

# Somali Institutional Development Project



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## PROJECT SUMMARY

While overall public sector structures have been established in Puntland, Somaliland and at the Federal level, they remain volatile and are subject to frequent change.

While in each government the situation is somewhat different, overall they are facing similar challenges:

- Capacity gaps in human resources;
- Unclear and often overlapping roles and responsibilities of different government institutions, both horizontally and vertically;
- Non-harmonized and insufficiently coordinated legal, regulatory and policy frameworks;
- Inconsistent policy and strategy development and subsequent monitoring and evaluation
- Insufficiently harmonized common public sector management functions

While these main – and persistent - challenges behind the observations above are explanatory to the varying degrees of success the project has had over the past years in stimulating and supporting reform, at the same time they determined the scope of action and form the core of the rationale of the project. The key results project has endeavored to realize are in the following areas:

### SUPPORT TO TRANSITION THROUGH STRENGTHENING POLICY AND LEGISLATIVE SYSTEMS AND PROCESSES

In 2014, the transition process significantly accelerated with the emergence of new states within the overall federal structure. While a series of discussions were ongoing since 2013, in mid 2014 the government decided to accelerate this process and requested UNDP and UNSOM to provide support with the different elements of the reconciliation and reaching political agreement as well as the more logistical and technical elements related to the establishment of the new states. A joint UNDP-UNSOM project to support the government was launched in September.

### HUMAN RESOURCE CAPACITIES

During 2014, the main attention has been given to the elaboration of the Capacity Development Flagship programme that includes a dedicated component to Capacity Injection and HR Management. Towards the end of 2014, the overall approach is nearing completion. In Puntland, Somaliland and at the Federal level, the project continued to provide advisory staff embedded within the partner organisations. TNA were implemented in Puntland and Somaliland, while contributions were made to the development HR management frameworks in Puntland.

### IMPROVING PUBLIC ADMINISTRATION

At federal level, the main effort to support the overall management arrangements in the public sector was intended to take place through the support to the Office of the Prime Minister. However, due to various reasons, the implementation was significantly delayed. A re-planning effort is expected to be implemented in 2015 and the majority of the foreseen activities are expected to be implemented during the first half of 2015.

### IMPROVING PUBLIC FINANCIAL MANAGEMENT

During 2014, support continued to the federal Central Bank - with an advisor focusing on restructuring and reform at the Bank and further elaboration of the pay-roll system – and finalization of the audit manual and the procurement standards for the federal government and Puntland. The relevant documents were completed and endorsed, while training was implemented on the procurement standards. The federal audit manual, however, was only partially endorsed by the Auditor General. Discussions with the World Bank concerning the UNDP withdrawal from this area were positive and the World Bank committed to take the products that were produced with UNDP-SIDP support further in their future work.

### DEVELOPMENT PLANNING AND AID EFFECTIVENESS

The federal Ministry of Planning and International Cooperation was supported with the DG workshop, where the principles and intentions vis-à-vis future national planning were discussed. A consultant started working with the Ministry to elaborate a three year organizational development plan. Significant support has been provided to the Aid Coordination Unit, which was by the end of 2014 fully operational. The DAD is operational, but not satisfactory so. A joint World Bank - UNDP review of the



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**PROJECT:**  
Somali Institutional Development  
Project

**PREPARED BY:**  
albert soer  
Samira Hassan

**PROGRAMME:**  
Governance and Rule of Law

**REPORT PERIOD:**  
1 January to 31 December 2014

**DATE SUBMITTED:**  
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**STATUS:**  
Final

**DONORS:**  
Switzerland  
UNDP TRAC  
UNDP BCPR  
Sweden  
European Commission  
UK AID  
Norway

## CONTEXTUAL ANALYSIS

### FEDERAL LEVEL

The political constellation remains uncertain. A new Prime Minister was appointed early 2014, but left his position towards the end of 2014, and again a new PM was appointed. Early 2014, the federal government decided to re-shape the ministerial outlay and the number of ministries were increased to some 25. This massive change was difficult to absorb and the various support activities suffered from delays in implementation. Towards the end of 2014, it is fair to say that this massive expansion of the number of ministries had not yet been fully absorbed.

The transition process significantly accelerated with the emergence of new states within the overall federal structure. The government decided to accelerate this process and the Interim Jubaland Government Administration was established and the Baidoa process is gaining momentum. UNDP and UNSOM - in close cooperation with the Government - formulated a joint short-term project to support the government, which was agreed in September.

