



Report on The Biannual Performance Review (BPR) of the Ministries, Departments and Agencies of the Federal Republic of Somalia.

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1.0 INTRODUCTION

1.1 The Biannual Performance Review (BPR)

The Federal Government of Somalia (FGS) Ministries, Departments, and Agencies (MDAs) are responsible to implement the policies, national priorities, and milestones established in the National Development Plan (NDP-9). This underpinned the core mandates of government institutions outlined in their internal annual work plans which should be aligned to the strategies and milestones fall under the National Development Plan (NDP-9).

Moreover, the Ministry of Planning, Investment, and Economic Development (MoPIED) is responsible for ensuring the implementation of the NDP-9 and thus conducts a performance review of the annual work plans of the FGS MDAs. Through its Monitoring and Evaluation Department (MED), MOPIED has conducted a Biannual performance review (BPR) of the annual work plans of the FGS MDAs in June 2023 to assess the implementation progress of the annual work plans in the first two quarters of 2023.

1.2 Objectives of BPR

The main objective of the BPR was to assess and evaluate the status of the implementation of FGS MDAs' annual work plans and identify gaps and challenges. The objectives of the BPR were to:

1. Measure the implementation progress towards set national priorities and recommend and take necessary corrective actions;
2. Identify gaps and challenges encountered throughout the implementation of policy, programs/ projects to achieve national priorities; and
3. Maximize the desired results through evidence decision-making processes, learning from the past and improving the current.

2.0 THE BPR METHODOLOGY

The MoPIED BPR team adopted a qualitative data collection technique, sending the MDAs BPR tool through email to planning or M&E directors, as well as any other dedicated official designated by the MDAs. The MDAs were also visited and took part in Focus Group Discussions (FGDs) and Key Informant Interviews (KII) Because the MDAs have the knowledge and ability to use the BPR tool, this method assisted the BPR team in gathering information on the execution of the respective MDAs' annual work plans through productive back and forth communication, discussions of work plan performance, implementation gaps, challenges, and lessons learned.

2.1 Challenges during the BPR

The BPR team from MoPIED faced numerous challenges. The following were the main challenges faced during the BPR exercise:

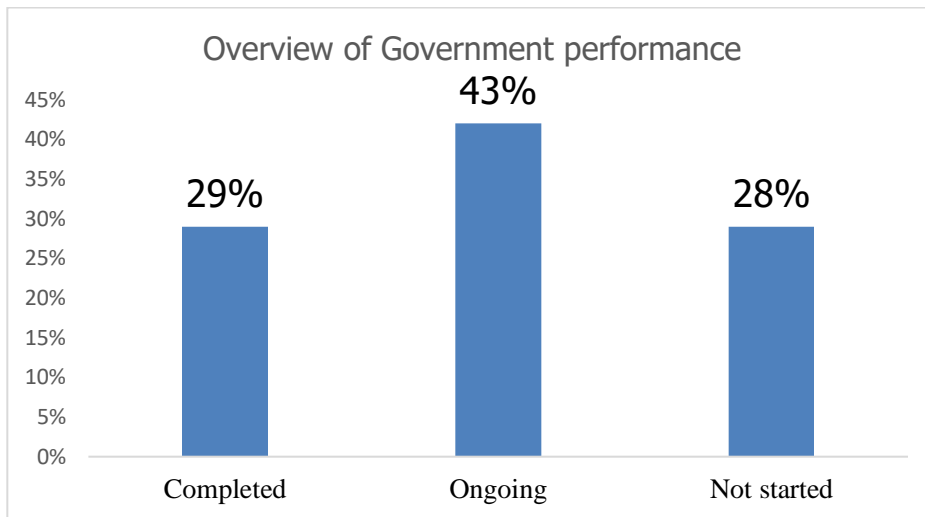
1. A poor mechanism for communicating with the MDAs: The lack of technical working groups for monitoring and evaluation among government agencies has hampered the seamless operation of the communication process to successfully carry out the APR planned measures.
2. Limited budget for the BPR exercise, which constrained the timely data collection. For example, the BPR served logistical problems due to limited vehicles. As a result, the data collection process took longer than planned.

3.0 ANALYSIS AND FINDINGS

3.1 Overall Government Performance Outlook

In first two quarters of the 2023, the Government institutions participated in the BPR have planned to implement a total of 953 activities, however the review has revealed that 276 of them were successfully completed, making 29%, 410 of them were found ongoing, representing 43%, whilst 267 were not started showing a percentage of 28%.

