

UNDP Management Responses Template

Parliamentary Support Project (PSP) Somalia

Date: 15 July 2021

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Overall comments: The CO finds the evaluation results and conclusions very informative and gives a good reflection of where UNDP is positioned, as well as where it needs to strengthen itself, to be able to deliver stronger results going forward. The evaluation has provided the office an opportunity to learn from ourselves and from our partners. All the recommendations have been accepted and actions defined to put the responses into action. Some of the actions have already started implementation whereas others will only start after new programme design begins in the coming year.

Evaluation Recommendation or Issue 1:	Given the challenges faced by the project in the past three years and the areas in which there has been success, there are clearly some areas of intervention in which the project can provide support to the National and regional parliaments in Somalia. One message that was made clear through the evaluation report and our consultations was that the project must focus more on strategic interventions. Work with Parliaments is inherently dynamic, but this is accentuated to a greater degree in Somalia's recent political and security trajectory and current political environment. Another consistent message was that the PSP structure, like many similar programmes, is not seen to be grounded in a strong political economy analysis of the local context. Broadly, our observations and recommendations fall in the categories of energizing the project's internal and external communications for better facilitation and outreach; and improving process-based links across project activities for improved results chain and synergistic impact.			
Management Response:	Accepted. The project understands the need to focus more on strategic interventions. UNDP has been providing strategic interventions to support both federal and regional parliaments in Somalia. The project will continue to strengthen institutional development and providing tailored technical advisory support to the MPs, committees, and staff in the parliament aimed to improve governance functions. On the aspect of PSP structure, the project has maintained centralized system of communication with the national counterparts, however, the project will continue to enhance internal and external communications as well as synergies to improve outreach and project processes for the betterment of results chain.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
1.1 Provision of material and equipment for parliamentary function (video tele-conferencing equipment, procurement of vehicles, library books etc.)	2018 - 2020	UNDP PSP	Completed	Project provided material and equipment to both houses of the federal parliament, Somaliland House of Representatives, Puntland House of Representatives.

1.2 Technical advisory support to MPs, committees, and staff in parliament (young graduate interns, hiring national and international consultants)	2018 - 2020	UNDP PSP	Completed	Project hired international and national consultants to support the parliamentary leadership on the development of strategic plan for the House of the People, revision of rules of procedures, technical advisory support on the revision of the provisional constitution, petroleum law etc. Similarly, the project supported young graduate schemes to enhance the secretariat capacities of the parliaments, specifically the parliamentary oversight committee on constitution review.
1.3 Provision of infrastructure support parliaments	2019	UNDP PSP	Completed	Project support construction of plenary hall for Jubaland Parliament. The project also constructed library for South West Parliament.
1.4 Develop outreach and communication strategies for the parliaments to enhance the representation and accountability of MPs.	2018	UNDP PSP	Completed	Draft Communication Strategy was prepared for Somaliland House of Representatives and further work will be taken through future projects.
Evaluation Recommendation or Issue 2:	Key priorities for reform have been articulated and mobilized in the strategic plans for parliaments. This articulation has been the result of a consultative process that has already yielded some level of consensus. Aligning these key themes with the project objectives and then informing the theory of change would be advisable. We see that has been catered for in the new project document, although translating it into effective AWP and Letters of agreement would be required. Moreover, a strong integrated communication strategy could be devised (informed by capturing honest, accurate data on institutional performance gathered through supply-side interventions). We recognize that the project has to negotiate the difficult task of managing competing political agendas to deliver processes and structures that facilitate accountable oversight, legislation, and representation. It is therefore all the more vital that the project approach be informed by a robust political economy analysis and adapt to the challenges.			
Management Response:	Accepted. UNDP recognizes the importance to support the parliaments in the development of strategic plans. The project has supported 4 parliaments in the establishment of strategic plans through consultative and participatory process. The project will continue to provide supporting the other parliaments that have not been supported in the development of their strategic plans. In addition, the project will ensure that strategic objectives of the parliaments and the project objectives will be aligned. AWP and Letters of agreement will be prepared in consultation with the project counterparts and in line with the project document. In addition, the project will develop integrated communication strategy to promote institutional performance of the project counterparts. Also, the project will consult with the parliaments on the key activities which can be influenced by political agendas and their modes of implementation.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
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2.1 Develop strategic plans	2018 – 2020	UNDP PSP	Completed	Strategic plans have been developed for 4 parliaments (Puntland, South West, Hirshabelle and Jubaland parliaments). The project also provided technical support to Somaliland parliament to review and update its existing strategic plan for both the House of Representatives and Gurti.
2.2 Develop communication strategy	2018 – 2020	UNDP PSP	Completed	Draft communication strategy was prepared, and further work will be taken through the new CPD.
2.3				
Evaluation Recommendation or Issue 3:	The future project's success can be improved by: a) finding an alternative or creative solution where structural disincentives to engage in certain behaviours and practices exist for political actors (constituency engagement efforts by MPs, for instance, are directly impeded by the high cost of making such trips to their respective regions); and b) creating incentives for performance where incentive structures are absent (for instance, trainings may be delivered but the skill transfer may remain under-utilized unless an incentive exists for trainees to demonstrate their skill development against functional goals). In the absence of such an adaptive or localization approach, many of the project outcomes are at risk of remaining aspirational against the expectations of donors.			
Management Response:	Accepted. The project agrees to create incentives for performance to engage with constituents. The project will support performance incentive structures for MPs through localization approach to avoid any uncertainties or risks that might affect the project objectives and donors' prospects.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
3.1 Create incentive structure for MPs constituency visits	2018 – 2020	UNDP PSP	Not applicable	This was done due to funding shortages
Evaluation Recommendation or Issue 4:	There is a lot of discussion within the evaluation report on context specificity. In our limited consultations security concerns came up again and again, similarly in all our discussions the level of understanding of an MP about his/her role was the focus of all our discussions. However, the role of MPs and parliament (beyond the fundamental State-building role) in peace building was not discussed at length in the project document. We would recommend that context specificity of design and approach be linked more specifically to peace-building than it is in the project document for the project ending December 2016. A possible entry point maybe provided through operationalizing SDG 16 for Somalia through an ad-hoc parliamentary committee. In the new prodoc, the activities though relevant to SDG 16 are not clearly linked to the parliament. Reporting to an ad-hoc committee will create that linkage. If successful, this committee can be a good forum for linking up with media and civil society as: - There is an interest in SDGs			