### PUNTLAND

The 2014 Puntland presidential election was held on 4 January 2014 in Garowe, the 3rd since 1998. Also on 4 January, the 66 seat regional legislatures elected the new parliament speaker and his deputies. The candidates included officials from the incumbent Puntland Administration, former government ministers and prominent local business people. The former Prime Minister of Somalia, Prof. Abdiweli Mohamed Ali Gas, became the 5th president of Puntland, narrowly defeating the incumbent; 33 and 31 votes respectively. The parliament concurrently elected Mr. Abdirahman Abdullahi Haji Omar as Vice president.

The administration nominated 19 ministers adding one more ministry (Min. of Constitution, Federalism and Democratization) to the list of ministries. In October 2014 a reshuffle was made to the Director Generals of the 11 Ministries as part of the government reform programme.

### SOMALILAND

Overall during 2014 the political, socio-economic and security situation in Somaliland remained stable. A major event was the congress of the ruling party Kulmiyo which was to recommend candidates for the presidential elections due mid-2015. Regular government activities were effected as most of the current cabinet members and decision makers in the government were involved in political negotiations which made it difficult for the project to meet with the management of some partner institutions. Still, in 2014 the government of Somaliland has resumed its interest in the civil service reform by restructuring the Civil Service Reform Steering Committee, renaming it into Public Service Reform Steering Committee and merging it with the Public Sector Reform Steering Committee, clarifying goals and activities for the civil service reform. SIDP has provided a consultant to facilitate the process.

## RESULTS

SL	Indicator	2.2.1.1 Number of public servants that participated in organized trainings	G
	Result	451 (270M, 181F) on short courses in service delivery mechanisms, financial mngt, strategic&results mngt., 627 (F: 143, M;484) Degree programmes, 58 (34M,24F) English, 58 (M35,F23) Diploma, 23 TOT CSI	
	Comment	CSI also provides mngt and admin courses to govt institutions and the private sector on a cost recovery basis. 3 month training in certificate of international financial reporting (ACCA) for 30 accountants (26M,4F). Curricula for short courses developed. Text books purchased for library.	
SL	Indicator	2.2.1.2 Number of policies / reforms designed, enacted, and implemented	G
	Result	1. Development Assistance Database (DAD) is a common reporting system, developed by UNDP and partners to monitor and collate the information on development aid provided to Somalia. SIDP conducted 10 days workshop to train 70 government and NGO officials, (30 women) on DAD applications.	
	Comment	An informal technical support group, nominated by the CSC Chairman to support the CSC and the Civil Service Reform Steering Committee, receives ongoing technical advice from UNDP in support of civil service reform.	
SL	Indicator	2.2.2.2 Level of progress made in developing and strengthening anti-corruption institutions and mechanisms is "high", "medium ", or "low"	G
	Result	Level is 'high'. Somaliland National Corruption Perception Survey 2013 was validated; GGACC strategy and 3 years Strategic Plan (2014-2016) developed and validated. GGACC undertook functional review of 4 Ministries, monitored anti-corruption practice, did media campaign.	
	Comment	Functional review outcomes and recommendations will help the government in improving transparency of ministerial activities, resources and structures, and it proposes structural optimizations and develops drafts for key management instruments.	
PL	Indicator	2.2.1.1 Number of public servants that participated in organized trainings	G
	Result	57 (F:6, M:51) civil servants on civil service reform. 23 (F:4, M:19) on training needs assessment, 36 (F:3,M:33) on Regular Audit Manual, 18 civil servants as Master trainers on procurement, and 59 (F:9, M:50) on procurement guidelines.	
	Comment	Training assisted in development of Civil Service Reform Strategy. Needs assessments assists government's ownership/capacity of data gathering for formulating civil service reforms. Procurement strengthened.	
PL	Indicator	2.2.1.2 Number of policies / reforms designed, enacted, and implemented	G
	Result	1 Aid Coordination Policy designed.	
	Comment	This policy document is to provide public sector reforms to facilitate effective aid coordination and implementation.	
PL	Indicator	2.2.2.2 Level of progress made in developing and strengthening anti-corruption institutions and mechanisms is "high", "medium ", or "low"	G
	Result	Medium	
	Comment	SIDP's Audit Regularity Manual and its procedures have been adopted by the Office of the Auditor General for its ongoing auditing of the key institutions. The findings have been published.. The manual provides robust auditing procedures that strengthen anti-corruption mechanisms.	
PL	Indicator	2.2.2.3 Code of conduct and other necessary supportive and legally binding rules and regulations developed	G
	Result	New organizational structure for the National Tender Board was drafted and approved. New Public Procurement Bill and Public Procurement Regulations have been drafted and are under parliamentary review and approval.	
	Comment	Standard Bidding Document with User Guides for goods, services and works have been developed. Standard Tender Documents (Procurement Procedural Forms) have been developed to be used during procurement process.	

