of scarcity, you must know how to manage, and knowledge helps you decide the plan,”

says Abdulkadir when discussing his support to Parliament. His long-term goal is to specialize in finance and procurement which he sees as, "important to building the nation." His academic skills have been called upon to serve in a support role to the Joint Houses of Parliament Constitutional Oversight Committee. This work, which brings together the national and subnational legislatures, provides him with an opportunity to work on a truly national project for what he calls a "growing nation." He says the confidence gained from doing this important work "goes with you every place."

PHOTO: USAID/DAMAL

INCLUSION AND ACCESS

Damal had a two-fold Gender Equity and Social Inclusion (GESI) strategy. The project consistently promoted the inclusion and mainstreaming of GESI in all PFM and legislative activities, working with Parliament at both the federal and state levels to build sustainable internal mechanisms to bring issues of inclusion and representation to the fore. For example, Damal promoted inviting CSOs and other social groups to budget hearings to give them a platform where they could communicate their needs and ensure that inclusion was being considered in legislation. The project also conducted GESI-focused training activities on topics such as gender-based budgeting.

Through the project's demand-driven approach, Damal was able to respond to several GESI initiatives and engage women, individuals with disabilities, and youth in public hearing and oversight initiatives to hold key committees and the government accountable for inclusive and representative decision-making. For example, the project engaged federal and state women's caucuses on issues such as the women's quota in the Elections Bill.

As a key tenet of the inclusion strategy, Damal launched the YP program, which engaged youth as critical contributors to committee efforts. Recognizing the importance of integrating youth voices in the political process, Damal hosted a national forum on youth policy and inclusive politics, which gathered the FPS, FMSs, and CSOs to discuss inclusive legislation. Furthermore, the project built upon SSG disability rights advocacy and engaged CSOs and individuals in oversight actions to hold the government accountable in the implementation of disability legislation.

COVID-19 and the impact on women and children. With the onset of COVID-19, Damal sought opportunities to engage women's rights champions, such as HoP MP Fahria Mumin, to design, deliver, and support public oversight forums on the disproportionate impact of the pandemic on women and children and the government's response. Damal also engaged the UH and HoP Social Affairs Committees, UH Women and Human Rights Committee, civil society, and MPs to hold numerous virtual hearings on the impact of COVID-19, with special attention paid to the impact on women and girls. Additionally, Damal supported the HoP Ad-hoc Committee on Food and Nutrition to host a consultation on the impact of COVID-19 on food security and nutrition through



Hon. Fahria Mumin of HoP Food Security and Nutrition Committee, Zahra Koshin, Somali Gender Hub, host a virtual consultation and public testimony on the impact of COVID-19 on women and children.

PHOTO: SNTV

the lens of FGS economic policy recommendations such as investment in key industries to encourage domestic production and tax alleviations.

Support to the establishment and engagement of women’s caucuses. Damal engaged women’s caucuses on a range of GESI and oversight issues, including hosting a [consultative forum](#)⁴ of the FPS and Hirshabelle women’s caucuses and gender-focused CSOs to strategize on the enshrinement of the 30 percent quota in the draft Elections Bill, in coordination with the Gole-Kaab program. Although initial attempts to include the women’s quota requirement in the law did not materialize, advocacy efforts later resulted in Parliament drafting an annex resolution to reserve 30 percent of seats in the FPS for women. The HoP endorsed this quota resolution as part of the election law, though the bill was later approved by the UH without amendment and signed into law.

Further, Damal provided technical support for the formation of women MP caucuses in the Galmudug and South West State legislatures, including advising on the development of RoP for committee management and establishing a WhatsApp platform for information-sharing among committee members. The formation of a state caucus provides a notable opportunity for broader intergovernmental cooperation among women MPs in Somalia.

SUSTAINABILITY

Damal’s approach to implementation was grounded in building meaningful and sustainable parliamentary progress amidst a dynamic operating environment. To this end, Damal committed to ongoing skills-building of MPs, parliamentary staff, and civil society by applying its three guiding principles for implementation – integration, institutionalization, and participation. Through a “learning-by-doing” approach that used specific issues and legislation as teaching tools, Damal ensured trainings and support were participatory and needs-based, and empowered MPs and parliamentary staff to fulfill their oversight roles. This co-creation approach to technical assistance built trust and strong personal connections between the project team, assembly and committee leadership, and parliamentary staff, and it established political will and buy-in which proved crucial to successful delivery of technical assistance.

As a PFM-focused program, Damal identified opportunities to expand engagement beyond the BFCs of each house and broadened support to other relevant partners to ensure greater sustainability in uptake of PFM best practices. The project engaged additional stakeholders, such as the MoF, the Auditor General, civil society, and other parliamentary committees. Building beyond specific PFM-focused arms of government recognizes that all facets of the legislature have PFM responsibilities and encourages a more widespread culture of oversight and mutual accountability among committees for implementing best practices.

Damal used both the design and implementation of its activities as capacity building opportunities. By partnering with FPS and FMS staff and MPs, Damal sought to transfer

⁴ <https://www.youtube.com/watch?app=desktop&v=ddZTWB-Akyg&feature=youtu.be>

organizational and logistical knowledge as well as topic-specific technical knowledge. Taking an advisory approach and encouraging responsibility for these functions among parliamentary staff ensures sustainability in project training goals. Tangible examples of successful knowledge transfer include a more rapid turnaround time for event reports and strengthened ability to produce subject matter analysis for committee use.

Damal witnessed an increased willingness among MPs to hold public hearings, demonstrating the project's success in encouraging this oversight tool to be further accepted as an integral part of the legislative process. Relatedly, by pairing technical assistance for legislative oversight with media support, Damal observed increased confidence and motivation among MPs to conduct public hearings with a broadcast element (e.g., television, radio, and livestream) as a tool to communicate with their constituents and disseminate information regarding issues of public interest.

Critical to the sustainability of parliamentary programming is the development of a professional parliamentary staff trained in procedure, best practices, and robust analytical skills to meet international oversight standards. To that end, the Damal YP program engaged recent graduates to be embedded as fellows in UH committees. Half of the YPs embedded in the UH transitioned to full-time roles on the UH payroll. This meaningful allocation of funding to YPs recognized the critical skills and contributions they offered to the functioning of Parliament. As has been noted by the SG of the HoP, the contributions of FPS committee staff have become indispensable to the proper functioning of the committee and legislative development process.

As a sustainability building mechanism, Damal created a legacy document with supporting training for staff and MPs for continued PFM skills practice and acquisition. The Somali language “pocket guide” to legislative PFM oversight functions was the subject of Damal national trainings delivered to FMS and FPS SGs and select MPs at the national and subnational level. Four hundred copies of the pocket PFM guide were distributed through the SG of the HoP's office with an additional 100 copies distributed through the SG of the UH's office.

Although Damal designed its interventions with sustainability in mind, in stakeholder reflection solicited through key informant interviews, parliamentary partners emphasized the continued need to provide training and capacity building support and a need for donor facilitation. Parliamentary partners expressed urgency for building the capacity of all committees, rather than focusing on support to a few selected committees, and raised doubts about the sustainability of parliamentary initiatives if continued support is not provided.

LESSONS LEARNED AND RECOMMENDATIONS

IMPLEMENTATION CHALLENGES AND OPPORTUNITIES

Safety and security. Throughout the life of the project, Damal staff and partners faced a challenging and dynamic security environment with frequent targeting of government buildings, hotels, and public figures by the militant group al-Shabab. This was further complicated by armed conflict between government and opposition party militants. Additionally, enhanced security measures such as frequent road closures or risk mitigation efforts at sites frequented by project staff and partners made program logistics challenging. These ongoing security issues limited the ability of government, parliamentary, and civil society counterparts to participate in Damal activities, as well as the ability of local and international Damal staff to implement those activities.

Damal maximized security information and risk mitigation by creatively using available resources, including the knowledge and networks of Somali project staff, trusted security partners, and contacts working in similar spaces. Increased communication was driven by an expanded use of technology, particularly secure messaging applications used to share threat reporting and account for staff in real time. Additional mitigation measures included the use of virtual meetings held on social media platforms, greater use of television and radio broadcast of committee meetings and fora, and flexibility in scheduling and venue selection for Damal activities. Though such platforms were engaged primarily in response to security or pandemic-related concerns, this has also opened avenues for ongoing communication and collaboration among government partners – including among the FPS, between the FPS and FMSs, and between government and civil society.

Lack of institutionalized coordination between and among the FPS and FMS. The absence of a common understanding of rights and responsibilities among FPS and FMS assemblies risked exacerbating inter-parliamentary tensions between the national and sub-national governments. While meaningful inclusion of the FMS at the federal level is often missing, the UH is heavily involved in FMS affairs, as the constitution mandates that the UH represent the interests of FMSs. This leads to a disproportionate level of engagement among each level of government in the others' affairs, particularly as such constitutional parameters are not always respected. Federal and state partners often alluded to the constitutional mandate for both levels of government to work together on legislation, though this does not consistently occur in practice.

At the federal level, the UH and HoP lack joint RoP which impedes the working relationship between the two houses of Parliament. Without joint RoP or clear constitutional mandates to define intra-chamber roles and legislative workflow processes, decisions are made on an ad-hoc basis with the UH frequently excluded from the legislative process. The absence of clarity on legislative responsibilities and lack of

joint RoP proved difficult to overcome and had tangible effects on the advancement of legislative initiatives, such as stalling the legislative flow between chambers. For example, despite the willingness of BFC committee leadership of both houses to host a public hearing on the FY2020 budget, lack of procedural clarity on each committee's roles and responsibilities in the budget process, and how to host a joint hearing hampered the effort from coming to fruition. Despite the lack of joint RoP, Damal leveraged opportunities to bring together the two houses for co-leadership and training opportunities. With common platforms for training and knowledge-sharing of technical advice and parliamentary best practices, Damal was able to bring segregated political actors together with a goal of developing common understandings, expectations, and approaches to parliamentary strengthening.

Unrealistic expectations of PFM baseline knowledge. The demands on staff from MPs outstrip Parliament's human resources, and the knowledge of MPs about the parliamentary process still needs improvement. MPs are equipped to be community representatives and are used to face-to-face engagement with constituents but are less familiar with parliamentary and legislative processes, particularly as newly elected representatives. Staff and MPs often commented during training exercises that it was the first time they were encountering the topic under discussion. This indicates a need to continue building the pillars of representative government supported by a functioning parliamentary staff capable of assisting with PFM oversight. Reading budgets, understanding deviations, forecasting expenditures, recalculating lapsed spending, etc., all require technical knowledge that is not a prerequisite to becoming an MP. In addition to this financial know-how, MPs need capacity strengthening in how to conduct oversight and how to represent constituents and sectoral interests. A permanent, professionally trained staff is needed to generate the analysis required to meet the international oversight standards that are being advanced by the Damal project.

Damal integrated capacity building throughout its approach to working with MPs and parliamentary staff, using actual legislative issues at hand to combine on-the-job training with learning-by-doing in research, budget analysis and management, planning and coordination of public hearings, and oversight.

Managing expectations. Years of donor-led initiatives in Somalia have led to an entrenched expectation of funding in exchange for participation in events such as workshops and trainings. Some of these expectations were alleviated by engaging in practical mentoring through which Damal engaged MPs and staff in skills-building related to ongoing work or to work that would support legacy-building for MPs and parliamentary leadership. Through this approach, Damal was able to establish strong, trusted relationships and MPs and staff recognized the marked value-addition of program activities. Managing expectations is key to achieving the longer-term expected result of an inclusive legislative process better managed by Parliament. Key partners have continuously noted the need for sustained engagement of the international community, though the goal for the Somali Parliament must be to build capacity and the ability to self-sustain best practices to own-source funding. Parliament must commit to

raising and allocating funds to support its core mandate of representative, legislation, and oversight.

Navigating political dynamics and competing priorities. While the HoP and FMS assemblies demonstrated commitment to collaboration and joint programming efforts, there have been difficulties in bringing the UH into the fold due to disputes over its constitutional role in the legislative process and the drafting of legislation and election resolutions and pieces of legislation. Furthermore, the executive branch uses the HoP to push forward its agenda in a way that often undermines interparliamentary cooperation and the UH role in the legislative process. For example, while the constitution describes UH authority to review and approve legislation before presidential assent, legislation has been previously approved without UH consideration. Additionally, the UH may purposefully slow down the legislative process by referring bills to the HoP, or in some cases, will cut out key aspects of legislation that are strongly supported by the HoP. In the case of the Audit Bill, it was the UH that modified the legislation to international standards, while the HoP was forced to accept UH changes following PFM expert testimony in a public platform. While this was a notable achievement in introducing greater transparency in PFM and oversight efforts, this had the effect of strengthening ties between the HoP and executive towards thwarting UH powers in the legislative process. At the MP level, Damal mitigated some of these dynamics by serving as a neutral partner and identifying opportunities to engage each house separately while also facilitating successful joint UH-HoP programming based on common interests. While ever-changing political dynamics have an impact on long-term planning abilities, Damal's flexible, demand-driven approach to programming provided an opportunity to leverage openings for engagement when and as they emerged. The program leveraged and built on strong relationships developed under Chemonics' USAID-funded SSG and SSF-funded Gole-Kaab projects, which provided an avenue to continuously assess and evaluate windows of opportunity. This approach also allowed for dynamic content development, ensuring that training and technical assistance continuously aligned with parliamentary priorities and with key windows of opportunity surrounding political will. This approach to navigating political dynamics was a key reason why Damal achieved all its objectives in Year 1 and experienced high demand for engagement with partners in Year 2.

Furthermore, the latter half of programming was marked by the parliamentary and executive election cycle. With high political contentiousness around the election process and several of Damal's partners focused on electioneering, the project found opportunities to leverage the election by working with MPs who were interested in legacy-setting and/or building recognition around a progressive platform.

COVID-19 pandemic. Throughout the latter half of implementation, surges in COVID-19 infections hampered the opportunity to conduct in-person engagements and reduced the availability of some MPs to participate in program activities. Efforts at implementing public mitigation measures, such as the use of personal protective equipment, social distancing, and inoculations, have been the subject of al-Shabab media campaigns. The continued public health crisis also contributed to growing parliamentary committee

interest in holding public hearings on the pandemic. Damal leveraged the health crisis as an opportunity to implement innovative avenues for public engagement between MPs, civil society, and constituents, such as hosting television and radio broadcast programming and using livestreaming platforms such as Facebook or YouTube.

