## Lessons Learned

The PSP has made a significant contribution to state building in Somalia through the establishment of, and support to, functioning Parliamentary institutions. That the project has done so in a particularly difficult post-conflict context also needs to be recognized and commended.

According to our assessment, the project is taking the same approach as the Somali Compact by laying the foundation for parliaments to be *inclusive, transparent and effective law-making, oversight and representative bodies contributing to national peace-building and nation-building goals.* The current project design lends itself to function, as it will have had to, given the baseline of end of the transition roadmap. However, design flexibility depends on the approach taken.

Results Management:

An aspect that can be more clearly articulated are the very useful products like the 'objective vs achievement' document (see annex 2). The findings in the 'Cumulative Results' column must be clearly linked to the activity where the causal chain of the 'result' reported can be mapped backwards to the output and corresponding indicator. A review of the matrix show that it is not consistently possible to do that.
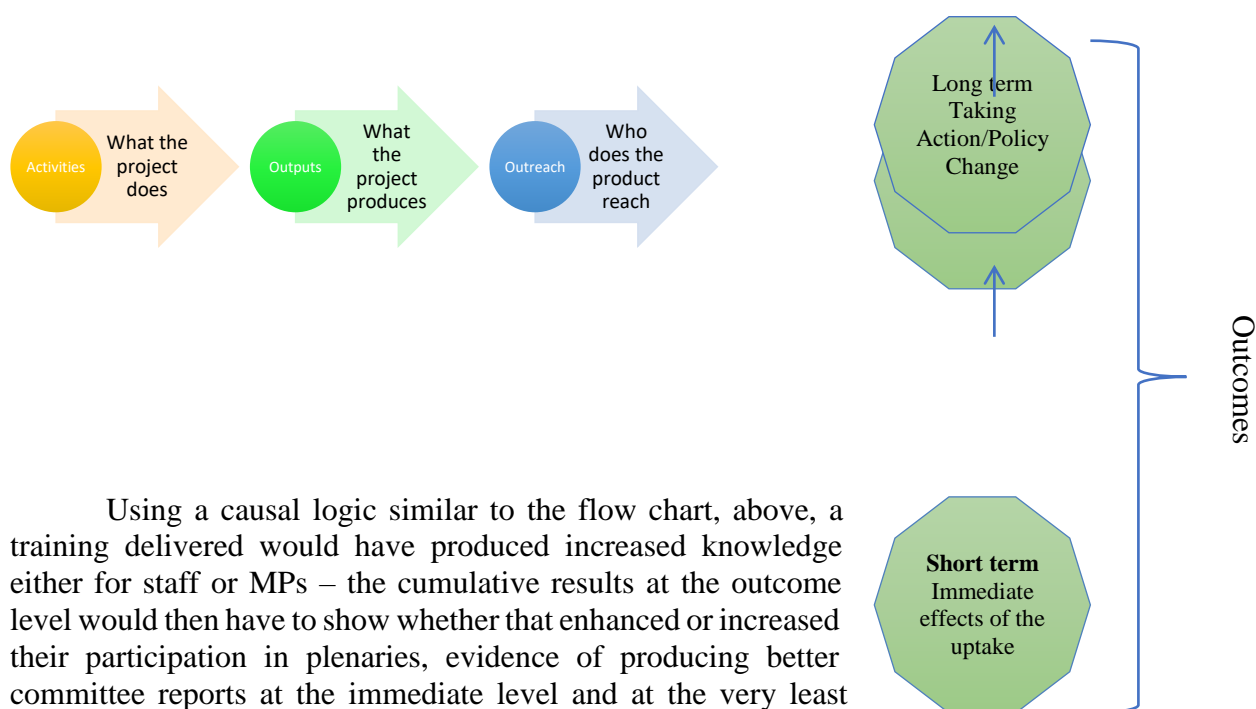
Using a causal logic similar to the flow chart, above, a training delivered would have produced increased knowledge either for staff or MPs – the cumulative results at the outcome level would then have to show whether that enhanced or increased their participation in plenaries, evidence of producing better committee reports at the immediate level and at the very least tabling, if not approving, legislation. The example given, is generic and illustrative and not prescriptive. Moreover, linkages between outcome level results and activities need to be strengthened within Results narratives and project reports. Through discussions with staff, it was quite clear that they know and can articulate the flow well.

While not being directly in control of the outcome, UNDP, as per the PME handbook, is responsible for results. It is, therefore, important to establish partnerships and forums where

efforts can be coordinated to effect results. The project document does mentions the Governance Group (see above), the 2016 evaluation mentions increased involvement in the compact related forums for establishing and strengthening partnership forums However, in our discussions we did not find any information on a Governance Group. Going forward and into the new phase both actions are important and other such partnerships, policy platforms and forums should also be explored.

Expectations Management:

As with other D&G programming, parliamentary support programmes exist at the cusp of political and development roles - often one sees that coordination groups for elections support projects and sometimes, even parliamentary development projects are attended by both the development and political sections representatives from bilateral partners.

A membership based organization UNDP is expected, therefore, to tread the line between the development and the political – expected to provide as much of the political analysis as the technical support side. While, we can safely assume informal sharing would happen, the evaluation assessed that the expectation also is to present it in a more structured/formal manner. However, there is a need for the project and the GROL/UNDPCO to determine how to divide the roles given the sheer volume of work for the project and the direct interface with the host government counterparts.