## RESULTS

PL	Indicator	3.2.1.1 Number of policies, legal and institutional frameworks revised, updated and/or formulated for inclusive growth	G
	Result	6 policies: Training Needs Assessments of six govt institutions; Functional Reviews of 4 govt institutions; Draft civil service management framework; gender mainstreaming approach; audit manual, procurement guidelines.	
	Comment	All policies have been (informally) endorsed, and follow up / implementation is under way.	
PL	Indicator	3.4.3.2 Number of medium to long term jobs created	G
	Result	SIDP assisted the selection of interns under Internship Program; out of 720 aspirants, 29 (5 women) were selected. Upon completion of internship period, 26 out of 29 interns were absorbed by respective ministries; evidence in itself that merit was the sole criterion, while selecting the interns.	
	Comment	Final evaluation of the internship programme shows its significant contribution to respective ministries, besides interns gaining valuable experience to embark upon a successful career. Beneficiaries include: Ministries of Planning (7), Finance (7), Labor (6), Ports (2), CSC (4), OAG (1) and OAG (1)	
FL	Indicator	2.2.1.1 Number of public servants that participated in organized trainings	G
	Result	More than 300. Office of the Prime Minister seminar on 'Public Sector Reforms', ~ 40; Ministry of Planning on national planning, ~ 60; Tender Board/KPMG - procurement and audit ~ 40; Aid coordination Unit, several, total ~ 250	
	Comment	The workshops focused on outreach to stakeholders in specific subject matters (e.g. aid coordination), further development of policy arrangements (e.g. OPM); common guidelines (audit, procurement); internal and external coordination (Planning and ACU).	
FL	Indicator	2.2.1.2 Number of policies / reforms designed, enacted, and implemented	G
	Result	The NCSC Establishment Act (the Law No. 10) was reviewed and new draft law was submitted to the cabinet. 1 draft procurement bill in place (PFM) for cabinet approval.	
	Comment	No targets set. A robust procurement bill is an integral part of effective PFM. SIDP shall not be engaged in PFM in the future – this residual activity is a legacy of the pre-existing SIDP arrangement. It is anticipated that the WB shall undertake this activity in the future.	
FL	Indicator	2.2.2.2 Level of progress made in developing and strengthening anti-corruption institutions and mechanisms is "high", "medium", or "low"	Y
	Result	Low	
	Comment	Anti-corruption mechanisms are ingrained in the draft procurement bill that has yet to be approved by the cabinet.	
FL	Indicator	3.2.4.1 Analytical report prepared and disseminated	G
	Result	The New Deal Communication desk established in the Office of Prime Minister hosted a website: <a href="http://www.newdeal.so">www.newdeal.so</a> providing information on the New Deal.	
	Comment	In the context of the preparation of the Capacity Development Flagship Programme led by World Bank, DfID and EU - but in close common coordination - a set of documents was prepared including salary harmonization, OPM office structure, policy development.	
FL	Indicator	3.4.3.2 Number of medium to long term jobs created	G
	Result	SIDP supported induction of 10 graduates to strengthen the Office of Prime Minister, cabinet and departments of Communication and Protocol. Three of these new hires were women. They are likely to be retained in the civil service of the Somalia.	
	Comment	In addition to the graduates, the project supported a number of advisory functions in the government (around 30) over the year. These functions sometimes previously existed, some were new.	