	<ul style="list-style-type: none"> - There is a constant security concerns and concerns for peace in the current scenario in most of Somalia - The activities proposed in the new prodoc are data and information which can make for good advocacy pieces to be disseminated through media and civil society 			
Management Response:	<p>Accepted.</p> <p>The project has played an important role in improving security of the MPs. The project has supported the security upgrades of several parliaments of Somalia and Somaliland with the construction of concrete watchtowers and provided security screening equipment as well as the installation of new gates, enabling the MPs to work on a conducive environment where they can serve their constituents more effectively. The project will further support the parliaments in operationalizing SDG 16 for Somalia through an ad-hoc parliamentary committee and establishment of a forum for linking up with media and civil society.</p>			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
4.1 Establishment of parliamentary caucus for operationalization of SDG 16	2018 -2020	UNDP PSP	Not applicable	Activity not implemented due to funding problems. The activity will be included in the next phase of the project.
4.2 Engage with media and CSOs on SDG 16 for Somalia	2018 -2020	UNDP PSP	Not applicable	Activity not implemented due to funding shortages. This activity will be included in the next phase of the project.
Evaluation Recommendation or Issue 5:	<p>Many successful examples of ad-hoc parliamentary committees on MDGs can be found (Mongolia being a front-runner) specifically in localizing MDGs. With localization being part of Agenda 2030, this may provide a pathway to building MPs role around peacebuilding in Somalia. Programming interventions in democratic governance are generally subject to certain stakeholder dynamics, which have direct implications for program management and implementation. This is due to the inherently political nature of the beneficiaries, where the “buy-in” and engagement of political actors is necessary for the programme to achieve its outcomes. The dynamic renders a certain level of agency to political actors where their level of participation affects the timeline and inclusion in the implementation process more directly compared with other programmes in which project beneficiaries have less control. The project has responded well to this dynamic by maintaining a centralized system of communication, where the project is the sole interlocutor with the Parliaments.</p>			
Management Response:	<p>Accepted.</p> <p>The project understands importance ad-hoc parliamentary committees in localizing of the MDGs. The project conducted training workshop on Parliament's Role in Realizing the 2030 Agenda for members of the federal parliament. The project will support establishment of parliamentary ad-hoc committees and provide the required support to MPs in localizing the Agenda 2030. Also, the project will consider the dynamics and engage with political actors as well as other stakeholders on better and effective programming interventions and ensure participation of the beneficiaries. The project will continue to maintain and enhance communication strategies for the programme to achieve its intended results and outcomes.</p>			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	