In the context of Somalia, like many other countries, development partners have been working much longer with the executive than with the parliament- in such cases we appreciate that UNDP's role becomes more critical in managing expectations in terms of delivery from MPs. These MPs yield a certain level of influence to be part of the parliament, albeit a fairly nascent parliament.

Improving Beneficiary Targeting

As discussed earlier in the analysis, Somalia's post-conflict context leaves a vacuum in terms of precedents and established Parliamentary processes, particularly due to the absence of a political party basis for organization. In such cases it is incumbent on the project to broaden its influence over outreach activities and the targeting of beneficiaries, particularly related to activities that focus on capacity development through trainings and workshops. For instance, nominations for training participants are received from the Office of the Secretary General. What is unclear is whether this nomination process is carried out against a set of criteria provided to the nominating office by the UNDP. Some of the evidence from interviews carried out for the purposes of this evaluation indicate improvements are required in beneficiary selection for trainings to ensure the most appropriate attendees are targeted. This may be assisted by the development of nomination criteria for each planned training and communication to the nominating office clear guidance on the process , alongside broadening the scope for inclusion. The nomination criteria may identify the proportion of women, youth, and under-represented groups to be included in the nomination list. While the updated project documented provides details of a planned outreach strategy to engage under-represented groups, targeted communication in this area is also required within the project structure, which we recommend is devised(if not already in the pipeline) for the new phase of the project.

Capturing Knowledge and Expertise

The project relies on international consultants for core technical expertise in an extremely challenging physical environment. International consultants have limited time and access within which to deliver their expertise. The project plays a central role in coordinating and organizing this process. The two salient aspects of this situation are a) there is a significant disparity in the Parliamentary experience and skills of the national staff and the international experts; and b) the engagement of international consultants appears to be more activity-oriented than process-oriented. Capturing expertise of through a series of trainings is an effective short-term measure, however, the sustainability aspect of knowledge and skill transfer raises certain questions. The project has been successful in the recruitment of young motivated national staff through the Young Graduates Program. On the other hand, the difficulties of access and security make it is, in some cases in the past, been impossible for international experts to undertake a more active role in the knowledge building of trainees. Secondly, the security challenges also created a disincentive for MPs to properly engage with the trainings. Finally, trainers were unsure of how well the training material had been communicated through translation into Somali and if there was a mechanism to institutionalise the training curricula for future generations of Parliamentarians, and also to revise the training tools and modules based on the feedback of the trainees. This we believe is a low-lying fruit that the next phase of the project can quite easily aim for.

Peace Building and Conflict Sensitivity

As previously mentioned, the PSP has supported the establishment and functioning of democratic institutions in an extremely challenging conflict-affected environment. One forward-looking question that arises from the review process is how PSP can better prepare itself to a) mitigate the impact of conflict on project processes and outputs; and b) better inform the project as it transitions from a phase of infrastructure development and institutional establishment to a phase of democratization and improving institutional functionality for good governance. Through deliberations in our review process we have determined that the project faces a number of conflict-related risks. Specifically these include three different types of conflict:

- Inter-institutional conflict: As democratic institutions evolve, power sharing dynamics between institutions, as already experienced between the Legislature and the Executive, are more likely to become more complex and conflicted. This level of conflict will most directly affect the project if stakeholders refuse to cooperate or coordinate with each other. Instituting strong and systematised communication and negotiation mechanisms will be required to address this risk.
- Armed conflict[1]: Conflict between state structures and non-state actors is a pervasive and perpetual issue in Somalia. This has had a direct manifestation on the project and will require a more effective backup plan and protocols to help the project protect its activities and staff.
- Regional level conflict: The PSP paradigm is an experiment in federalism in an inherently clan based social structure. Clanism has already been described in this document as an important principle of social organization, which through a process of political settlement has been mapped into the state structure.
- Community level conflict: Parliamentarians as members of their communities will exercise representation as a function of political patronage. As the current system changes into an electoral system, in order to uphold the principle of inclusiveness, it is necessary for the project to know which members of their communities are at risk of being marginalized and excluded from this patronage network.
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The NFP has a role to play in transforming potential conflict into a nonviolent

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[1] Al-habab mainly, but armed conflict also between clans, and sub clans

policy dialogue aimed at creating a national consensus, thereby contributing to the peace-building process. The involvement of NFP staff, directly, in setting up of regional parliaments is a good start. More can be done in terms of creating peace caucuses at NFP and emerging parliaments. Support to these caucuses should be end-to-end. A caucus on SDG 16 can serve the purpose well, created in all parliaments with regular exchanges and network (at NFP, Puntland and Somaliland) and membership in regional level caucuses working on a similar agenda.

Evidence Base and Monitoring

An emphasis on data-based support for the programmes has been laid by the review team and this is to be guided by a clear concept of how the programme will conceive the functions of representation and responsive governance in Somalia's current context. Clear expectations and definition of the role to be performed by MPs will support the development of data generation systems to support output level indicators around performance, accountability, and sustainability.

Data collection instruments must be designed to support clear performance indicators and UNDP diagnostic analysis on performance to compare differences in performance among groups of MPs (across regional parliaments, across different gender and age groups). MP performance on legislation as well as MP performance on representation must be considered separately and captured.