## RESULTS

SL	Indicator	PSG 5.3.3 The implementation of the Somaliland Civil Service and Public Finance reforms funded and supported by Q1/2014	G
	Result	Direct technical support was continually provided – the benefits of which shall include the Civil Service Commission developing a personnel database to improve personnel management.	
	Comment	The Civil Service Reform Steering Committee meets regularly. As requested by the Government of SL in September 2012 and April 2013, the project is no longer working on PFM.	
SL	Indicator	PSG 5.3.4 A clear strategy to deliver demand-led results-focused capacity development services across the public sector developed by mid-2014	R
	Result	The progress has been slow so far, as the government still discusses the management arrangements and priorities.	
	Comment		
SL	Indicator	PSG 5.3.1 Cabinet and parliament approve Civil Service Reform and Public Finance Management Reform by end 201	R
	Result	In the 2nd quarter the government re-established the Civil Service Reform Steering Committee which was tasked with re-defining the reform priorities. Up until the end of the year, no civil service reform programme was adopted.	
	Comment		
SL	Indicator	PSG 5.3.2 Quality functional review of at least three ministries and public agencies completed by end 2014	G
	Result	The analytical part of the functional review of 4 ministries (National Planning and Development, Interior, Education and Higher Studies, and Health) were completed in Q3.	
	Comment	There are further plans for implementation support planned. The findings of these reviews shall guide future reforms.	
SL	Indicator	SP 3.1.1.Targets in national recovery plans related to restoring or strengthening core government functions have been met: b. Managing the centre of government	G
	Result	Rating of 0 to 4: 3 (3 = Basic planning instrument exists but little consultation. Budget exists, but high proportion of expenditure off budget. Tax collection rules in place but not followed. Some accounts prepared but late, major gaps, and of low quality. Very limited public consultation.)	
	Comment	SIDP as a project focuses on capacity building to improve core government functions. The Compact is the strategic planning document but the PSG's relevant to UNDP do not address tax collection, budget formulation or monitor government expenditure.	
SL	Indicator	SP 3.1.1. Targets in national recovery plans related to restoring or strengthening core government functions have been met (c) Civil service management	G
	Result	Rating of 0 to 4: 4 (4 = Basic ICT in place and operating. Staff with basic skills in place. Business processes designed, but not properly implemented, decision making often ad hoc. Plans for improving coordination being designed)	
	Comment	SIDP activities contributed to staff training and establishing basic processes. Coordination issues are expected to be addressed the short-term support package.	
SL	Indicator	SP 3.1.1.targets in national recovery plans related to restoring or strengthening core government functions have been met (e) Aid coordination	G
	Result	Rating of 0 to 4: 2 (2 = A structure/unit is named, few untrained staff, basic infrastructure, collects basic data from some donors, majority of donor spend not reported).	
	Comment	SIDP has provided DAD support but the implementation of the DAD system is not fully utilized. Aid Coordination Specialist is integrated in CD team. DAD review started towards the end of 2014.	

## RESULTS

PL	Indicator	Crosscutting: Capacity Development - 1.1 Systemic review of roles of responsibilities of different government institutions completed and updated structure of key FG institutions developed	G
	Result	Functional reviews completed with 4 ministries: Ministry of Planning and International Cooperation, Ministry of Interior, Ministry of Security and the Ministry of Finance.	
	Comment	The recommendations of the functional reviews are under implementation and 5 new ministries have been selected for the 2nd wave in 2015.	
PL	Indicator	Crosscutting: Capacity Development - 1.2 Basic review of administrative procedures, systems and structures completed in selected government institutions and administrative reform programme formulated and agreed	G
	Result	Functional reviews completed.	
	Comment	UNDP assisted 4 key government institutions with the completion of the functional reviews: Ministry of Finance, Ministry of Planning, Ministry of Interior and the Ministry of Security. These functional reviews provide the foundation for	
PL	Indicator	SC Crosscutting: Capacity Development - 2.2 Review of the civil service legal framework and institutional structures for the management of the civil service completed	G
	Result	UNDP provided technical assistance for the draft Civil Service Law which has been submitted to the government for acceptance, and the development of a basic HR management framework.	
	Comment	Upon acceptance and enactment, a civil service legal framework is expected to provide legal authority and legitimacy to civil service reforms, and make them more sustainable.	
PL	Indicator	SC Crosscutting: Capacity Development - 3.2 Coordination structure to coordinate and support the improvement of public sector management capacity across government established and operational	G
	Result	UNDP provided technical assistance for the draft civil service reform strategy that is currently before the government for approval.	
	Comment	If approved this strategy provides the specific coordination structures that need to be implemented to coordinate and support improvements in public sector management.	
PL	Indicator	SC Crosscutting: Capacity Development - 2.1 Up-to-date record of all civil servants their place of work and their qualifications developed	Y
	Result	The establishment of a sound civil service database is under development.	
	Comment	Ministry of Labor collected significant numbers of Civil service profiles while some others could not be identified. UNDP provided technical assistance for this exercise. The collection of profiles is the first step in developing an up-to date	
PL	Indicator	SC Crosscutting: Capacity Development - 2.3 Civil service classification and revised pay and grading structure developed and enacted	Y
	Result	The classification structure is under development. Pay and grading reform will be supported by the World Bank	
	Comment	Preliminary work is ongoing.	
PL	Indicator	SC Crosscutting: Capacity Development - 3.1 A capacity injection programme established and under implementation for priority institutions	Y
	Result	While UNDP continues to provide financial and recruitment support to advisory positions in different ministries, a coherent capacity injection programme is still to be established. This is to be done in cooperation with the World Bank	
	Comment	UNDP and the Puntland Government discussed a proposed capacity injection programme and priorities for the short and medium term. These shall be incorporated in a new project proposal to establish a capacity injection programme.	