LESSONS LEARNED

Iterative, adaptive management is key to success in a dynamic political environment. Iterative, adaptive management is critical in an environment like Somalia where political and security dynamics are fluid and particularly for programming which involves engagement with government. Continuous consultation with political leadership allowed for the development of informal feedback mechanisms that drove further program iteration and alignment with parliamentary priorities as opportunities for engagement arose.

Inclusive, whole of government approaches lead to more sustainable outcomes. As Damal increased the capacity of MPs, parliamentary staff, and committees to demand greater responsiveness from line ministries, the executive council, and FMS elected representatives, it became clear that a more comprehensive whole of government approach is required. Capacitating one arm of government to increase the demand for best practices in parliamentary PFM oversight without the corollary capacity to supply best practices in government and cabinet responses risks exacerbating intra- and inter-parliamentary tensions as requests are frustrated by a lack of capacity to respond. Parliamentary programs that focus on the legislative branch's demand for best practice to the exclusion of the executive's capacity to supply best practices can render an implementing partner a part of the problem rather than the solution. Similarly, increasing CSO demand to participate in the legislative process without support to committees to supply those opportunities runs the risk of undermining confidence in government institutions to respond to public concerns.

Damal mitigated this unintended consequence by developing national programming that incorporated CSO, FMS, ministry, and cabinet representation. The Education Bill public hearings with FMS, sectoral, and ministry participation and subsequent committee amendments reflected this whole of government approach to positive effect. Similarly, the national SG's Forum on parliamentary best practices in PFM oversight, a national BFC forum on PFM, and a national forum on Youth Policy, Marginalization, and Political Inclusion demonstrated greater impact through inclusion of diverse stakeholders. These forums brought together marginalized community representatives, FMS and FPS MPs, subject matter experts, senior ministry leadership, and executive council members to jointly discuss how to respond to the demand for greater transparency in government decision making.

Innovation enhances opportunity for constituent engagement. The onset of the COVID-19 pandemic emphasized the need for adaptive, innovative programming. MPs traditionally relied on in-person engagement with constituents, though maintaining public health recommendations such as social distancing risked isolating representatives from the political process and necessitated the use of virtual platforms. In the Somali context, broadcasting parliamentary committee meetings and virtual townhalls that solicit public

and expert opinion is a pioneering change. Damal worked with MPs to allay initial concerns that use of ICT and media platforms would undermine traditional community engagement methods and identified change leader MPs to model innovative engagement approaches with their peers more unfamiliar with ICT. Concurrent with the peer-to-peer skills building approach, Damal provided MPs with ICT skills-building on messaging and television presentation, building their confidence to engage with media. This dual approach allowed Damal to build eventual linkages between media and MPs who were historically less called upon for public comment. In turn, MPs were also able to reach a broader audience and solicit public input on legislative and oversight matters from a more representative population than they otherwise would through in-person consultations.

Damal leveraged both social and traditional media to connect MPs with constituents, recognizing the geographic and demographic nuances inherent to the political process. This ranged from social media livestreaming of public hearings to live moderated debates, to traditional television and radio broadcasts where constituents could engage in “call-in” or “text-in” dialogue with their representatives. Each merits a nuanced presentation and messaging technique, and Damal worked with MPs to provide technical support to build their communications skills.

Longer-term programming is key for attribution. Damal partners remarked on notable changes in parliamentary oversight practices, such as increasing public consultations, inter- and intra-parliamentary engagement, and staff knowledge and skills acquisition, as a result of program activities. Yet the shorter, proof-of-concept nature of the program limited the ability to derive attribution between activities and outcomes, particularly those of a more conceptual nature. During Damal startup, the ability to leverage pre-existing relationships with key parliamentary stakeholders allowed the program to quickly assess local context and ground-truth implementation approaches. Yet, the governance context in Somalia is dynamic with substantive international engagement. A longer implementation period and more robust baseline evaluation and data collection process would have allowed the project to move beyond testing the assumptions of the theory of change and towards articulating sustained progress of desired impacts.

Figure 7: Audit Bill Pathway and Opportunities for Engagement under Whole of Government Approach



WHOLE OF GOVERNMENT APPROACH TO OVERSIGHT

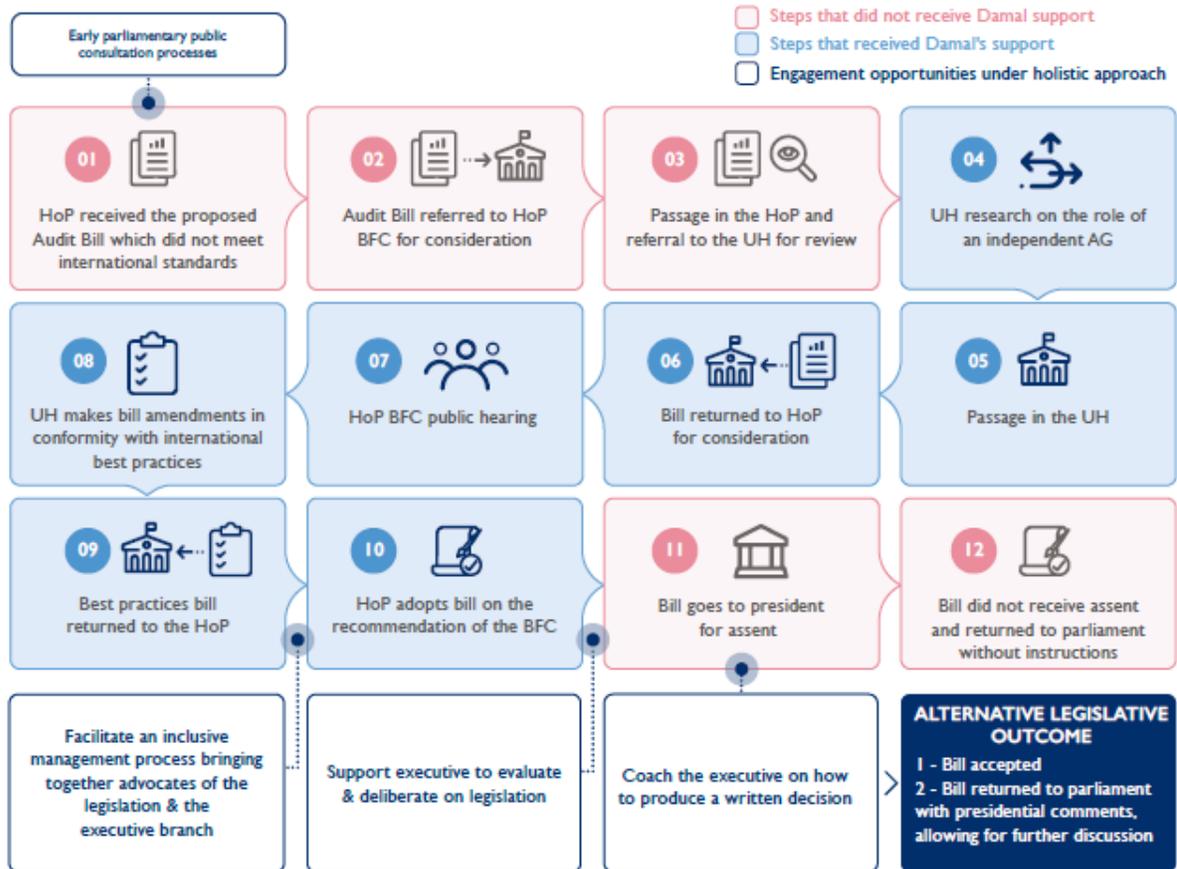
Damal worked with the HoP BFC to make substantive progress on the Audit Bill, which would bring public sector financial management and oversight in line with international best practices. The bill would replace the 1972 audit law, which provides the president with unbalanced authority to appoint and remove the Auditor General (AG) and allows the AG to report to the executive branch of government.

Proponents of the bill maintain that Parliament should vet and approve the AG and retain hiring and termination authority, with the AG reporting to parliament as an independent oversight mechanism for meaningful public financial accountability. Opponents of the bill note that AG appointment and removal is solely vested in the executive per the provisional constitution.

With Damal technical and logistical support, the Audit Bill was passed through both chambers of

parliament and submitted to the president for assent, the furthest milestone the legislation has reached to date. Unfortunately, the president returned the bill to parliament unsigned and without presidential comments. With no legislative override authority per the Rules of Procedure, the bill can only be reintroduced under a new government. As a lesson learned from Damal, a more comprehensive approach to strengthening legislative development – through engaging not only parliament but the executive branch as well – would increase intergovernmental dialogue and may have a greater chance of success.

The map below demonstrates the Audit Bill's legislative path, where Damal provided support, and key opportunities for engagement under a whole of government approach that would increase legislative confidence and capacity.



Underpinning each step of the legislative process is the need to engage the executive branch, including on best practices for reviewing and responding to legislative proposals, public consultation, issues management, and rules of procedure. These additional steps would ensure executive confidence in the legislative process.

RECOMMENDATIONS

Promote Somali-led initiatives. Damal was a Somali-led program committed to delivering programming in the Somali language, led by Somali technical experts. This approach engenders long-term sustainability and ensures that technical approaches are grounded in localized insight. With tenuous political dynamics at play among federal bodies and between federal and state governments, this approach ensures that technical approaches in a dynamic political environment resonate with key partners. The project engaged international expertise where it provided a strategic value-add to technical support, such as demonstrating comparative examples of international best practices for PFM. Furthermore, being based in Mogadishu, and outside of the Aden Adde International Airport, demonstrates confidence and common lived experience which builds trust and credibility with partners while ensuring ease of access to conduct meetings and workshops and achieve program objectives.

Maintain demand-driven programming. The ability to maintain program objectives which are flexible enough to accommodate shifting parliamentary needs and priorities establishes trust with program partners who recognize the intention to align technical support with national objectives and agendas. This flexibility allowed Damal to leverage a “learning-by-doing” approach and to utilize parliamentary activities to build MP and staff capacity. The approach increased the sustainability of technical assistance, as MPs and staff could apply acquired skill sets and practical knowledge to parliamentary initiatives rather than reverting to simply theory-based knowledge. Additionally, the demand-driven approach allowed the project to address issues of current relevance to the public, such as the COVID-19 pandemic, transforming PFM into a more accessible topic and building its relevancy outside of parliament.

Engage beyond the legislature. Future programming engaging both the legislative and executive would provide an all-encompassing approach to legislative oversight and promotion of best practices and demonstrates the value of the parliamentary process in resolving disputes. While Damal regularly invited the executive to committee hearings, public oversight efforts were also often new to executive participants. As the executive and government ministries are engaged in initial legislative creation, working with these bodies early in the lawmaking process would offer an avenue for early integration of best practices in draft legislation, promotion of earlier public engagement and collaboration with FMS, and earlier conversations on budget, budget allocations, and PFM-best practices with key stakeholders, such as relevant line ministries. The “whole of government” approach ensures more harmonious collaboration between branches of government and before legislation arrives at the committee stage, and limits constraints which are inherent to intervening later in the process. Additionally, this approach would provide an avenue to engage the executive on best practices for receiving and responding to legislation, and earlier public engagement would offer the opportunity to build public buy-in and to shape and build influence for policy initiatives. This ultimately emphasizes that legislation is not solely about the outcome but underlines the importance of the inclusive and participatory nature of the legislative process. Furthermore, a broader scope of engagement will contribute to more sustained progress towards deepening and strengthening financial oversight practices.

Integrate FGS-FMS programming. Common trainings among FGS and FMS counterparts allows for standardized understandings of parliamentary rights and responsibilities between national and sub-national bodies. Integrated trainings unifies expectations, demonstrates the value of effective information-sharing, and contributes to development of a civil service with a more standardized skill set. Continued consultations with FMS leadership have emphasized that the lack of a common understanding of federal and state level divisions of authority is an impediment to federal devolution and the capacity of legislatures to conduct proper legislative oversight, though the two levels of government are constitutionally mandated to work together on legislative efforts. Continued promotion of peer-to-peer knowledge and expertise-sharing between legislatures will enable collaboration and coordination on key policy issues which align with public interest, providing opportunities to establish further trust and transparency with constituents. In addition to integrated programming across levels of government, future programming should target both policy and procedural aspects of government, ensuring the development and strengthening of structural mechanisms to facilitate information-sharing and implementation of parliamentary best practices.

Develop and strengthen networks. Damal strengthened interdependence among institutions both at the national level and between the national and state level to promote a more inclusive legislative process. Notably, Damal built on the success of the Gole-Kaab program, implemented by Chemonics, which worked with state-level women MPs to establish women's caucuses and networking groups. Damal leveraged these efforts to support the establishment of women's caucuses in Galmudug and South West State. A future program should continue to support the establishment of FMS women's caucuses, linking them with FPS counterparts to strengthen their policymaking and policy shaping power.

Engage diverse sets of stakeholders. While a fundamentally PFM and oversight-focused program, Damal did not limit its efforts on the BFCs of both houses. In a dynamic political environment, too narrow a focus risks programming being subject to shifting political interests, whether due to individual or committee agendas. Damal recognized that all committees have PFM and oversight responsibilities within their mandate.

Similarly, the project closely engaged parliamentary staff in knowledge and skills-building efforts as, unlike MPs, their positions are not subject to the same changing political dynamics. Damal also fostered strong relationships with SGs, meaningfully engaging them in dialogue around program and parliamentary goals. As highly respected positions within their respective parliaments, SGs are key drivers of MP and staff engagement. Future programming should ensure this diversified approach to engagement and explore opportunities to continue to invest in staff as repositories of institutional knowledge through increasingly sophisticated trainings. In a similar vein, investment in positions such as HoP Director of Legislative Drafting, Archives, and ICT would greatly assist in expanding public and civic society access to legislative records for public and sectoral interest groups, strengthening their ability to engage in the legislative process.