			Status	Comments
5.1 Establishment of parliamentary ad-hoc committees with the focus of localizing the Agenda 2030.	2018 -2020	UNDP PSP	Not applicable	Activity not implemented due to funding shortages. This will be prioritized in the next phase of the project
5.2 Train federal parliament MPs on the SDGs Agenda 2030	2018 – 2020	UNDP PSP	Completed	The project organized a two-day induction workshop on parliamentary action to advance the 2030 Agenda. The training was provided with support from the regional hub.
Evaluation Recommendation or Issue 6:	<p>The proposed project design in the new phase, therefore, adapted well to build on being in this position, by assuming the responsibility for building connectivity and networking. Secondly, these institutions are nascent bodies in an evolving context and parliamentary stakeholders will require a regular re-orientation (corresponding to capacity development) on their roles and responsibilities within the institutional framework. For instance, as the representative function of MPs evolves into an electorate-based model, re-orientation on aspects of constituency relationship management and responsive governance will be required. In spite of a challenging context, UNDP's substantial effort at creating functionality through capacity development of Parliamentary staff and MPs has broadly been successful in terms of transferring skills. Training reports indicate a rich curriculum of training content has been delivered through the project. The gap arises in being able to track and establish how well the transferred skills have been operationalized to create impact. The project successfully delivered competence and capability for selected functions for both Parliamentary staff and MPs. On the other hand, measures of the staff providing assistance to Parliamentarians or Parliamentarians actively engaging staff in initiating parliamentary business are sparse.</p>			
Management Response:	<p>Accepted:</p> <p>The project recognizes the need to continue providing capacity development support to parliaments. The project has developed Young Graduates Programme which has proven to be a flagship programme in developing and safe-guarding human capacity in this institution by supporting sustainable skill transfer, as a pilot for cost-sharing efforts and incentive schemes between UNDP and the Somali Government, which has since been applied to other institutions.</p> <p>However, the project will continue providing substantial effort at creating functionality through capacity development of Parliamentary staff and MPs. In addition, the project will continue focusing on building connectivity and networking among the parliaments. The project will also ensure that transferred skills have been operationalized to produce impact and provide support to core departments of the parliaments, the plenary services and critical parliamentary committees.</p>			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
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6.1 Capacity development support to MPs and parliament staff	2018 – 2020	UNDP PSP	Completed	Induction trainings on parliamentary functions and legislative processes and procedures was delivered to the MPs for Puntland and South West

				State Parliaments. Also, Hirshabelle members of parliament were trained on functions of committees, role of parliament in good governance and mechanisms of budgets process and budgetary oversight. Staff were trained on parliamentary administration.
6.2 Connectivity support to parliaments	2018 -2020	UNDP PSP	Completed	Project addressed the communication and connectivity needs of the parliaments through provision of funds in the Letters of Agreements. This enhanced functionality of the parliaments.
Evaluation Recommendation or Issue 7:	<p>However, going forward into the new phase, broadly these recommendations can assist with translating gains from activities to accrue into institutional successes:</p> <p>a. Regularized communication of staff capability to MPs following trainings and a series of mentoring sessions with staff in which the project can follow up on issues faced by staff in operationalizing newly acquired skill sets. In doing so, the UNDP will also have the opportunity to tap into MPs identification of their urgent needs and shift the training agenda development from a needs assessment system to a more urgent demand-based system where the beneficiaries have more incentive to take ownership and participate.</p> <p>b. Pilot-testing products post-training as part of the training activity and transitioning skills into processes. Certain gaps exist only in the project implementation even though they are sufficiently captured in the project design – one of these is surveying developed products and assisting trained staff and MPs through the initial stages of using new templates and skills collaboratively.</p> <p>c. Creating more incentives for MPs to engage in constituent representation through localized Parliamentarian scorecards. Scorecards are effective tools to communicate expectations to parliamentarians in terms of their roles as representatives. Parliamentarians are able to track their own activity against rational indicators, which create incentives to engage with constituents on a regular basis. As a monitoring and evaluation tool for the project, scorecards may also bridge the link between the capacity development of stakeholders and improved functionality.</p>			
Management Response:	<p>Accepted:</p> <p>a) PSP has played important role for improving and normalizing effective relationship and coordination between staff and MPs. To further enhance the capacity of staff and MPs, the project will identify urgent needs of the MPs and staff as well as carry out training needs assessment aimed at determining the gap in training needs for development of training programmes to support the MPs and staff. The project will also develop training program in line with identified needs to help the parliaments to accomplish its mandate.</p> <p>b) PSP understands this recommendation to refer to the need for better smooth implementation of training activities and skills transfer. The project will develop mechanism to institutionalize the training</p>			