## RESULTS

FL	Indicator	Crosscutting: Capacity Development - 1.1 Systemic review of roles of responsibilities of different government institutions completed and updated structure of key FGS institutions developed	Y
	Result	While a systematic approach is not yet on the road, individual ministries are supported to review their roles and responsibilities.	
	Comment	This activity is implemented in close coordination with the World Bank. Support to Office of the Prime Minister, National Civil Service Commission, Ministry of Planning, and the Ministry of Labour. These are the key ministries for public administration	
FL	Indicator	Cross-cutting: Capacity Development - 1.2 Basic review of administrative procedures, systems and structures completed in selected government institutions and administrative reform programme formulated and agreed	Y
	Result	An overall division of labour has been designed by Government. Reviews in selected institutions is ongoing (supported by UNDP).	
	Comment	Support to Office of the Prime Minister, National Civil Service Commission, Ministry of Planning, and the Ministry of Labour. These are the key ministries for public administration and civil service reform.	
FL	Indicator	Crosscutting: Capacity Development - 2.1 Up-to-date record of all civil servants their place of work and their qualifications developed	Y
	Result	WB coordinated UK funded consultancy to review the present establishment. The recommendations will be taken on board in the CD Flagship programme.	
	Comment		
FL	Indicator	Crosscutting: Capacity Development - 2.2 Review of the civil service legal framework and institutional structures for the management of the civil service completed	Y
	Result	Division of labour between NCSC and Ministry of Labour was addressed, but remains unresolved.	
	Comment		
FL	Indicator	Cross-cutting: Capacity Development -2.3 Civil service classification and revised pay and grading structure developed and enacted.	Y
	Result	WB coordinated a EU funded consultancy. The consultant developed a first report on the structure with specific proposals for harmonisation of TA recruitment and remuneration.	
	Comment		
FL	Indicator	Cross-cutting: Capacity Development - 3.1 A capacity injection programme established and under implementation for priority institutions.	R
	Result	This activity has not yet started. It is planned to take place under the upcoming Flagship programme.	
	Comment		
FL	Indicator	Cross-cutting: Capacity Development - 3.2 Coordination structure to coordinate and support the improvement of public sector management capacity across government established and operational.	R
	Result	Internal Government Coordination mechanisms for public sector management are under development.	
	Comment	While the need is recognized, the operational mechanisms are rather new for the government structures and it is challenging to ensure regularity within an agreed upon framework of role and responsibility distribution.	

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## ACTIVITY HIGHLIGHTS

### FEDERAL LEVEL

The Aid Coordination Unit received significant support and is now fully operational, improving its coordinating functions and reaching out to the various stakeholders.

The procurement and audit manuals were finalized in line with international standards.

A new project was launched to support the emerging states.

An approach was developed to get to terms with the required evidence-base and information concerning state building and a workshop was held to initiate the development of a common (data) platform.

### PUNTLAND

A series of policy papers was finalized, including on Training Needs Assessments, the draft civil service management framework, gender mainstreaming approach, audit manual, and the procurement guidelines.

Training Needs Assessments of six government institutions was finalised and civil servants were trained in e.g. civil service reform, training needs assessment, Audit Manual, and procurement guidelines.

The Functional Reviews of 4 government institutions was finalized and now under implementation.