CONCLUSIONS

Moving forward, it will be critical for the FPS to continue to strengthen PFM and oversight efforts through self-sustaining initiatives, such as determining budget allocations for parliamentary staff. MPs and committees play, and will continue to play, a critical role in such efforts. As the holders of “power of the purse,” they lead in the ability to direct funding and demand budget allocations, ensuring that they can effectively fulfill their mandates to serve the public and continue to institutionalize parliamentary best practices. While improvements in knowledge acquisition to build a culture of PFM transparency and political inclusion can be facilitated through continued international assistance, the structural changes to building a parliamentary culture represent a longer term commitment that will require a combination of exposure to best practice knowledge acquisition and building parliamentary oversight authority through practice. This will require a shift from the focus on the executive branch of government as the driver of institutional change.

As parliamentary culture continues to develop in Somalia, there will be greater opportunities for Parliament to engage as an equal branch of government with the executive. Parliamentary staff and leadership further play a key role in engaging civil society in this process, building responsiveness of the government to its constituents to contribute to more effective, inclusive, and accountable governance and a more prosperous Somalia.

ANNEX A. ACTIVITY MONITORING AND EVALUATION

Damal's results in relation to objectives and targets are documented in this section. The results were calculated based on source documents and data collected by the country team. Damal's internal project documentation, including official reports, success stories, and technical deliverables, were reviewed to corroborate results. In addition, to provide a comprehensive picture of the results in relation to context and in an attempt to triangulate findings, open-source outlets and resources were used. Where applicable, these are referenced. Lastly, the project team conducted in-depth, unstructured interviews with key parliamentary partners. These interviews provided additional qualitative information regarding significant changes in Federal Parliament of Somalia (FPS) operations, as perceived by project partners.

In terms of risks and limitations of the interview-based work, as with any primarily qualitative analysis, the primary risk is that the analysis and conclusions may be skewed by the biases and experiences of the interviewees, which are not guaranteed to be representative of the FPS. Specifically, respondents were selected to be maximally informative using convenience strategy, thus no representativeness can or should be implied. Respondents could decline to participate in whole or in part, thus a risk of self-select bias is significant. Another consideration is the experience level of the interviewees despite their position of seniority. Furthermore, in addition to general risks such as limited time and the availability of respondents, critical to the quality of the analysis is the willingness of respondents to provide honest feedback.

Results were tracked and measured by the performance indicators which are discussed in detail below.

INDICATOR I.

NUMBER OF MEDIA BROADCASTS OR POSTS TO EXTEND MP OUTREACH TO PUBLIC PROVIDED WITH U.S. GOVERNMENT (USG) ASSISTANCE

Results attained under this indicator indicate Damal's success in effectively engaging citizens through public outreach, public hearings, and other mechanisms, such as public participation in parliamentary committee meetings, hearings, and debates. The activities innovatively engaged public participation through a multi-channel approach. For example, the first three major public events in Quarter (Q)2 FY2020: 1) Women's Caucus consultative forum, 2) FPS BFCs debt relief hearing, and 3) first public appearance of the UH and HoP Social Committees with the Minister of Health to address the COVID-19 pandemic, were organized and facilitated using radio and TV only. By the next quarter, Damal adapted its media approach to include social media outlets such as Facebook

Livestream and YouTube. This media strategy enabled transparent discussion and greater public engagement on key national issues, such as:

- COVID-19 pandemic response
- Debt relief
- Audit Bill
- Education Bill
- Closure of the FY2018 accounts
- National budget: 2020 supplemental and 2021 proposal
- Women’s Caucus and consultative forums on women MP quota for the 2021 election

In total, the life of activity target (12) was exceeded by Q2 2021 by 83%.

TABLE AI. DAMAL INDICATOR I PERFORMANCE DATA TABLE

INDICATOR TITLE: Number of media broadcasts or posts to extend MP outreach to public provided with U.S. government assistance		
INDICATOR NUMBER: I		
UNIT: Number	DISAGGREGATE BY: Type of media, type of content	
	Type of content	Type of media
	1. Women’s Caucus consultative forum	TV/Radio
	2. FPS BFCs debt relief hearing	TV/Radio
	3. First public appearance of the UH and HoP Social Committees with the Minister of Health, Fowzia Abikar, to address the COVID-19 pandemic	TV/Radio
	4. Virtual consultation on FY2018 close of accounts report with the AG and representatives from HoP BFC and CSOs	TV/Social Media (Facebook Livestream & YouTube)
	5. Livestream, TV, & radio call-in show on Somalia debt relief	TV/Radio/Social Media (Facebook Livestream & YouTube)

6. <i>HoP Social Affairs Committee hospital oversight tour</i>	<i>TV/Social Media (Facebook Livestream & YouTube)</i>
7. <i>Consultation on impact of COVID-19 on food security and nutrition with HoP Special Committee on Food and Nutrition</i>	<i>TV/Social Media (Facebook Livestream & YouTube)</i>
8. <i>Pre-FY2020 supplementary budget virtual consultation with HoP Budget and Finance Committee</i>	<i>TV/Social Media (Facebook Livestream & YouTube)</i>
9. <i>Virtual cross-committee caucus MPs Public Forum on the Impact of COVID-19 on Women and Children</i>	<i>TV/Radio/Social Media (Facebook Livestream & YouTube)</i>
10. <i>HoP BFC Livestream Public Hearing on the FY2020 Supplemental Budget</i>	<i>TV/Radio/Social Media (Facebook Livestream & YouTube)</i>
11. <i>Livestream Public Oversight Hearing on the Government Response to the Impact of COVID-19 with HoP special committee of Food Security and nutrition</i>	<i>TV/Radio/Social Media (Facebook Livestream & YouTube)</i>
12. <i>Livestream Public Oversight Hearing on the Impact of COVID-19 on the National Economy with HoP economy, commerce and industry committee</i>	<i>TV/Radio/Social Media (Facebook Livestream & YouTube)</i>
13. <i>Livestream PFM Hearing on Funding for a National Disabilities Agency Act with joint Federal parliament Human Rights Committees (SNTV, Dalsan TV).</i>	<i>TV/Radio/Social Media (Facebook Livestream & YouTube)</i>
14. <i>Peer-to-Peer FPS FMS secretary generals' knowledge-sharing forum (SNTV)</i>	<i>TV/Social Media (Facebook Livestream & YouTube)</i>
15. <i>Technical and logistical support for a public hearing (TV, radio and livestream) with the BFC on the proposed Audit Bill.</i>	<i>TV/Radio/Social Media (Facebook Livestream & YouTube)</i>
16. <i>Technical, logistical, and media (Dalsan & SNTV) support for a consultative forum on ensuring the maintenance of the women' MP quota for the 2021 election.</i>	<i>TV/Radio/Social Media (Facebook Livestream & YouTube)</i>
17. <i>Technical, logistical, and media support for a parliamentary and public oversight inclusive politics forum for youth, women</i>	<i>TV/Radio/Social Media (Facebook Livestream & YouTube)</i>

	<i>& disability community representatives in advance of the 2021 election (SNTV/Radio).</i>																		
	<i>18. Technical, logistical, and media support for a national public and FMS representatives legislative oversight forum on the proposed Education Bill with the Social Affairs committee.</i>		<i>TV/Radio/Social Media (Facebook Livestream & YouTube)</i>																
	<i>19. Technical, logistical, and media support for a public BFC oversight forum on the proposed 2021 national budget.</i>		<i>TV/Radio/Social Media (Facebook Livestream & YouTube)</i>																
	<i>20. Technical and logistical support for Joint FPS Virtual Parliamentary Oversight Forum on the Surge of COVID-19.</i>		<i>TV/Radio/Social Media (Facebook Livestream & YouTube)</i>																
	<i>21. FPS-FMS BFC MPs panel discussion forum with Prof. Yahye Amir on PFM oversight in Somali parliaments</i>		<i>TV/Radio/Social Media (Facebook Livestream & YouTube)</i>																
	<i>22. National Youth Policy and Political Inclusion Forum Co-Hosted with the UH of the FPS and FMS participation.</i>		<i>TV/Social Media (Facebook Livestream & YouTube)</i>																
			<i>Total: 22</i>																
Deviation Narrative: <i>N/A</i>																			
Additional Criteria <i>If other criteria are important, add lines for setting targets and tracking</i>	Baseline	Cumulative Results	<table border="1"> <thead> <tr> <th><i>Results Achieved 2019</i></th> <th><i>Results Achieved 2020</i></th> <th><i>Results Achieved 2021</i></th> <th><i>2019 Target</i></th> <th><i>2020 Target</i></th> <th><i>2021 Target</i></th> <th><i>End of Activity Target</i></th> </tr> </thead> <tbody> <tr> <td>0</td> <td>22</td> <td>0</td> <td>19</td> <td>3</td> <td>1</td> <td>8</td> <td>3</td> <td>12</td> </tr> </tbody> </table>	<i>Results Achieved 2019</i>	<i>Results Achieved 2020</i>	<i>Results Achieved 2021</i>	<i>2019 Target</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>End of Activity Target</i>	0	22	0	19	3	1	8	3	12
<i>Results Achieved 2019</i>	<i>Results Achieved 2020</i>	<i>Results Achieved 2021</i>	<i>2019 Target</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>End of Activity Target</i>													
0	22	0	19	3	1	8	3	12											
Total	0	22	0	19	3	1	8	3	12										

INDICATOR 2.

PERCENT OF USG-ASSISTED ORGANIZATIONS WITH IMPROVED PERFORMANCE (CBLD-9)

Damal's assistance parameters were extensively negotiated between the SG and Acting SG of the UH, the SG of the HoP, the BFC Chairs and Deputy Chairs from both houses, MP members of these committees, the Damal team, and USAID. The agreement of the FPS leadership was secured, and assistance focused on areas of financial governance and increased public participation in the PFM process. Thus, BFCs of both houses of parliament became primary stakeholders and beneficiaries of Damal's assistance. Extensive training, direct technical assistance, and continuous engagement with BFCs and committee staff appear to have been highly effective.

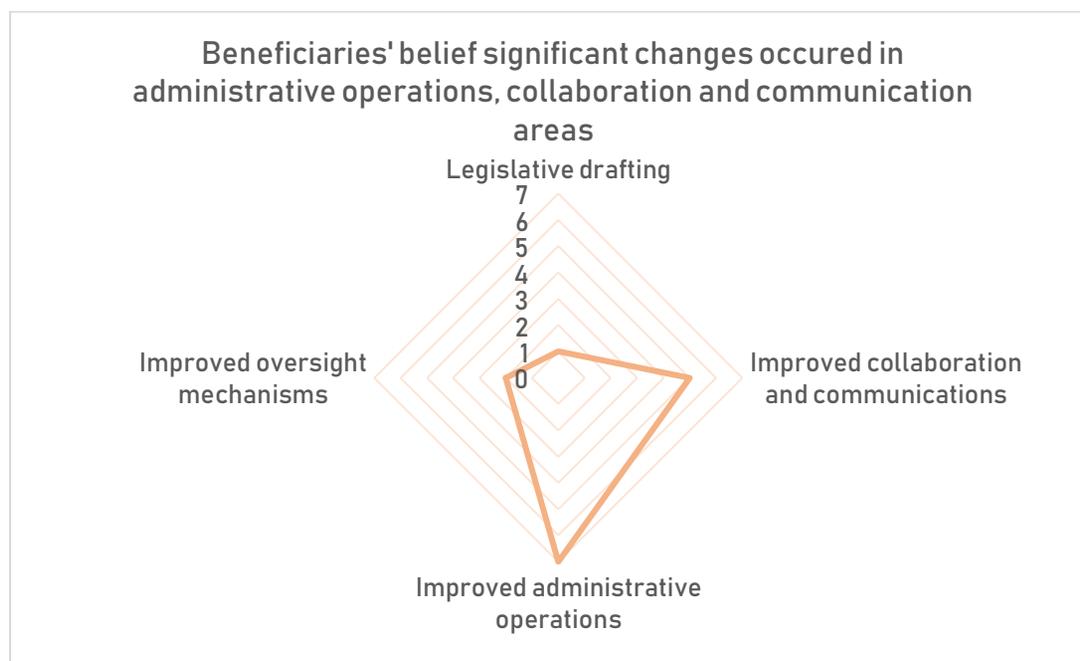


Figure 12. Analysis of the key informant answers after thematic coding

This observation is confirmed through a limited number of semi-structured interviews with key parliamentary beneficiaries, the FPS, and FMS Secretary Generals. The graph above indicates the number of times significant change in a thematic area was attributed to Damal in the semi-structured interviews. Based on information obtained from the interviews, the areas where most significant changes occurred are support and collaboration. Project partners specifically stressed the improvement in administrative support and collaboration as the most significant changes they experienced in their daily work. However, a more nuanced analysis indicates that interviewees mostly confirmed positive outcomes associated with a capacity building aspect of the project. The interviewees were not able to identify the outcomes which are conceptual in nature, such as “improved oversight” or “better legislative drafting.” The failure of interviewees to identify these outcomes and relate them to tangible actions support provided by Damal is likely the result of a non-articulated results chain – a logic of interventions leading from inputs to outcomes. For example, how improvement in administrative operations in combination with other activities leads to higher quality legislative drafts or improvement in oversight requires not just articulation of logic, but an agreement of all actors that this results chain – from resource input to desired outcome – makes sense. If we consider the extensive list of oversight hearings (Annex B), the issue of “logical connection” seems a likely explanation for this stakeholder feedback. This is not to say that the desired outcomes were absent.

The capacity improvement outcomes on legislation and oversight are corroborated by independently confirmed and verified results. A recent report⁵ to the United Nations Security Council highlights the following achievements:

- A consolidated compliance audit report on 35 reporting entities of the Federal Government for 2019 released by the Office of the Auditor General of Somalia for the second year.
- Approval of the 2021 federal budget of the FPS (29 December 2020).
- Tighter controls on expenditures are noted and hailed as a positive development.
- Encouraging revenue performance in federal member states, especially in Puntland and Jubbaland.
- Expenditures broadly in line with 2020 budgets, except for South West State, which has struggled with controlled spending.