	<p>curricula for future generations of Parliamentarians. PSP will, develop the templates/tools and modules based on the feedback of the trainees.</p> <p>c) PSP understands this recommendation to refer to the need for Parliamentary Scorecards to communicate expectations of MPs regarding their mandated roles as representatives. The Parliament Support Project will introduce Parliamentary Performance Scorecards with comprehensive and accurate information about the performance of MPs so that they may better monitor them and ensure that their elected representatives fulfil their responsibilities as MPs as well as the assesses the performance of parliament in general. PSP will also support MPs visits to their constituencies and facilitate meetings for MPs to engage and meet their constituents and other stakeholders and carry out oversight missions on the work of the local authorities and representatives of the Government, local NGOs and report back to the plenary.</p>			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
7.1 Carry out capacity building needs assessment exercise to determine training needs for secretariat staff and MPs of all parliaments.	Dec 2020	UNDP PSP	Completed	Capacity development and training needs assessment was done on some regional assemblies, which include: Galmudug, Jubaland, Hirshabelle and South West States.
7.2 Conduct targeted capacity building training activities for MPs and Staff.	Sept 2018	UNDP PSP	Completed	<p>a. Induction training workshop was delivered to Puntland parliament MPs on parliamentary business process and procedures.</p> <p>b. Training workshop on protection and promotion of Human Rights for Hirshabelle members of parliament.</p>
7.3 Monitor and evaluate impact of capacity building activities	July 2020	UNDP PSP	Not applicable	Affected by Covid 19 restrictions.
7.4 Develop training curricula for MPs and staff and also to revise the templates and modules developed based on the feedback of the trainees	Dec 2020	UNDP PSP	Not completed	Activity was not implemented due to funding uncertainties.
7.5 Production and translation of manuals/guidelines and other publications	Dec 2020	UNDP PSP	Completed	Manual on reviewing legislations from gender perspective, and a guideline on gender sensitive budgeting developed
7.6 Regularly conduct post-training monitoring activities	Dec 2020	UNDP PSP	Not applicable	Activity was not implemented due to funding uncertainties.
7.7 Develop Parliamentary Scorecards as a mechanism to for strengthening accountability of the parliaments	Dec 2020	UNDP PSP	Not applicable	Activity was not implemented due to funding uncertainties.

7.8 Community radio stations programs for MPs to debate and reach out to those living in remote areas, etc.	Dec 2020	UNDP PSP	Not applicable	Activity was not implemented due to funding uncertainties.
7.9 Train MPs and Staff to familiarize on the usage of Parliamentary Scorecards and constituency relations	Dec 2020		Not applicable	Activity was not implemented due to funding uncertainties.
Evaluation Recommendation or Issue 8	<p>We strongly recommend that the project undertake a combined political economy and conflict-sensitivity assessment to serve as a baseline for the next phase, and that the baseline be revisited and updated at strategic intervals. In terms of scope, we advise the assessment to be structured to answer the following questions:</p> <p>a. What are the proximate drivers of conflict/violence?</p> <p>b. What triggers have sparked conflict/violence in the past and risk escalating conflict/violence in the future?</p> <p>c. Who are the main actors contributing to conflict/peace, and what are their main interests, goals, positions, capacities, and relationships?</p> <p>d. How do PSP institutions include these actors?</p>			
Management Response:	<p>Accepted.</p> <p>UNDP recognizes the importance to conduct political economy and conflict-sensitivity assessment to identify immediate drivers of conflict/violence and triggers and risk intensifying conflict/violence. The project will strengthen expertise and capacity amongst member of parliament and civil society organizations to institutionalize and implement conflict sensitivity at local levels.</p>			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
8.1 Conduct Political economy and conflict-sensitivity assessment to serve as baseline	Dec 2020	UNDP PSP	Not applicable	Activity was not implemented due to funding difficulties
8.2 Develop and implement findings of the baseline political economy analysis and conflict analysis	Dec 2020	UNDP PSP	Not applicable	Activity was not implemented due to funding uncertainties.
Evaluation Recommendation or Issue 9	<p>e. With respect to accountability, oversight of the accountability-related final outcome to the system gets overlooked. How can CSOs help in highlighting the impact on outcomes? Only a select group of civil society organizations have access to the legislative arena and their engagement is on an ad hoc basis, often pre-empted by the elected representatives' lack of capacity to draft legislation. CSOs therefore are included in their role as service providers. Developing citizen scorecards or using the equivalent of legislative or manifesto watch programmes can be effectively mobilized for creating baseline, mid-line and final assessment for performance of the new parliament. However, to ensure inclusion of vulnerable and marginalized groups a targeted consultative process mobilized through CSOs will be required.</p> <p>f. It is important to consider coverage as part of sustainability. In a nascent federal state, it may not be enough to support just the national parliament and two regional parliaments. The new state assemblies in Jubaland, Southwest, Galmudug and Hirshabelle are an important indicator of the consistent commitment to federalism. Supporting these parliaments to be effective, transparent and accountable will be an important contribution towards consolidating the gains in federalism in Somalia. UNDP's PSP project is, indeed, uniquely positioned to extend this support. Synergies between State parliaments need to be explored. Possible entry point can include:</p>			