### SOMALILAND

On 18 January 2014 Somaliland Good Governance and Anti-Corruption Commission held a workshop to present the first Somaliland National Corruption Perception Survey (2013).

The first GGACC strategic plan (2014-2016) articulating the commission's strategic direction was validated on the 9th February 2014, in a workshop that was attended by 35 (10 F) participants.

The GGACC has implemented the functional review of four government ministries, the recommendations are under implementation.

CSI has trained over 750 persons, mainly civil servants in Service Delivery Mechanism, Financial Management, Strategic Management and Result Oriented Management.

DAD is operational at the Ministry of Planning, while the DAD review started toward the end of the year.

## PARTNERSHIPS

The key partners at the federal level are: the Ministry of Planning and International Cooperation, the Office of the Prime Minister, the Civil Service Commission and the Ministry of Labour. The key partners in Puntland are the Ministry of Planning, the Civil Service Commission and the Ministry of Labour. The key partners in Somaliland are the Ministry of Planning, the Civil Service Commission, the Good Governance Commission, and the Civil Service Institute.

The project works in a coordinated manner with the JPLG on decentralized planning, the PREP programme on national planning and statistics and with the Community Security Project on data collection.

While the partners mostly do have medium term priorities, their focus is often on the short term. The reporting by the partners concerning the letters of agreement in many cases is insufficient, often leading to delays in further disbursement of funds.

The partners are supported through financial support, provision of equipment etc, and predominantly through the provision of advisory services. Many of the advisory services are in the form of embedded national advisors.

New partnerships are emerging with the UNSOM where close cooperation concerning support to the center of government is underway and with the World Bank concerning the joint / coordinated support to the Capacity Development Flagship Programme. The World Bank also committed to taking the UNDP work on Public Finance Management further in their

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## PEACE AND CONFLICT

SIDP through its general institutional capacity development contributes to peace and stability by supporting stronger government operations. This among others is to contribute to higher levels of resilience to political upheaval. The frequent changes in governmental leadership continue to have serious impact on government development. The SIDP contributed to creating 'bureaucracies' that will be able to continue essential tasks.

During 2014 a dedicated approach and project to support the emerging states has been developed and started implementation during 2014. The new states are emerging out of the peace conferences and political processes and the administrative functions are step by step being established. Support is provided to the conferences and the initiation of the interim governments.

The conflict over mandate between the Civil Service Commission and the Good Governance and Anti-Corruption Commission was resolved through an MoU.

## GENDER

In Somaliland, operations and management courses were provided for 98 female civil servants. With support from CSC and CSI and Ministry of Finance, female civil servants were promoted, increasing their confidence and responsibilities. The ACCA classes provided by the CSI for the first time included four women.

The Puntland Ministry of Women Development and Family Affairs participated in the functional review exercise. Technical support to improve the gender empowerment goal and Guidance on Rights based approach for Economic Empowerment and Mainstreaming of Gender into Public Administration and policy to decision makers. Participation of females in all trainings held during the implementation of the project for this year which has shown a significance progress.

## UPCOMING QUARTER

- Strengthening basic frameworks for civil service management
  - Support the Civil Service Reform Management
  - Support PGGP to develop service and citizen charters, mainstreaming accountability in public administration, including complaint management
  - Conduct Systemic Trainings for Civil Servants
- Supporting Priority Ministries in Re-organization and Change Management
  - Conduct Functional Review for Government Institutions in Puntland and Somaliland .
- Supporting Central Policy and Coordination Functions
  - Development of 3 year strategic Plan for the Ministry of Planning and International Cooperation
  - Review the planning and M&E functions of the Ministry of Planning
- Strengthening Capacity for Planning and Aid Coordination
  - Support the further development of the Aid Coordination Architecture and systems
  - Establish technical coordination structure and the support secretariat



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## REFLECTIONS / LESSONS

The project encountered several challenges:

**Project staffing:** The project suffered from high staff turnover. Only three of the present 10 staff-members were also active in the project in 2013.

**Traveling of Somali nationals to Kenya:** At times it is only possible to organize meetings in Nairobi, Kenya. However, the time and effort it takes to ensure visa for Somali nationals make this quite difficult and at time government staff members were unable to attend.

**Balancing a Mogadishu-focus with fair attention to all partners:** The political developments center on Mogadishu and the emerging states, requiring significant attention and with limited resources this mostly means that the attention provided to Somaliland and Puntland suffers somewhat.