It is significant that despite the Audit Bill not being given presidential assent, the OAG continues to produce and report significant findings. The Auditor General’s report did not pull any proverbial punches. It highlighted lapses in expenditure controls, deficient controls over the management of fixed assets, poor debt and weak procurement management, and failure to prepare financial statements and register contracts. This was highlighted not only in Damal reports but was recognized by the United Nations Secretary General as “an effort to identify and correct PFM gaps.” Improvement in PFM achieved over the past two years would not be possible without the work of BFCs. As noted by the SG of the HoP FPS, “[the] importance of committee staff is very

⁵ Report of the Secretary General, S/2021/154, 17 February 2021.

pronounced. Most legislative paperwork is done by committee clerks working with committee chairs. The MPs are dependent on the staff, they are the lifeline for the committee.” This is corroborated by examining the logic of intervention and attained results (Figure 12; individual results further explained in continuation of the report.)

Thus, we conclude that both assisted BFCs indeed improved their performance, i.e., that the life of activity target (2) was 100% achieved. This is confirmed through triangulation of qualitative information as well as the use of independent sources for confirmation of key achievements over the period. The simultaneous effect of COVID-19, political and security instability, and availability of key personnel significantly reduced the scope of the qualitative data collection planned initially. We believe that if we were able to conduct the exercise in a proper methodological manner, and using Most Significant Change or Outcome Harvesting methods, the stakeholders would be able to identify other areas of improvement.

TABLE A2. DAMAL INDICATOR 2 PERFORMANCE DATA TABLE

INDICATOR TITLE: Percent of USG-assisted organizations with improved performance (CBLD-9)									
INDICATOR NUMBER: 2									
<i>UNIT: Percentage</i>	<i>DISAGGREGATE BY: N/A</i>								
Deviation Narrative:	N/A								
Additional Criteria <i>If other criteria are important, add lines for setting targets and tracking</i>	Baseline	<i>Cumulative Results</i>	<i>Results Achieved 2019</i>	<i>Results Achieved 2020</i>	<i>Results Achieved 2021</i>	<i>2019 Target</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>End of Activity Target</i>
Total	0	100% (2/2)	0%	0%	100% (2/2)	0% (0/2)	0% (0/2)	100% (2/2)	100% (2/2)

INDICATOR 3.

NUMBER OF CONSENSUS-BUILDING FORUMS (MULTIPARTY, CIVIL/SECURITY SECTOR, AND/OR CIVIL/POLITICAL) HELD WITH USG ASSISTANCE

Damal used a demand-driven approach to identify areas of support to committees in holding public hearings while supporting various committees with hands-on training in hosting public forums and dialogues to further PFM and other legislative oversight functions. Virtual meetings held on social media platforms, and greater use of television and radio broadcast of committee meetings and forums were all leveraged successfully, not only to promote greater cross-sectoral participation in discussions but also to minimize security and pandemic risks to participants.

By the end of first quarter of 2021, Damal organized, facilitated, and supported a total of 22 consensus-building forums, exceeding the life-of-activity target (12) by 83%.

TABLE A3. DAMAL INDICATOR 3 PERFORMANCE DATA TABLE

INDICATOR TITLE: Number of consensus-building forums (multiparty, civil/security sector, and/or civil/political) held with USG assistance	
INDICATOR NUMBER: 3	
UNIT: Number	<i>DISAGGREGATE BY: Level (national/regional, parliament/ministry, etc.), type of forum</i>
	<i>1. FPS women’s caucus consultative forum on the women’s quota</i>
	<i>2. FPS debt relief public hearing</i>
	<i>3. Galmudug, Hirshabelle, and FPS cluster forum on women’s caucus establishment</i>
	<i>4. Live-streamed forum of the FPS UH and HoP Social Committees with the Minister of Health, Fowzia Abikar, to address COVID-19</i>
	<i>5. Livestream, TV, and radio call-in show on Somalia debt relief featuring the Minister of Finance and HoP BFC representatives</i>
	<i>6. Pre-FY2020 supplementary budget virtual consultation between HoP BFC, Chamber of Commerce, and CSOs</i>
	<i>7. Virtual consultation on the impact of COVID-19 on food security and nutrition with HoP Special Committee on Food Security and Nutrition</i>
	<i>8. Virtual consultation on FY2018 close of accounts report featuring the AG, HoP BFC representatives, and CSOs</i>

9. Virtual cross-committee caucus of FPS MPs public forum on the impact of COVID-19 on women and children
10. HoP BFC Livestream public hearing on the FY2020 Supplemental Budget
11. Livestream public hearing on the government response to the impact of COVID-19 with HoP Special Committee on Food Security and Nutrition
12. Livestream public hearing on the impact of COVID-19 on the national economy with HoP Economy, Commerce and Industry Committee
13. Livestream PFM hearing on funding for a National Disabilities Agency Act with joint FPS Human Rights Committees
14. Peer-to-Peer FPS-FMS Secretary General knowledge-sharing
15. Technical and logistical support for a public hearing with the HoP BFC on the proposed Audit Bill
16. Technical, logistical, and media support for a consultative forum of FPS women MPs on ensuring the maintenance of the women MP quota for the 2021 election
17. Technical, logistical, and media support for a parliamentary and public oversight inclusive politics forum held by the FPS Human Rights and Social Affairs Committees for youth, women & disability community representatives in advance of the 2021 election
18. Technical, logistical, and media support to the FPS HoP and UH Social Affairs Committees for a public hearing and legislative oversight forum on the proposed Education Bill with the Social Affairs committee and FMS representatives
19. Technical, logistical, and media support for a HoP BFC public oversight forum on the proposed 2021 national budget
20. Technical and logistical support for a joint FPS virtual parliamentary oversight forum on the COVID-19 surge
21. FPS-FMS BFC MPs panel discussion forum with Prof. Yahye Amir on PFM oversight in Somali parliaments
22. National Youth Policy and Political Inclusion forum co-hosted with the UH of the FPS with FMS participation
Total: 22

Deviation Narrative: N/A

Additional Criteria <i>If other criteria are important, add lines for setting targets and tracking</i>	Baseline	<i>Cumulative Results</i>	<i>Results Achieved 2019</i>	<i>Results Achieved 2020</i>	<i>Results Achieved 2021</i>	<i>2019 Target</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>End of Activity Target</i>
Total	0	22	0	19	3	0	8	4	12

INDICATOR 4.

NUMBER OF LAWS, POLICIES, OR PROCEDURES DRAFTED, PROPOSED, SUBJECT TO SUBSTANTIVE AMENDMENT, OR ADOPTED FOR PFM OR AUDIT

6

Laws, policies or procedures

The result in this area covers two key pieces of legislation at various stages of their development:

Budget, including 2019 supplemental; 2020 budget; 2020 supplemental; 2021 proposal and amendments; and Audit Bill; finalized and endorsed by both BFCs.

By the end of the Q1 FY2021, Damal exceeded the life-of-activity target⁶ (4) by 50%.

TABLE A4. DAMAL INDICATOR 4 PERFORMANCE DATA TABLE

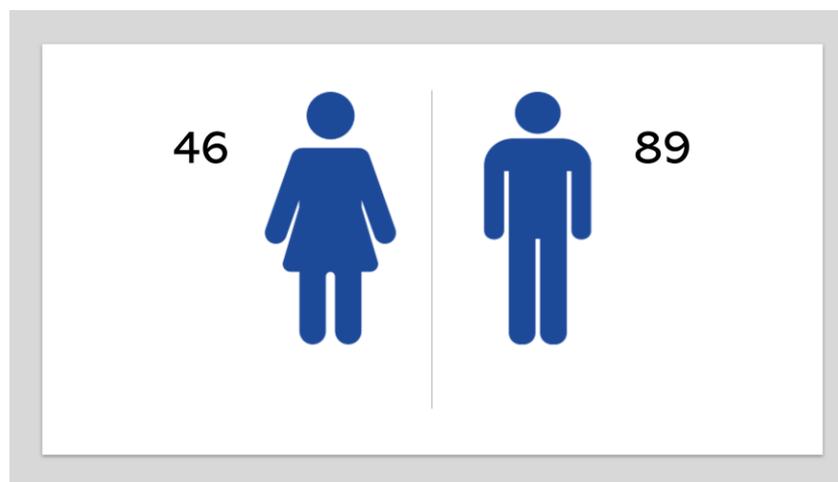
INDICATOR TITLE: Number of laws, policies, or procedures drafted, proposed, subject to substantive amendment, or adopted for PFM or audit	
INDICATOR NUMBER: 4	
	<i>DISAGGREGATE BY: Type of law, status (adopted, proposed, drafted)</i>
	<i>1. 2020 Budget passed into law – UH and HoP BFCs</i>

⁶ Target under this result included various stages of legislative development rather than mere number of legislative acts as the intervention focused on building capacities of the committees to perform their duties per applicable parliamentary rules.

UNIT: Number of laws, policies, or procedures	2. 2019 Supplementary Budget passed into law – HoP BFC 3. UH BFC endorsed the Audit Bill 4. HoP BFC review and finalization of FY2020 Supplemental Budget. HoP approved the FY2020 Supplemental Budget. 5. HoP BFC review, analysis, and amendment to the FY2021 national budget. The committee submitted its final report to parliament, and the budget was passed into law. 6. HoP BFC finalized the audit bill								
	Total: 6								
Deviation Narrative: N/A									
Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline	Cumulative Results	Results Achieved 2019	Results Achieved 2020	Results Achieved 2021	2019 Target	2020 Target	2021 Target	End of Activity Target
Total	0	6	2	4	0	2	2	0	4

INDICATOR 5.

NUMBER OF MPs AND STAFF TRAINED IN OVERSIGHT DUTIES (ORAL/WRITTEN QUESTIONING AND INTERPELLATION TECHNIQUES) WITH USG ASSISTANCE



MPs and staff trained	2019	2020	2021	Totals
Male	9	22	58	89
Female	3	24	19	46
Actual total	12	46	77	135
Target	0	50	25	75
Attainment	+100%	92%	+208%	+80%

MPs and staff were trained through a series of workshops focused on specific oversight functions. Training such as the workshop for UH and HoP BFC staff on how to develop a line of PFM questioning and oversight analysis related to the budgets or debt relief mapping workshop contributed to increased quality of the parliamentary discourse. The project surpassed the life of activity target by 80%.

TABLE A5. DAMAL INDICATOR 5 PERFORMANCE DATA TABLE

INDICATOR TITLE: Number of MPs and staff trained in oversight duties (oral/written questioning and interpellation techniques) with USG assistance						
INDICATOR NUMBER: 5						
UNIT: Number of individuals trained	<i>DISAGGREGATE BY: Role and gender</i>					
	Training	Committee	No. of Days	Dates	Male	Female
	<i>Review and analysis of the 2019 supplementary budget</i>	<i>BFC staff, HOP</i>	2	<i>November 5-6, 2019</i>	3	1
	<i>Budget 2020 review and analysis report development</i>	<i>BFC staff, HoP, and UH</i>	3	<i>November 24-26, 2019</i>	6	2
	<i>2018 close of account analysis report workshop</i>	<i>BFC staff, HoP, and UH</i>	2	<i>January 27-28, 2020</i>	4	2
	<i>Debt relief mapping workshop for BFC staff</i>	<i>BFC staff, HoP, and UH</i>	2	<i>March 10-11, 2020</i>	5	2
	<i>Training in oversight duties with emphasis of parliamentary questions and interpellation in conjunction with RoP and constitutions</i>	<i>FGS, FMSs of Galmudug and Hirshabelle</i>	2	<i>March 9-10, 2020</i>	1	14
	<i>Oversight analysis workshop on the FY2020 supplemental budget</i>	<i>BFC staff, HoP, and UH</i>	3	<i>June 15-17, 2020</i>	6	2
	<i>Technical assistance workshop to develop a line of PFM questioning and oversight analysis on the 2021 Budget to be taken up with the MoF</i>	<i>BFC staff</i>	3	<i>November 9-11, 2020,</i>	6	4
	<i>Budget oversight and procurement training</i>	<i>FPS-UH staff, YPs</i>	2	<i>January 24-25, 2021</i>	13	7
	<i>National staff workshop on advancing best practices in PFM oversight</i>	<i>FPS-FMS staff, including BFC staff</i>	3	<i>March 23-25, 2021</i>	27	11
	<i>MP workshop on advancing best practices in PFM oversight and a parliamentary Code of Conduct</i>	<i>HoP and FMS BFC MPs</i>	3	<i>April 4-6, 2021</i>	18	1
<i>Total: 135 (102 staff, 33 MPs)</i>						
Deviation Narrative: N/A						

Additional Criteria <i>If other criteria are important, add lines for setting targets and tracking</i>	<i>Baseline</i>	<i>Cumulative Results</i>	<i>Results Achieved 2019</i>	<i>Results Achieved 2020</i>	<i>Results Achieved 2021</i>	<i>2019 Target</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>End of Activity Target</i>
Total	0	135	12	46	77	0	50	25	75
<i>Male</i>	0	89	9	22	58	-	-	-	-
<i>Female</i>	0	46	3	24	19	-	-	-	-

INDICATOR 6.

NUMBER OF EXECUTIVE OVERSIGHT ACTIONS TAKEN BY THE LEGISLATURE RECEIVING USG ASSISTANCE (DR.2.1.1)

16

Actions taken by the legislature over the life of activity

The significance of the oversight actions taken in Somalia’s current political and economic turmoil, exasperated by the COVID-19 pandemic, cannot be overstated. In total, Damal’s counterparts hosted 16 oversight actions over the life of the activity. These took the form of open hearings, fora, committee Q&A, and other actions aimed at enhancing accountability of the executive branch. By the end of Q2 FY2021, the life of activity target of five (5) actions was surpassed by 220%.