Management Response:	<p>Accepted.</p> <p>PSP agrees with the usefulness of developing citizens scorecards to assess the performance of all the parliaments. The project will conduct politically informed analysis of the use of citizen scorecards aimed to identify the extent to which political economy dynamics are taken into account in planning and implementation and how these factors influence the effectiveness of this score card initiative, including the key impacts or outcomes it has contributed to in Somalia.</p>			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
9.1 Conduct citizen scorecards assessment to measure the performance of new parliaments in an endeavor to contribute to better governance.	Dec 2020	UNDP PSP	Not applicable	Activity was not implemented due to funding shortages
Evaluation Recommendation or Issue 10	<p>i) Inter-parliamentary forums focusing/specializing on specific SDGs. Thus, one SDG on poverty (SDG 1) or hunger (SDG 2) with membership from all State assemblies would encourage sharing of experiences and create healthy competition even. This will also help PSP prioritize where to invest the resources earmarked for research support within the parliamentary project, given that SDG monitoring emphasizes collection of disaggregated by geography, gender and other deprivation criteria.</p> <p>ii) Inter-parliamentary women caucus established</p> <p>iii) Inter-parliamentary youth caucus established</p> <p>iv) Local level political actors mapping and conflict sensitivity analysis will be required for different regions/States to design and prioritize sets of activities most relevant to their particular context. These supplemental conflict analysis will help illustrate how political and institutional actors tend to perform around active conflict fault lines, which of these fault lines are likely to become active, and how an outbreak of violent conflict will be managed/negotiated by the programme.</p> <p>v) This can serve not only the project team in designing specific activities but can also contribute to the research support extended to these parliaments by PSP for informed debates and policy discussions.</p>			
Management Response:	<p>Accepted.</p> <p>The project will continue to strengthen the capacity of the parliaments to regulate and create democratic space for grassroots through civil society and media through the development of NGO policy to facilitate debates and dialogue. The project will also develop capacity strengthening activities for parliamentary women caucus and youth caucus. The Project will also work specifically with women MPs in other legislatures and assemblies with substantial numbers of women MPs to establish women's caucuses and to provide specialized training to women MPs based on their unique challenges they are facing. The project also recognizes importance of establishing parliamentary forums that deal with realization of SDGs, specifically SDG1 on poverty and SDG2 on hunger and facilitate knowledge sharing platforms on SDGs and its monitoring.</p>			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
10.1 Conduct Inter-parliamentary forums focusing/specializing on specific SDGs	Dec 2020	UNDP PSP	Not applicable	Activity was not implemented due to funding uncertainties.
10.2 Establish Inter-parliamentary women caucus	Dec 2019	UNDP PSP	Not applicable	Activity was not implemented due to funding problems
10.3 Establish Inter-parliamentary youth caucus.	Dec 2019	UNDP PSP	Not applicable	Activity was not implemented due to funding uncertainties.

10.4 Carry out local level political actors mapping and conflict sensitivity analysis for different regions/states	Dec 2020	UNDP PSP	Not applicable	Activity was not implemented due to funding problems.
10.5 Design specific activities which can contribute to the research support extended to parliaments by PSP for informed debates and policy discussions	Dec 2020	UNDP PSP	Not applicable	Activity was not implemented due to funding uncertainties.

* The implementation status is tracked in the ERC.