**Meeting all project partners in a common setting:** The SIDP addresses development challenges that are similar in all governments. The way these challenges play out and are solved (or not) differs significantly between the governments, hence, there is scope for debate and learning. However, it proves to be very difficult to organize meetings where representatives of all parties are willing to share the same table.

**Mandate and roles and responsibilities:** Some of the government institutions have similarities or outright overlap in their mandates or (perceived) roles and responsibilities. This is to some extent unavoidable. However, when the discussions focus on resolving the overlap and aim to create a situation where all these mandates, roles and responsibilities are fully clarified prior to any action to be undertaken, it means that action halts. To shift the focus of debate from mandate to coordination remains challenging.

**Political change of guard and staff turnover:** While staff turnover in national institutions does play a role, in 2014 this has not been a main obstacle. The increase from some 10 to 25 Ministries at the federal government have been quite drastic and the consequences have not yet been absorbed.

**Delays in implementation through LoAs:** Most of the government partners are quite enthusiastic in planning project activities and timeline. In reality it often transpires that the planning is not realistic and needs to be amended, which automatically leads to delays in project implementation.

**Reporting by the partners:** While all partners do report against the agreements, many of the reports require attention before completion and in many cases they are submitted with delays.

The SIDP project closed at the end of 2014, and the lessons learned have been taken forward in the design of the new capacity development project.

<b>CUMULATIVE PROJECT FINANCIAL SUMMARY</b>	
APPROVED BUDGET	3,561,175
TOTAL (DISBURSEMENTS + COMMITMENTS)	3,948,226
BALANCE OF FUNDS	(387,051)
% DELIVERY (AGAINST APPROVED BUDGET)	111%

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## LIST OF ACRONYMS USED

FGS: Federal Government of Somalia  
PSG: Peace Building and Statebuilding Goals  
SDRF: Somalia Development and Reconstruction Facility  
TNA: Training Need Assessment  
SIDP: Somalia Institutional Development Project  
OPM: Office of the Prime Minister  
ICT: Information Communications Technology  
NCSC: National Civil Service Commission  
CB: Capacity Building  
DG: Director General  
CSC: Civil Service Commission  
GGACC: Good Governance and Anti-Corruption Commission  
MoNP&D: Ministry of National Planning and Development  
DAD: Development Assistance Database  
MoF: Ministry of Finance  
MoP: Ministry of Planning  
MoL: Ministry of Labour

**Annual Financial Report: SIDP**

<b>Donor</b>	<b>Swiss Development Cooperation</b>
<b>2014 Allocation from donor for 2014</b>	85,785
<b>2014 Allocation as % of AWP</b>	2%
<b>2014 Expenditure to date</b>	79,899
<b>Delivery %</b>	93%

<b>Donor</b>	<b>Sweden</b>
<b>2014 Allocation from donor for 2014</b>	1,923,565
<b>2014 Allocation as % of AWP</b>	54%
<b>2014 Expenditure to date</b>	1,873,448
<b>Delivery %</b>	97%

<b>Donor</b>	<b>Norway</b>
<b>2014 Allocation from donor for 2014</b>	541,821
<b>2014 Allocation as % of AWP</b>	15%
<b>2014 Expenditure to date</b>	471,829
<b>Delivery %</b>	87%

<b>Donor</b>	<b>BCPR Fund 04160</b>
<b>2014 Allocation from donor for 2014</b>	104,193
<b>2014 Allocation as % of AWP</b>	3%
<b>2014 Expenditure to date</b>	98,193
<b>Delivery %</b>	94%

<b>Donor</b>	<b>BCPR Fund 26921</b>
<b>2014 Allocation from donor for 2014</b>	600,000
<b>2014 Allocation as % of AWP</b>	17%
<b>2014 Expenditure to date</b>	28,954
<b>Delivery %</b>	5%

<b>Donor</b>	<b>DFID</b>
<b>2014 Allocation from donor for 2014</b>	984,797
<b>2014 Allocation as % of AWP</b>	28%
<b>2014 Expenditure to date</b>	31,157
<b>Delivery %</b>	3%

<b>Donor</b>	<b>TRAC</b>
<b>2014 Allocation from donor for 2014</b>	1,742,000
<b>2014 Allocation as % of AWP</b>	49%
<b>2014 Expenditure to date</b>	1,364,746
<b>Delivery %</b>	78%