TABLE A6. DAMAL INDICATOR 6 PERFORMANCE DATA TABLE

INDICATOR TITLE: Number of executive oversight actions taken by the legislature receiving USG assistance (DR.2.1.1)	
INDICATOR NUMBER: 6	
<i>UNIT: Number of oversight actions taken</i>	<i>DISAGGREGATE BY: N/A</i>
	<ol style="list-style-type: none"> 1. HoP BFC 2020 budget review oversight 2. UH BFC 2020 budget review oversight 3. Joint Debt Relief Hearing for the HoP and UH BFCs 4. First public appearance of the UH Social Committee with the Minister of Health Fowzia Abikar to address the COVID-19 pandemic 5. First public appearance of the HoP Social Committee with the Minister of Health Fowzia Abikar to address the COVID-19 pandemic 6. FPS BFC virtual debt relief TV show featuring Minister of Finance 7. HoP Social Affairs Committee hospital oversight tour 8. HoP Budget and Finance Committee virtual oversight meeting with the Ministry of Finance 9. Livestream virtual consultation on FY2018 close of accounts report featuring the AG and representatives from the HoP BFC and CSOs 10. HoP BFC Livestream Public Hearing on the FY2020 supplemental budget 11. Livestream public hearing on the government response to COVID-19 with HoP Special Committee on Food Security and Nutrition 12. Livestream public hearing on the impact of COVID-19 on the national economy with HoP Economy, Commerce, and Industry Committee 13. HoP BFC held a PFM oversight forum on the Audit Bill featuring the FGS Auditor General and CSO representatives 14. HoP BFC held an oversight hearing on 2021 national budget with the Ministry of Finance, CSOs, and PFM experts 15. HoP Social Affairs committee held a public oversight hearing on the Education Bill with the Ministry of Education, FMS delegates, CSO representatives, and education sector stakeholders 16. Public oversight forum on the surge of COVID-19 and the government response
	<i>Total: 16</i>
Deviation Narrative: N/A	

Additional Criteria <i>If other criteria are important, add lines for setting targets and tracking</i>	Baseline	Cumulative Results	Results Achieved 2019	Results Achieved 2020	Results Achieved 2021	2019 Target	2020 Target	2021 Target	End of Activity Target
Total	0	16	2	13	1	0	3	2	5

INDICATOR 7.

NUMBER OF DRAFT BILLS SUBJECT TO SUBSTANTIVE AMENDMENT OR FINAL VOTE IN LEGISLATURES RECEIVING USG ASSISTANCE

Amendments and votes on the Audit Bill, Education Bill, and budgetary spending were taken up with some regularity. As noted elsewhere, the work of the committees involved in these efforts and their respective staff were instrumental in achieving objective analysis and debate on the merits of the legislative proposals. By the end of Q2 2021, Damal surpassed original life of activity target (5) by 60%.

TABLE A7. DAMAL INDICATOR 7 PERFORMANCE DATA TABLE

INDICATOR TITLE: Number of draft bills subject to substantive amendment or final vote in legislatures receiving USG assistance	
INDICATOR NUMBER: 7	
UNIT: Number (of draft bills)	<i>DISAGGREGATE BY: Type of bill</i>
	<ol style="list-style-type: none"> 1. 2020 Budget – HoP and UH BFCs 2. 2019 Supplementary Budget – HoP BFC 3. UH BFC made substantive amendments to the audit bill and approved 4. 2020 election law subject to substantive debate and amendment during a women MP cluster meeting 5. HoP BFC review and approval of the FY2020 Supplemental Budget 6. HoP BFC endorsed UH amendments to the Audit Bill 7. Public and subnational parliament oversight forum hosted by the HoP Social Affairs committee on the Education Bill, resulting in proposed amendments

8. HoP BFC staff and committee members reviewed the proposed national budget for FY2021, including a public forum, leading to questioning the MoF and proposed amendments to the budget									
									Total: 8
Deviation Narrative: N/A									
Additional Criteria If other criteria are important, add lines for setting targets and tracking	Baseline	Cumulative Results	Results Achieved 2019	Results Achieved 2020	Results Achieved 2021	2019 Target	2020 Target	2021 Target	End of Activity Target
Total	0	8	2	6	0	0	3	2	5

INDICATOR 8.

PROPORTION OF BENCHMARKS FOR LEGISLATIVE PROCESSES ACHIEVED BY TARGETED COMMITTEES

Life of Project Achievement					
Upper House (UH)					
No.	Committee	Bill Title	Benchmark 1	Benchmark 2	Benchmark 3
1.	BFC	2020 Budget	Yes	Yes	Yes
2.	BFC	Audit	Yes	Yes	Yes
3.	BFC	2020 Supplemental Budget	No	No	Yes
House of the People (HoP)					
No.	Committee	Bill Title	Benchmark 1	Benchmark 2	Benchmark 3

1.	BFC	2019 Supplemental Budget	Yes	Yes	Yes
2.	BFC	2020 Budget	Yes	Yes	Yes
3.	BFC	2020 Supplemental Budget	Yes	Yes	Yes
4.	BFC	Audit Bill	Yes	Yes	Yes
5.	BFC	2021 Budget	Yes	Yes	Yes
6.	Social Committee	Education Bill	Yes	Yes	Yes

Benchmarks for legislative process are defined as follows:

- (1) Committees prepare at least one committee stage report;
- (2) Committees draft at least one piece of legislation or proposes amendments to at least one piece of legislation; and
- (3) Committees review and analyze at least one bill per session.

For a given bill, the target committee can meet up to three benchmarks. As we can see from the above table, target committees in the HoP met all benchmarks (100%) over the life of activity, while their colleagues in UH had slightly lower results. It should be noted that results depend on the number of bills being introduced and whether a bill falls under the purview of the targeted committee. Thus, targets are notoriously difficult to forecast as legislative priorities are not necessarily dependent on the social need or expediency.

Nevertheless, by the end of the Q2 FY2021, Damal exceeded life of activity targets significantly in terms of the number of benchmarks achieved. While a greater proportion of benchmarks were achieved by target committees in the HoP, by the end of the project the UH also met seven of nine benchmarks, significantly more than the target.

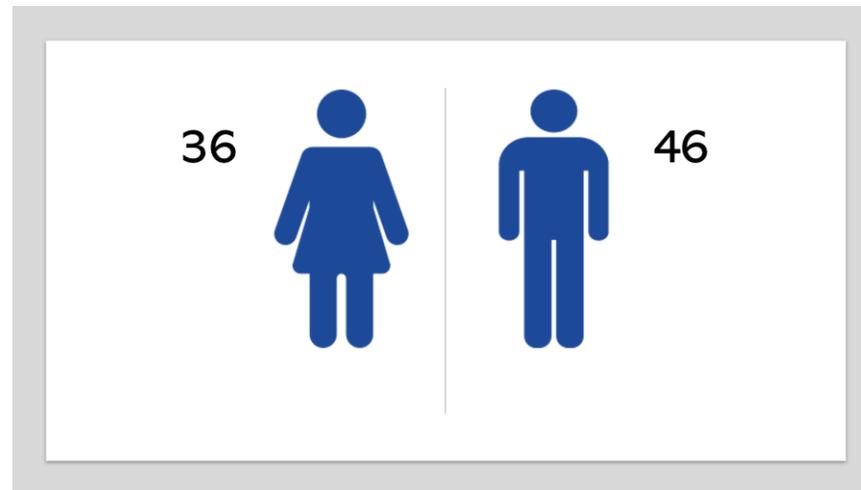
TABLE A8. DAMAL INDICATOR 8 PERFORMANCE DATA TABLE

INDICATOR TITLE: Proportion of benchmarks for legislative processes achieved by targeted committees			
INDICATOR NUMBER: 8			
UNIT: Proportion of benchmarks met	DISAGGREGATE BY: House and type of committee		
	Committee/House	Legislative Process	Proportion of benchmarks met
	1. BFC, HoP, and UH	2020 budget review	3/3 for each BFC
	2. BFC, HoP	2019 supplementary budget review	3/3
	3. BFC, UH	Audit Bill	3/3
	4. BFC, UH	FY2020 supplementary budget review and analysis	1/3
	5. HoP BFC	FY2020 supplementary budget amendments and submitted final committee report	3/3 for HoP BFC staff
	6. HoP BFC	Committee met all three benchmarks for the Audit Bill, such as review and analysis (Damal PFM researcher provided BFC leadership with comparative research analysis for enacting a standard audit bill), committee amendments, and submission of final report to parliament for approval and adoption.	3/3 for HoP BFC staff
	7. HoP BFC	Met the three benchmarks of review and analysis, amendments, and submission of a committee report to the FPS plenary for the proposed FY2021 national budget.	3/3 for HoP BFC staff
	8. HoP Social Affairs Committee	Committee met all three benchmarks regarding the Education Bill including review and analysis, drafting of committee amendments, and submission of final report and bill to parliament for legislative approval and adoption.	3/3 for HoP Social Affairs Committee
			Total: 25/27
Deviation Narrative: N/A			

Additional Criteria <i>If other criteria are important, add lines for setting targets and tracking</i>	<i>Baseline</i>	<i>Cumulative Results</i>	<i>Results Achieved 2019</i>	<i>Results Achieved 2020</i>	<i>Results Achieved 2021</i>	<i>2019 Target</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>End of Activity Target</i>
<i>Upper House</i>	0	7/9	3/3	4/6	0	3/3	3/3	0	3/3
<i>House of the People</i>	0	18/18	6/6	9/9	3/3	3/3	3/3	0	3/3

INDICATOR 9.

NUMBER OF PARLIAMENTARY COMMITTEE STAFF TRAINED TO DRAFT LEGISLATIVE AMENDMENTS



Committee staff trained				Participants		
Year	Qtr	Counterpart	Technical area	M	F	Totals
Y1	Q2	Galmudug and Hirshabelle FMS and FPS BFCs	Training on legislative drafting and amendments orientation with examples deriving from rules of procedure and constitutions	1	14	15
Y1	Q4	YPs and other UH Staff	Legislative amendments training	12	5	17
Y1	Q4	HoP secretariat staff	Legislative amendments training	14	6	20
Y2	Q1	HoP committee staff	Legislative drafting and amendments training	19	11	30
Totals				46	36	82

Damal trained committee staff, YPs, and select MPs (three FPS, five Hirshabelle, six Galmudug) on legislative drafting and amendments, covering topics ranging from issue identification through committee review to report preparation for plenary debate. Key thematic areas covered included the legislative drafting components process and steps, the amendment process to harmonize existing laws, how to structure legislative amendments, and mock exercises to amend draft laws. By the end of Q2 FY2021, Damal exceeded the life of activity target (75) by 9%.

TABLE A9. DAMAL INDICATOR 9 PERFORMANCE DATA TABLE

INDICATOR TITLE: Number of parliamentary committee staff trained to draft legislative amendments						
INDICATOR NUMBER: 9						
UNIT: Number of individuals trained	DISAGGREGATE BY: Role, gender					
	Committee	Type of Technical Assistance	No. of Days	Male	Female	
	See table above.					
	Total: 82					
Deviation Narrative: N/A						

Additional Criteria <i>If other criteria are important, add lines for setting targets and tracking</i>	<i>Baseline</i>	<i>Cumulative Results</i>	<i>Results Achieved 2019</i>	<i>Results Achieved 2020</i>	<i>Results Achieved 2021</i>	<i>2019 Target</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>End of Activity Target</i>
Total	0	82	0	82	0	0	50	25	75
<i>Male</i>	0	46	0	46	0	-	-	-	-
<i>Female</i>	0	36	0	36	0	-	-	-	-

INDICATOR 10.

NUMBER OF MPS, STAFF, AND FELLOWS PROVIDED WITH TECHNICAL ASSISTANCE (COMMITTEE REPORT WRITING, RESEARCH AND ANALYSIS, LOGISTICAL PLANNING, ETC.)

Year	Quarter	Counterpart	Technical area	M	F	Total
Y1	Q1	BFC staff of the HoP	Budget analysis skills and report writing skills building for the 2019 supplementary budget	3	1	4
Y1	Q1	BFC staff of the HoP and UH	Budget analysis and report writing skills for the 2020 budget	6	2	8
Y1	Q1	BFC of the HoP and UH and FMS BFC staff	Logistical planning, communications (media) preparation, civil society outreach, and report writing for public hearings	9	5	14
Y1	Q2	BFC, HoP, and UH	2018 close of account analysis report workshop	4	2	6
Y1	Q2	BFC, HoP, and UH	Debt relief mapping workshop	5	2	7
Y1	Q2	BFC, HoP, and UH	PFM glossary drafting workshop	5	2	7
Y1	Q2	BFC, HoP, and UH and FMS Budget and Finance Committee staff	Planning for debt relief oversight hearing and post hearing report and writing committee oversight questions	3	3	6

Y1	Q2	Women's caucuses, HoP, and UH	Logistical planning for FPS women caucus forum on 30% quota	3	3	6
Y1	Q3	FPS BFC staff	Analysis workshop on the FY2020 supplemental budget	6	2	8
Y1	Q4	HoP Economy, Commerce, and Industry Committee	Public hearing briefing orientation for MPs and staff	4	1	5
Y2	Q1	BFC staff of the HoP and UH	2021 budget analysis workshop	4	6	10
Y2	Q2	Technical Support for the Formation of a Women MP Caucus in the SWS Legislature.	Damal provided remote technical support for the formation of a Women MP caucus in the South West State parliament. Technical assistance was provided in the form of sample RoP and guidelines for managing a parliamentary caucus	0	11	11
Y2	Q2	UH Young Professionals and senior staff including BFC staff	YPs and UH Parliamentary Staff Advanced Training on Budget Oversight and Procurement Processes	13	7	20
Y2	Q2	FPS-FMS staff including BFC staff	National Parliamentary Staff workshop on Advancing Best Practices in PFM oversight- Research analysis in PFM oversight	27	11	38
Y2	Q2	FPS-FMS staff including BFC staff	National Parliamentary Staff workshop on Parliamentary Code of Conduct and Institutional Public Outreach.	32	13	45
Totals				122	73	195

By the end of Q2 2021, Damal exceeded the life of activity target by 129%. However, informants also highlighted significant threats to sustainability – the continued need to provide training and capacity building support, and the need for donor facilitation and support. Informants expressed urgency for building capacities of all committees rather than focusing support to a few selected committees. Doubts were raised about the sustainability of these initiatives if continued support is not provided. Reading between the lines, informants seem to suggest that communication and collaboration simply do not work without external involvement.

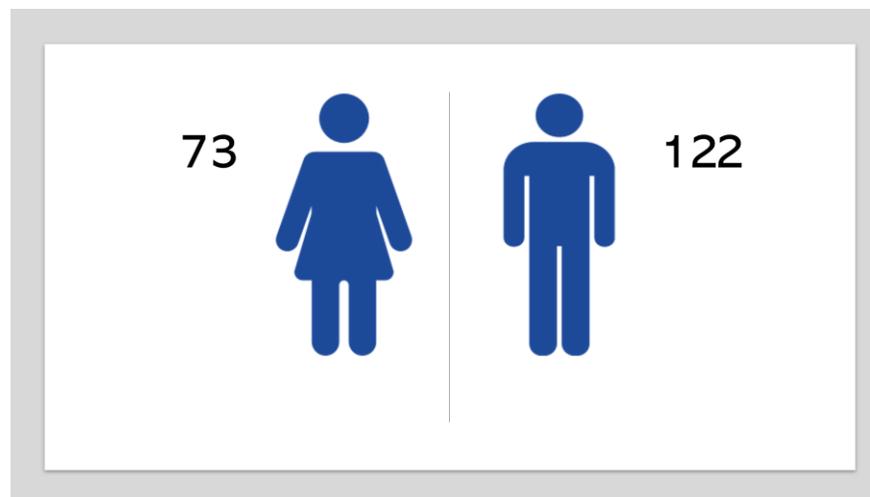


TABLE A10. DAMAL INDICATOR 10 PERFORMANCE DATA TABLE

INDICATOR TITLE: Number of MPs, staff, and fellows provided with technical assistance (committee report writing, research and analysis, logistical planning, etc.)									
INDICATOR NUMBER: 10									
<i>UNIT:</i> Number of individuals provided with technical assistance	<i>DISAGGREGATE BY:</i> Role, gender, type of technical assistance								
Deviation Narrative: N/A									
Additional Criteria <i>If other criteria are important, add lines for setting targets and tracking</i>	<i>Baseline</i>	<i>Cumulative Results</i>	<i>Results Achieved 2019</i>	<i>Results Achieved 2020</i>	<i>Results Achieved 2021</i>	<i>2019 Target</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>End of Activity Target</i>

Total	0	195	26	55	114	10	45	30	85
Male	0	122	18	30	72	-	-	-	-
Female	0	73	8	25	42	-	-	-	-

TABLE A.II. BENCHMARKS TRACKER TABLE

Indicator #	Indicators	LOP Target	LOP Achievement	LOP Target Achieved
1.	Number of media broadcasts or posts to extend MP outreach to public provided with USG assistance	12	22	183%
2.	Percent of USG-assisted organizations with improved performance (CBLD-9)	100% (2/2)	100% (2/2)	100%
3.	Number of consensus-building forums (multiparty, civil/security sector, and/or civil/political) held with USG assistance	12	22	183%
4.	Number of laws, policies, or procedures drafted, proposed, subject to substantive amendment, or adopted for public financial management or audit	4	6	150%
5.	Number of MPs and staff trained in oversight duties (oral/written questioning and interpellation techniques) with USG assistance	75	135	180%
6.	Number of executive oversight actions taken by the legislature receiving USG assistance (DR.2.1.1)	5	16	320%
7.	Number of draft bills subject to substantive amendment or final vote in legislatures receiving U.S. government assistance	5	8	160%

Indicator #	Indicators	LOP Target	LOP Achievement	LOP Target Achieved
8.	Proportion of benchmarks for legislative processes achieved by targeted committees	6/6	25/27	100%*
9.	Number of parliamentary committee staff trained to draft legislative amendments	75	82	109%
10.	Number of MPs, staff, and fellows provided with technical assistance (committee report writing, research and analysis, logistical planning, etc.)	85	195	229%

* The target for this indicator was to reach 6/6 benchmarks through supporting the Budget and Finance Committees of the Upper House and House of the People in their review of the 2020 National Budget. Damal attained this target within its first year of implementation. Based on its demand-driven approach and USAID concurrence, Damal rendered further legislative support to parliament around additional legislation related to its public financial management mandate. Beyond the original target, Damal facilitated achievement of legislative benchmarks in support of the Audit Bill, the 2019 Supplemental Budget, the 2020 Supplemental Budget, and the 2021 National Budget. In addition, and in consultation with USAID, Damal further extended its legislative facilitation support to the Social Affairs Committee of the HOP in the review, amendment, and passage of the Education Bill. Technical assistance for these legislative processes varied in its implementation due to differences in the interpretation and implementation of Rules of Procedures between parliamentary houses.

ANNEX B. DAMAL-SUPPORTED PUBLIC HEARINGS

DATE	COUNTERPART	TOPIC	MEDIA LINKS
FY 2020 Q1			
September 26, 2019	SG of the HoP, Abdikarim Buh	Consultations on HoP needs and Damal work plan.	
October 3, 2019	Various UH Contacts	Consultations on UH needs and Damal work plan.	
October 23, 2019	Deputy SG of the UH, Ahmed Yusuf	Consultations on UH needs and Damal work plan, specifically: 2020 budget, PFM Bill, Audit Bill, Revenue Bill, Statistics Bill, and Amended Procurement Act.	
November 4, 2019	UH BFC Chair Hon. Abdi Ahmed, Deputy Chair Hon. Deka Hassan, and MP Hon. Farhan	PFM Bill, the Audit Bill, the Procurement Bill, and the Customs Bill.	
November 4, 2019	HoP BFC Chair Hon. Mohamud Abdullahi Siraji, Deputy Chair Amina Sheikh Osman, Secretary Hon. Adan Mohamed Ali, and MP Hon. Zahra Abdulkadir	Opportunities for committee support.	
October 28, 2018	BFC Chairs for the UH and HoP	Consultation and review of the committees needs and interest in working with Damal on capacity building initiatives for PFM oversight.	
FY 2020 Q2			
January 7, 2020	HoP BFC member and former Prime Minister Mohamed Omar Arte	The need for stringent budget oversight and staff and MP training.	
January 14, 2020	Secretary General Abdikarim Buh, HoP	Consultations on HoP needs and Damal work plan.	
January 16, 2020	Deputy Chair of the UH BFC, Deka Hassan	Consultations on the position of the UH BFC on the draft Audit Bill. The Deputy Chair was supportive of the draft which undermines best practices in transparency in PFM and was supportive of joint FPS FMS BFC meetings.	
January 19, 2020	SG Abdikarim Buh, HoP	Consultations on HoP needs and Damal work plan.	
January 23, 2020	HoP & UH Women MP caucus representatives	Opportunities for committee support. Draft Election Bill and guaranteed seats for women. Training opportunities on the importance of gender analysis in budgeting.	
January 23, 2020	Deputy Chair of the HoP BFC and BFC member Mohamed Omar Arte	Request for technical support to BFC staff to assist with the 2018 close of accounts and the need for a PFM glossary to increase public and parliamentary understanding of oversight.	
January 23, 2020	EU Technical Assistance to Budget Support Program	Discussion on possible areas of cooperation in PFM training.	
January 28, 2020	UH SG Ali Jama, Legal Director Mohamed Hassan Muse, Admin/Finance Director Fatima Mohamed Mohamud	YP recruitment process.	
January 28, 2020	Representatives of the FPS women MP caucuses	Request for technical assistance in strategic planning to advocate for a quota of parliamentary seats to be allocated to women.	

DATE	COUNTERPART	TOPIC	MEDIA LINKS
February 4, 2020	Deputy Chair, UH BFC	Request for technical and logistical assistance to hold FPS-FMS intergovernmental meeting consultation meeting on the draft Standards and Quality Control Bill.	
February 9, 2020	Deputy Chair, UH BFC	Withdrawal of UH BFC request for support of intergovernmental consultation on the Standards and Quality Control Bill.	
February 25, 2020	Chair, HoP BFC	Technical support to staff and MPs on the 2018 close of accounts	
February 28, 2020	UH SG Ali Jama	Agreement on posting job competition for UH YP program	
March 4, 2020	Deputy Chair, UH BFC	Meeting and agreement to provide Damal technical support to staff and MPs to do research on the role of the Central Bank of Somalia in managing foreign exchange issues.	
March 4, 2020	Secretary to the HoP RoP Committee	Consultation on possible provision of Damal support to the RoP committee on drafting an immunity and ethics legislation.	
March 4, 2020	Chair of the HoP Social Affairs Committee	Consultation on possible technical support to committee staff and MPs to conduct oversight missions to each FMS to review Education Act implementation.	
March 8-11, 2020	New women MPs induction training and FPS-FMS women MP caucuses meeting	Basic MP training, including PFM oversight and issues of common concern for FPS and FMS women MPs.	A tour of the newly constructed plenary hall and committee rooms was documented by Somali National Television (SNTV).
March 9-11, 2020	FPS BFC staff	Workshop on PFM glossary and technical support on how to hold hearings on PFM.	
March 11, 2020	Acting UH SG	Consultation on the need for gender parity in the young professional recruitment process	
March 19, 2020	BFCs of the UH and HoP	Joint FPS committee oversight hearing on expected international debt relief.	Covered by SNTV
March 19, 2020	SG, UH	Consultation and offer of technical and logistical support in the FPS response to COVID-19. Discussion on the YP recruitment process and the need to demonstrate best practices and transparency.	
March 20-26	HoP and UH BFC staff	Technical support to prepare a report on the findings of a committee public consultation on international debt relief.	
March 27, 2020	Joint FPS Social Affairs Committee and the Minister of Health	First public appearance of the Minister of Health to receive public comment and provide information on the response to the COVID-19 pandemic.	Attracted approximately 34,000 viewers on Facebook Live and generated more than 200 comments and shares. TV/radio numbers are unknown, but this was broadcast on SNTV . ⁷

⁷ https://www.youtube.com/watch?app=desktop&v=5SJN9aGhT_o

DATE	COUNTERPART	TOPIC	MEDIA LINKS
FY 2020 Q3			
April-June, 2020	SG of the UH	Transferring responsibility for existing young professionals from the United Nations Development Programme to Damal and recruitment of an additional female staffer to achieve gender equity.	
April 12, 2020	Minister of Finance, Abdirahman Duale Beileh and BFC MP Dr. Elmi Mohamud Nur	Live-streaming, TV, and radio call in show on progress, achievements, and next steps on international debt relief.	The program reached approximately 28k viewers on Facebook Live and generated close to 200 comments and shares. TV/radio numbers are unknown, but this was broadcasted on SNTV⁸ and Radio Muqdisho.
April 16, 2020	Chairperson and two members of the HoP Social Affairs committee and second deputy speaker of HoP	Hospital oversight inspection on government response to COVID-19.	Covered by SNTV⁹
April 23, 2020	HoP BFC chair Mohamud Abdullahi Siraji	Consultations on how Damal can provide technical support to the BFC.	
April 26-30	HoP BFC chair Mohamud Abdullahi Siraji and other senior members of the committee	Preparations for HoP BFC oversight meeting.	
May 9, 2020	MoF, Abdirahman Duale Beileh, state minister for finance, Mohamud Hayir Ibrahim, director general, Saleiman Sheikh Umar, and Revenue Department director Jafar Mohamed Ahmed, Budget and Finance Committee chair Mohamud Abdullahi Siraji, and other BFC members	Effect of COVID-19 on federal budget, external support to the FGS, FY2020 budget revisions, FY2018 close of accounts report, and international debt relief.	
May 19, 2020	Chair of Special Committee on Food and Nutrition Hon. Fahria Mumin	Agreement to provide public forum oversight support to the Special Committee on Food and Nutrition on the government's response to the pandemic and its impact on gender-based violence and food insecurity.	
May 20, 2020	Chair of the HoP Budget and Finance Committee	Agreement to continue with virtual public consultations for additional events with the HoP BFC.	
May 31, 2020	Budget and Finance Committee chair Hon. Mohamud Siraji and other invited experts from CSOs and sectoral representatives	Virtual public consultation with CSOs, academics, subject-matter experts, and Chamber of Commerce to provide budget priority recommendations.	The event later received coverage through SNTV¹⁰ .
June 10, 2020	Special Committee on Food and Nutrition chair Hon Fahria Mumin and representatives from the Ministry of Humanitarian & Disaster Management, CSOs, subject matter experts, and FPS MPs	Technical and logistical assistance, the HoP Food Security and Nutrition special committee held a livestream virtual consultation on the impact of COVID-19 on Somalia's food security and nutrition.	The event was broadcast live on Universal TV¹¹ and SNTV¹² as well as livestreamed through Facebook.
June 11, 2020	FGS auditor general Mohamed Mohamud Ali, chair of HoP Budget and Finance Committee, and representatives from CSOs, academics, subject matter experts, and the Somalia Chamber of Commerce	Technical and logistical support to the HoP BFC to hold a livestream and televised public consultation on the FY2018 close of accounts report.	Livestreamed via Universal TV¹³

⁸ <https://www.facebook.com/sntvnews/videos/613881122497497/?vh=e&d=n>

⁹ <https://www.youtube.com/watch?app=desktop&v=HR5HVvdyKfU&t=56s>

¹⁰ https://www.youtube.com/watch?app=desktop&v=yXA_Uh8tiMs&feature=youtu.be

¹¹ <https://www.youtube.com/watch?app=desktop&v=adkV-DtrbL4&feature=youtu.be>

¹² <https://www.youtube.com/watch?app=desktop&v=7f1E9Nv4e-0&feature=youtu.be>

¹³ <https://www.youtube.com/watch?app=desktop&v=twRdf9VogG4&feature=youtu.be>

DATE	COUNTERPART	TOPIC	MEDIA LINKS
June 7-11, 2020	Budget and Finance Committee staff from HoP and UH	Preparation for analysis workshop on the FY2020 supplemental budget.	
June 15-17, 2020	Chair, HoP Budget and Finance Committee	Technical support to staff and MPs on the FY2020 supplemental budget review.	
June 17, 2020	HoP Social Affairs Committee	HoP Social Affairs Committee requested Damal assistance with legislative and oversight support in its consideration of amendments to the Civil Service Act and for the proposed Education Bill.	
June 21-25, 2020	HoP Budget and Finance Committee chair Hon. Mohamud Siraji	Mapping key participants for a virtual consultation forum on FY2020 Supplemental Budget between the BFC, CSOs, and PFM experts.	
FY 2020 Q4			
July 1, 2020	HoP Human Rights Committee Chair Hon, Hawa Yusuf Ahmed	Discussions on technical legislative support on the draft Sexual Offenses Bill. Damal offered to facilitate public engagement on the bill to seek input prior to the bill being resubmitted to parliament for consideration.	
July 2, 2020	Close coordination with female MP Fahriya Mumin	Preparation for virtual public forum on the impact of COVID-19 on women and children with a focus on gender-based violence. Damal provided technical and logistical support to both female and male MPs.	
July 5-9, 2020	BFC staff and members	With help of Damal, BFC staff presented an analysis of the 2020 supplementary budget to BFC members. Staff highlighted discrepancies and variances in key budget sectors and developed lines of questioning to ask of the Minister and MoF.	
July 9, 2020	Cross-committee caucus of predominantly female MPs, chaired by MP Fahria Mumin: Committee Secretary and Executive Member of the Public Works Committee, HoP Human Rights Chair Hon. Hawa Yusuf, two members of the Social Affairs Committee and one member of the BFC, representatives of CSOs	Damal provided technical and logistical assistance on livestream TV/radio virtual MP and public forum on the impact of COVID-19 on women and children, with a specific concern towards gender-based violence.	Broadcast live on SNTV , ¹⁴ Radio Muqdisho, Universal TV , ¹⁵ Dalsan TV , ¹⁶ and Radio and livestreamed through Facebook.
July 12, 2020	Close collaboration with UH SG's Office	Damal completed the onboarding of the new female candidate and the existing 11 YPs.	
July 16, 2020	HoP Human Rights Committee Chair, Hon. Hawa Yusuf Ahmed	Follow-up discussion on Damal's technical and legislative support for the draft Sexual Offense bill.	
July 19, 2020	Damal IT specialist, HoP ICT Director Jihadudin Rage Ali, and Archives Department Director Hussein Mohamed	Damal began updating the FPS website and legislative tracker to make it a publicly accessible platform. Discussed areas to be revitalized and staff training on maintenance of the database.	

¹⁴ <https://www.facebook.com/sntvnews/videos/303803317334241/?vh=e&d=n>

¹⁵ <https://www.facebook.com/universalsomality/videos/2731094356996852?sfns=l>

¹⁶ <https://www.facebook.com/dalsantv/videos/316720832696815/?vh=e&d=n>

DATE	COUNTERPART	TOPIC	MEDIA LINKS
July – September 2020	Damal IT consultant, the FPS ICT department and staff, and Damal-sponsored YPs	Technical and capacity building support to FPS ICT department staff. This included the revitalization of the parliamentary bill tracker on parliament’s website and capacity building training for the department and staff and YPs.	
July 19-23, 2020	UH acting SG Mohamed Hassan, Director of Administration and Finance Department Fatima Mohamed, Damal staff, and Young Professionals	Welcome and orientation for YPs on project procedures, the project’s PFM focus, and expected level of effort to UH committees and the SG’s office.	
July 23, 2020	BFC Chair Mohamud Siraji	Request to reschedule technical and logistical support for BFC public consultation on 2020 supplemental budget.	
July 26, 2020	HoP BFC representatives, FGS State Minister for Finance, Deputy Minister for Finance, Director General, Budget Department Director, representatives from CSOs, academia, subject-matter experts, and representatives from the Ministries of Planning and Commerce	Technical and logistical assistance to a public hearing on the FY2020 supplemental budget to provide recommendations on budget priorities and solicit public testimony on the revised FY2020 budget.	Broadcast via SNTV , ¹⁷ Universal TV , ¹⁸ Dalsan TV . ¹⁹
August 4, 2020	HoP Economic Committee Chair, Hon. Abdirahman Mohamoud	Potential technical and logistical support to hold a committee public oversight forum on the impact and government response to the economic impact of COVID-19.	
August 5, 2020	BFC chair Mohamud Siraji	BFC requested Damal technical and logistical support for anticipated public meetings to be held by the committee and an oversight forum on aligning the National Development Plan with FY2021 national budget.	
August – September 2020	HoP BFC	Discussions with the HoP BFC to provide technical and logistical support for planned BFC PFM oversight forums on the alignment of the National Development Plan with the upcoming FY2021 budget and the FY2019 close of accounts.	
August 3-6, 2020	Minister of Human Rights and Women’s Development and the Human Rights Committee of the HoP	Tracked potential re-introduction of the draft Sexual Offenses Bill and discussed public hearing process should the legislation be referred to the Committee.	
August 3-6, 2020	Worked closely with the Chair of the Special Committee on Food Security and Nutrition	Food Security and Nutrition Committee oversight forum on the government’s response to COVID-19.	

¹⁷ https://m.facebook.com/sntvnews/videos/611418336460248/?refsrc=https%3A%2F%2Fm.facebook.com%2Fstory.php&_rd_

¹⁸ <https://www.facebook.com/universalsomality/videos/1152016441837148/>

¹⁹ <https://www.facebook.com/dalsantv/videos/898968990615556/?extid=xqjvXMnW5NCDX7CI>

DATE	COUNTERPART	TOPIC	MEDIA LINKS
August 13, 2020	HoP Special Committee on Food Security and Nutrition. Twelve participants representing the FGS, including six MPs and three ministers and a deputy minister representing the FGS Ministries of Livestock, Forestry, and Range; Fisheries and Marine Resources; Humanitarian and Disaster Management; 37 participants from the FPS, think tanks, subject matter experts, and the media	Facilitated a livestream, TV, and radio virtual public oversight hearing on the government response to the impact of COVID-19 on food security. This hearing was a follow-on activity to the June experts' hearing covering the disproportionate impact of COVID-19 on women.	Broadcast live on SNTV , ²⁰ Dalsan TV, Universal TV , ²¹ Radio Muqdisho , ²² Radio Dalsan, and livestreamed through Facebook.
August 9-13, 2020	Close coordination with HoP Economy, Commerce, and Industry Committee chair Hon. Abdirahman Mohamoud	Mapping key participants for a virtual consultation forum on the impact of COVID-19 on the economy in preparation for a virtual forum on the impact of COVID-19 on the economy.	
August 9-12, 2020	UH acting SG Mohamed Hassan and Director of Administration and Finance Fatima Mohamed	Assess capacity building efforts for the YPs and parliamentary staff and discuss training plan.	
August 17, 2020	HoP Economy, Commerce, and Industry Committee MPs/Staff	Provided a briefing on the format of the public hearing/consultation process to MPs and staff of the Economy, Commerce, and Industry Committee to provide MPs and staff an understanding on the public hearing process ahead of an anticipated committee hearing on the impact of COVID-19 on the national economy.	
August 23, 2020	HoP Economy, Commerce, and Industry Committee, 73 participants from the FPS, FGS executive, Chamber of Commerce, industry, think tanks, CSOs, PFM experts	Facilitated a livestream, TV, and radio virtual public oversight hearing on the impact of COVID-19 on the national economy.	Broadcast via SNTV , ²³ Dalsan TV ²⁴ and Universal TV , ²⁵ and Radio Muqdisho . ²⁶
August 21-27, 2020	Chair of the Human Rights Committee	Suspended planned technical and logistical assistance for a public forum on draft Sexual Offense Bill in the absence of a tabled draft.	
August – September 2020	Chairs of the FPS Women MP Caucuses	Explored opportunities to conduct gender-focused budget analysis workshops.	
September 2020	UH and HoP SGs	Planning for a joint peer-to-peer knowledge-sharing workshop on managing parliamentary committees conducting PFM oversight.	
September 7-8, 2020; September 13-14, 2020	YPs and UH staff; HoP secretariat YPs	Two-day legislative amendments training, outlining steps of legislative amendment process and improving capacity to support committees.	
September 11-24, 2020	Leadership of Human Rights Committees of both Houses of the FPS	Technical and logistical support to the committees to hold a PFM forum on the Disability Act implementation.	

²⁰ https://m.facebook.com/sntvnews/videos/625891974981819/?refsrc=https%3A%2F%2Fm.facebook.com%2Fstory.php&_rdr

²¹ <https://www.facebook.com/universalsomali/videos/705066180040846/>

²² <https://www.radiomuqdisho.net/dhageyso-dood-ku-saabsan-la-xisaabtanka-xukuumadda-ee-wax-ka-qabashada-covid-19/>

²³ <https://www.youtube.com/watch?app=desktop&v=gNkSosp8XMw&feature=youtu.be>

²⁴ <https://www.youtube.com/watch?app=desktop&v=FemHzgSRyVo&feature=youtu.be>

²⁵ <https://www.youtube.com/watch?app=desktop&v=z2j4HkZ2j30&feature=youtu.be>

²⁶ <https://www.radiomuqdisho.net/dhageyso-dood-furan-oo-ku-saabsan-saamaynta-ganacsiga-uu-ku-yeeshay-covid19/>

DATE	COUNTERPART	TOPIC	MEDIA LINKS
September 18-24, 2020	HoP BFC	Discussion on how to support committee PFM oversight efforts of the alignment of the National Development Plan with the FY2021 national budget and hearings on the FY2019 close of accounts. BFC requested support to hold hearings on a proposed NGO Bill which was outside Damal's PFM scope.	
September 27, 2020	Leadership of the Human Rights Committees of both houses of the FPS, disability community representatives, CSOs, and FPS MPs	Technical and logistical support for the committees to hold a live broadcast PFM forum on Disability Act implementation.	Broadcast live on SNTV²⁷ and Dalsan TV²⁸ and livestreamed through Facebook and YouTube.
September 28-29, 2020	Office of the SGs of the UH and HoP	Facilitated a joint FPS-FMS SG workshop on best practices in supporting parliamentary committee PFM oversight.	A link to a sample of the Somali language TV news broadcast can be found here²⁹ .
FY2021 Q1			
October 8, 2020	HoP Budget and Finance Committee Chair Hon. Mohamud Siraji	Ongoing support to the BFC and upcoming legislative review of the draft Audit Bill.	
October 11-15, 2020	HoP Budget and Finance Committee chair Hon. Mohamud Siraji and BFC members	Mapping key participants for a public hearing on the Audit Bill to be convened by the HoP BFC.	
October 11-15, 2020	HoP Economy, Commerce, and Industry Committee	Logistical/technical support for a PFM oversight forum to review proposed legislation for an Investment Promotion Agency and Investor Protection Act, including mapping key participants for the forum.	
October 16-23, 2020	HoP BFC, FGS Auditor General, Mohamed Mohamud Ali, and selected PFM experts.	Technical/logistical support for the October 23 rd Audit Bill public hearing.	Livestreamed and broadcast on SNTV³⁰ , Dalsan TV³¹ , and Universal Somali TV³² .
October 19, 2020	UH Women Caucus Deputy Chair, Hon. ZamZam Ibrahim Ali	Preliminary discussions with FPS women's caucus to facilitate a consultative forum on women representation in next Parliament.	
October 23-29, 2020	FPS women's caucuses	Planning for women MP caucus election readiness workshop.	
November 1-5, 2020	UH and HoP BFCs	Preparation for technical analysis workshop for 2021 national budget.	
November 9-11, 2020	UH and HoP BFCs	Technical analysis workshop on 2021 national budget.	
November 11, 2020	FMS SGs and FGS ministers	Meeting to confirm interest in youth programming, including a youth policy oversight forum.	
November 17, 2020	MPs from the women caucuses from both houses of Parliament, and CSO leaders working to promote women's political participation	Technical/logistical support for a forum focused on preserving the parliamentary seat quota for women in the 2020-2021 national election.	Televised on SNTV³³ and Dalsan TV³⁴ , broadcast over Radio Muqdisho³⁵ and livestreamed on Facebook and YouTube.

²⁷ <https://www.facebook.com/sntvnews/videos/703800213553920/?extid=NgJl8pUxLuyGW2I5>

²⁸ <https://www.facebook.com/dalsantv/videos/334245904662978/?extid=x6POSP6OoagGreNq>

²⁹ <https://www.facebook.com/sntvnews/videos/2115409245255915>

³⁰ <https://www.youtube.com/watch?app=desktop&v=oH9z4ilyjxo&feature=youtu.be>

³¹ <https://www.facebook.com/dalsantv/videos/1563151850523607/?sfnsn=mo>

³² <https://www.facebook.com/universalsomality/videos/767668687298340/?sfnsn=mo>

³³ <https://www.youtube.com/watch?app=desktop&v=NXgNXds0xhc>

³⁴ <https://www.youtube.com/watch?v=h5VYjCuBJDo&feature=youtu.be>

³⁵ <https://www.radiomuqdisho.net/dood-ku-saabsan-xaqiijinta-qoondada-haweenka-ee-barlamaanka-soomaaliya/>

DATE	COUNTERPART	TOPIC	MEDIA LINKS
November 13-17, 2020	Women MPs from both houses	Preparation for future parliamentary youth forum.	
November 13-17, 2020	BFC members, including Acting BFC Chairperson Hon. Amina Sheikh Osman and BFC Secretary Hon. Abdihakim	Mapping participants for public forum on financial management oversight of proposed 2021 budget.	
November 20-26, 2020	Social Affairs Committee, Human Rights Committee, and the Women MP caucus of the UH	Mapping representatives for inclusive politics forum, including youth groups, women CSOs, and disability organizations.	
November 20-26, 2020	BFC members	Continued mapping of participants for public forum on financial management oversight of proposed 2021 budget.	
December 2, 2020	Human Rights and Social Affairs Committees, youth, gender, and disability focused CSOs, and MPs	Inclusive politics forum featuring testimony from youth and disability advocacy organizations in advance of the expected national elections.	Livestreamed and broadcast over SNTV ³⁶ and Radio Muqdisho . ³⁷
December 4-10, 2020	HoP and UH Social Affairs Committees	Technical assistance to the HoP and UH Social Affairs Committees to host a national oversight forum on the proposed Education Bill. The forum was held December 13-14, 2020.	Televised on SNTV ³⁸ , broadcast over national radio, and livestreamed on Facebook and YouTube.
December 20-24, 2020	HoP BFC members, including Deputy Chair, Hon. Amina Sheikh Osman	Mapping participants for planned public forum on proposed 2021 national budget. The forum was held on December 27, 2020.	Broadcast live on national TV and radio and livestreamed on YouTube and Facebook.
December 27-29, 2020	HoP secretariat staff	Legislative amendment training.	
FY 2021 Q2			
January 3-7, 2021	Parliamentary committee staff of the HoP and UH of the FPS	Workplace-based training reinforcing legislative drafting and amendments workshop.	
January 3-7, 2021	South West State parliament Women MP caucus	Technical support for formation of a SWS women MP caucus. Damal provided RoP manuals and established a WhatsApp networking group.	
January 8 – 14, 2021	HoP parliamentary committee staff	Staff training on budget oversight and procurement processes.	
January 19, 2021	FMS South West State SG Dr. Liban Abukar Osman	Consultation on areas of need and request for future support.	
January 19, 2021	FMS Galmudug Speaker Dr. Mohamed Nur Ga'al	Consultation on areas of need and request for future support.	
January 20, 2021	HoP MP Hon. Fahria Mumin, Chair of the Special Committee on Food Security and Nutrition, Secretary to the Committee on Transportation	Consultation on areas of need and request for future support of committee oversight forum.	
January 20, 2021	FMS Hirshabelle Speaker Dr. Abdulhakim Lukman Haji	Consultation on areas of need and request for future support.	
January 20, 2021	Acting SG of the Upper House Ahmed Yusuf	Consultation on YP status, areas of cooperation and interparliamentary cooperation and protocol, and areas of need for future support.	

³⁶ <https://www.youtube.com/watch?v=VPzgF8op0wc&feature=youtu.be>

³⁷ <https://www.radiomuqdisho.net/dood-ku-saabsan-ka-qeybgalka-haweenka-dhaliinyarada-iyo-naafada-ee-doorashooyinka-dalka/>

³⁸ <https://www.youtube.com/watch?app=desktop&v=zubLNzONQuA&feature=youtu.be>

DATE	COUNTERPART	TOPIC	MEDIA LINKS
January 20, 2021	HoP SG Abdikarim Buh	Consultation on areas of need and request for future support, interparliamentary cooperation and protocol, technical support for the public bill tracker. Request for procurement support for FPS identification badge printer.	
January 24-25, 2021	UH Young Professional parliamentary committee staff	Training on budget analysis and oversight and procurement processes.	
March 3, 2021	Joint FPS Virtual Parliamentary Oversight Forum	Technical and logistical support for a televised and livestreamed joint committee hearing on the surge of COVID-19 and government response.	Broadcast on SNTV , ³⁹ and Dalsan TV , ⁴⁰ Radio Muqdisho , ⁴¹ and Radio Dalsan and was livestreamed through Facebook.
March 5, 2021	Office of the HoP SG, HoP Directors of ICT, Archives and Legal Affairs	Technical support through an external consultant to streamline information flow for the parliamentary bill tracker.	
March 23-25, 2021	FMS and HoP parliamentary SGs and senior parliamentary staff	National workshop and information sharing forum on international PFM best practices.	
March 27-29, 2021	FMS and HoP parliamentary SGs and senior parliamentary staff	National staff workshop on parliamentary code of conduct and institutional public outreach.	
April 4-6, 2021	FPS and FMS BFC MPs	National parliamentary workshop on advancing PFM best practices and parliamentary code of conduct.	
April 6, 2021	FPS and FMS BFC MPs	PFM oversight panel discussion with professor Yahye Amir.	Live-broadcast from SNTV ⁴² and Radio Muqdisho ⁴³
April 7-8, 2021	UH and HoP MPs, FMS representatives, Deputy Minister of Youth and Sports, Deputy Minister of National Defence, Director General for the Ministry of Constitutional Affairs	National youth policy and political inclusion forum to explore themes of marginalization and impediments to political representation.	Day 1 ⁴⁴ and Day 2 ⁴⁵ recorded and rebroadcast on SNTV.
May 6, 2021	HoP SG, Director of ICT, Director of Archives, Deputy Director of the Legal Department	Review of the bill tracker restoration project.	

³⁹ https://m.facebook.com/story.php?story_fbid=482392936101164&id=468010099926454&sfnsn=mo

⁴⁰ <https://www.facebook.com/dalsantv/videos/472043667503656/>

⁴¹ <https://www.radiomuqdisho.net/doorka-barlamaanka-federaalka-soomaaliya-ee-xakameynta-covid-19-sawirro/>

⁴² <https://www.youtube.com/watch?app=desktop&v=j5InFyny8Zc&feature=youtu.be>

⁴³ <https://www.radiomuqdisho.net/la-xisaabtanka-hannaanka-maaliyadeed-ee-barlamaannada-dalka-oo-laga-hadlay/>

⁴⁴ <https://www.youtube.com/watch?v=8KVG0Rxuxa4>

⁴⁵ <https://www.youtube.com/watch?v=vnO7aNuO210>

ANNEX C. DETAILED FINANCIAL INFORMATION

The expenses incurred throughout the project's period of performance were largely associated with staff salaries, subcontracts, and training. In FY2020, the onset of COVID-19 significantly impacted non-labor expenditures. The project continued to increase its spending through Q3 of FY2021, through the end of technical activity implementation.

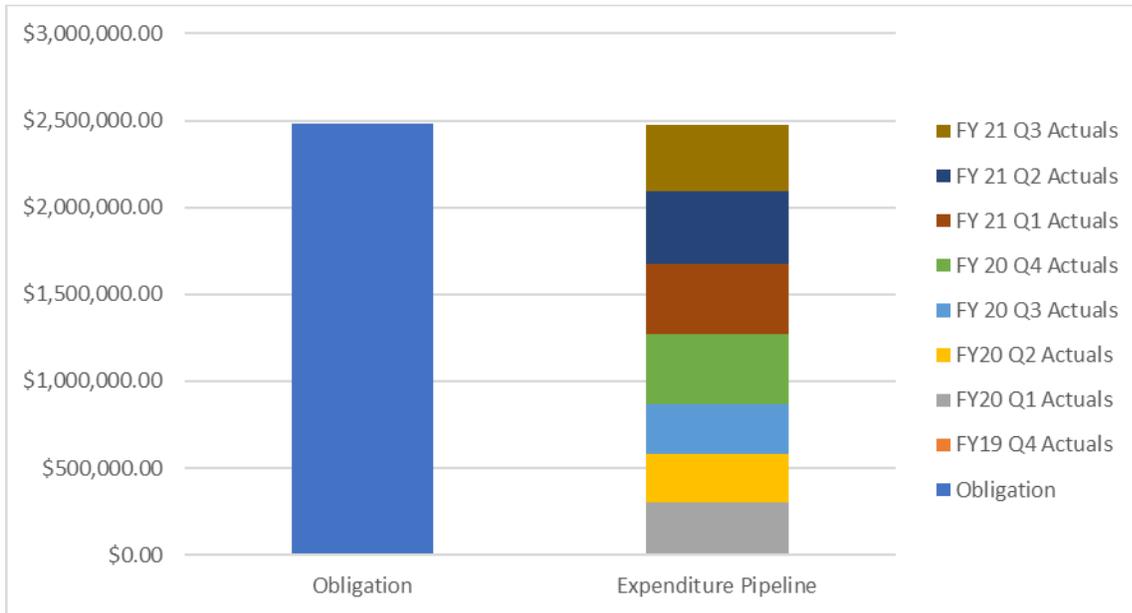
Salary costs incurred during the first two quarters of FY2020 were primarily attributed to project startup. During this time, three home office staff travelled to Mogadishu for billable assignments to provide security, financial compliance, and operations support. The project also onboarded six long-term technical and operations staff during this period, resulting in an increase in associated salaries, fringe, and overhead costs. Damal cost-shared the Chief of Party; Monitoring, Evaluation, and Learning (MEL) Manager; and cook positions with the SSF-funded Gole-Kaab project from project startup through the end of FY2020 Q3, with the Chief of Party (COP) and the MEL Manager focusing solely on Damal after Gole-Kaab's end. Additional staff transitioned to Damal amidst Gole-Kaab closeout, including the Contracts and Operations Manager, the Secretariat Strengthening Specialist, and the Gender and Social Inclusion (GESI) Advisor, increasing salary and related expenditures.

Although the team grew in Q3, allowances and travel and transportation costs declined as a direct result of implemented restrictions due to the surging COVID-19 pandemic. As the COP transitioned to remote working, the project repurposed funds originally allocated for expatriate security and accommodations expenses to increase the remote support provided to Damal from the COP and PMU.

In FY 2021, the COP conducted two assignments in Mogadishu to support the final technical and operational activities of the project. The project also onboarded a short-term Parliamentary Practices Specialist, Monitoring & Evaluation and Logistics Assistant, and Operations Assistant to assist with the ramp-up of technical activities. Events held in the last two quarters of the project included legislative amendment workshops, PFM budget and procurement and code of conduct trainings, and fora on PFM oversight and youth policy and political inclusion. Damal was also able to extend its Young Professional program through the end of the project.

All expenses were incurred during the period of performance, apart from small final report-related costs. In total, more than 99 percent of the project's obligated funds have been spent to date. Certain costs which have been incurred during the period of performance will come through invoices in coming months due to invoicing delays. It is forecast that only a small cushion, which is maintained to account for potential NICRA adjustments in coming years, will remain.

CHART CI. OBLIGATION VERSUS ACTUAL EXPENDITURES



Budget Details

Total Estimated Contract: \$2,479,290
 Cumulative Obligation: \$2,479,290
 Cumulative Expenditure: \$2,478,169

TABLE CI. BREAKDOWN OF DAMAL PROJECT EXPENDITURES BY QUARTER

Obligation	FY 2019 Q4 Actual Expenditures	FY 2020 Q1 Actual Expenditures	FY 2020 Q2 Actual Expenditures	FY 2020 Q3 Actual Expenditures	FY 2020 Q4 Actual Expenditures	FY 2021 Q1 Actual Expenditures	FY 2021 Q2 Actual Expenditures	FY 2021 Q3 Actual Expenditures
	2,479,290	3,562	300,832	275,741	285,391	407,217	400,554	416,303
Salaries	1,011	46,292	70,285	96,553	119,494	124,431	144,592	105,796
Fringe	799	17,387	29,318	31,478	33,706	28,343	29,255	76,318
Overhead	1,093	34,561	53,761	69,096	91,559	86,305	97,104	101,637
Travel & Transportation	0	2,118	5,431	0	0	0	2,840	750
Subcontracts	0	133,180	46,495	23,600	42,350	43,000	44,100	-55,782
Allowances	172	3,402	5,731	975	0	0	7,958	26,526
Training	0	1,686	12,722	17,480	41,527	43,833	19,942	54,143
Equipment, Vehicles & Freight	0	10,852	0	0	0	0	0	11,755
Other Direct Costs	78	16,887	19,420	12,912	31,282	27,943	21,976	21,662
Grants Programs	0	0	0	0	0	0	0	0
G&A	160	13,478	13,586	13,386	19,053	18,754	19,492	18,169
Fixed Fee	249	20,988	18,993	19,911	28,246	27,946	29,044	27,596

*FY2021 Q3 Actual Expenditures includes \$522 for the estimated cost to complete, which represents the remainder of the balance for fixed fee.

Budget Notes (Listed below are assumptions, major changes, estimations, or issues intended to provide a better understanding of the numbers.)

<p>Salaries</p>	<p>Salaries in FY2020 were lower than that of FY2021 as several project staff were cost-shared with the Gole-Kaab project. Salary costs increased in FY2020 Q2 and Q3, as select local staff transitioned, either partially or fully, from the Gole-Kaab project to Damal, including the COP, Operations and Contracts Manager, Secretariat Strengthening Specialist, MEL Manager, and GESI Advisor.</p> <p>Q2 and Q3 of FY 2021 saw the highest levels of salary expenditures, as the project reallocated funds from non-labor to labor categories to account for a reduction in travel due to COVID-19. The project reallocated funds to increase the COP's LOE, hire local short-term technical assistance, and onboard short-term staff, including a short-term Operations Office, Monitoring & Evaluation and Logistics Officer, and Parliamentary Practices Specialist to provide final event support.</p>
<p>Fringe</p>	<p>Fringe benefits were paid in accordance with local labor law. FY2021 Q3 expenditures reflect Eid bonus and severance payouts. Indirect fringe remained at a near constant ratio against all salaries and wages.</p>
<p>Overhead</p>	<p>Calculated per award conditions.</p>
<p>Travel and Transportation</p>	<p>Travel and transportation costs were significantly lower than originally budgeted due to COVID-19-related travel restrictions. Expenditures in FY2020 Q1 and Q2 reflected startup costs and repatriation travel for the COP. Travel and transportation costs increased in FY2021 Q2 and Q3 as the COP returned to Mogadishu in January 2021 and March 2021.</p>
<p>Subcontracts</p>	<p>Damal's subcontracts were primarily for the provision of security services, including mobile and static security, secure residential and secured office space, and information support. The large expenditure in FY2019 Q4 reflects an advanced office lease payment paid to a former security subcontractor, which was refunded to the program in FY2021 Q3. Security costs decreased in FY2020 Q3, with the departure of the TCN COP and limitations in home office travel due to COVID-19.</p>
<p>Allowances</p>	<p>Allowances were significantly lower than anticipated due COVID-19 travel restrictions. Allowance benefits for danger pay, per diem, and post-differential increased in</p>

	accordance with the COP's travel to Mogadishu in FY 2021 Q2 and Q3.
Training	Training funds represented a sizable portion of total expenditures throughout project implementation. Incurred training costs decreased slightly in FY2020 Q3, following the outbreak of COVID-19 in Somalia. The Damal project pivoted to offering virtual trainings and public consultation meetings to meet their project objectives as outlined in the work plan. Spending in the final quarters of implementation remained substantiative as the project continued to implement technical activities.
Equipment, Vehicles, & Freight	The cost of equipment and supplies remained relatively low following project startup. Damal incurred moderate EVF expenses in the final two quarters of the project, for the procurement of an ID badge printer for the FPS and the shipment of the project's files to Chemonics' home office.
Other Direct Costs (ODC)	ODC expenditures throughout project implementation were primarily attributed to professional services charges for the YP stipends, communications costs, and driver hire. ODC expenses in the final two quarters of implementation included the cost for legal services retained to ensure the project is following local labor requirements for staff separation and translation services for legacy manuals.
General and Administrative (G&A) Costs	Calculated as per award conditions.
Fixed Fee	Calculated as per award conditions.

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