Figure 1: Overview of Government Performance



3.2. PROGRESS PER PILLAR

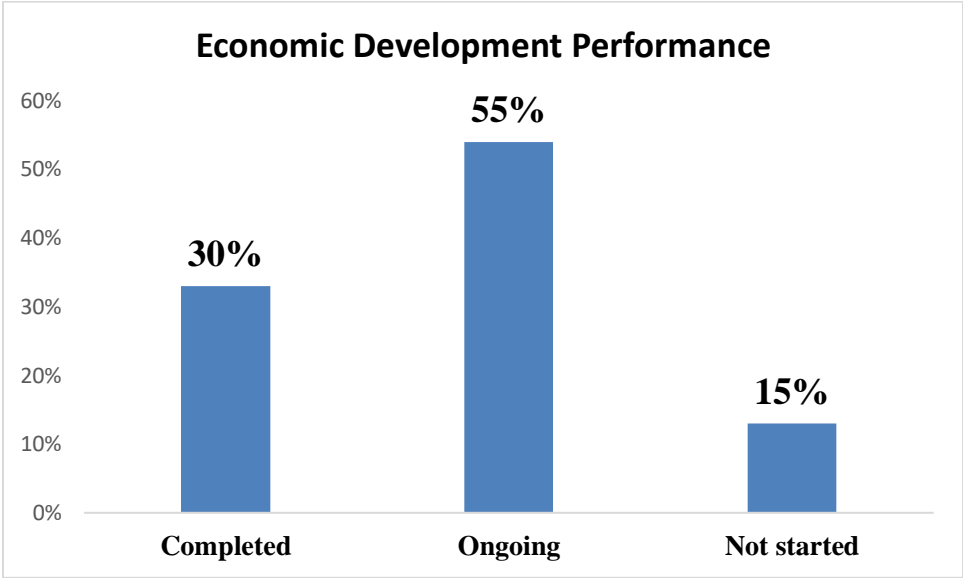
3.2.1. Economic Development

The Economic Development Pillar is the largest and most ambitious component of the Somalia National Development Plan (NDP-9). The pillar outlines the priority of the economic development sector intended to transform the economy of the country, such as improving the resilience of traditional livestock and crop production to better meet the growing challenges from climate change, broadening and sustaining the growth base and providing greater employment opportunities for the Somali people.

The Economic Development Pillar covers seventeen (17) MDAs (see Annexes 1). However, the BPR team reviewed the progress of 10 MDAs as the team could not review the rest of these institutions including the Ministry of Foreign Affairs and International Cooperation, the Ministry of Communication and technology, amongst others.

Analysis of the annual work plan for the MDAs under the economic pillar shows the MDAs planned to implement three hundred and sixty-one (361) activities within the first two quarters of this year (2023). The review discovered that 108 of the activities representing 30% were completed; 200 activities representing 53%, were ongoing albeit behind schedule, while 53 activities representing 15%, were not started. Figure 2 shows the analysis of the MDAs under this pillar.

Figure 2: Economic Development Performance



The BPR team found some of the activities the MDAs in this pillar did not implement were milestones that greatly contributed to the country's economic development achievements. Some of the critical milestones that would be missed as a result of failure to implement the planned activities are as follows:

NDP-9 Mid-term Review Finalization: the Ministry of Planning through its National Monitoring and Evaluation Department has produced the final draft report of the NDP9 MTR, which provides the actual progress made in the first half of NDP-9 (30 months).

Livestock Management Information System (LMIS): the Ministry of Livestock Forestry and Range has not yet commenced the development of LMIS. The LMIS is necessary for capturing, storing, merging and updating animal-related data and information.

3.2.2. Inclusive Politics

The inclusive politics pillar is among the four pillars of the National Development Plan 9th, which harmonizes the national state-building process. This pillar addresses three key areas of Somalia's peacebuilding efforts and federalism, constitutional review process, and election. It also integrated with reconciliation and institutional reforms and capacitating as an axis.

In the first quarter of 2023, the federal government and federal member states had a series of consultative meetings to frame Somalia's 2026 election, power allocation, and fiscal federalization. The National Consultative Council agreed as a national election system agreement indicates election modality, constituency election, presidential election system, multi-party system, and unification election schedule and delegating regional and district elections.

On May 25th, 2023, the Federal Member State of Puntland has successfully conducted district council elections after fifth decades of its kind in Somalia. There were contested seven political parties in 774 seats in 30 districts, 186,181 voters participated, 95.3% of the coasted voted were valid, and 83% were male, while 17% were female.

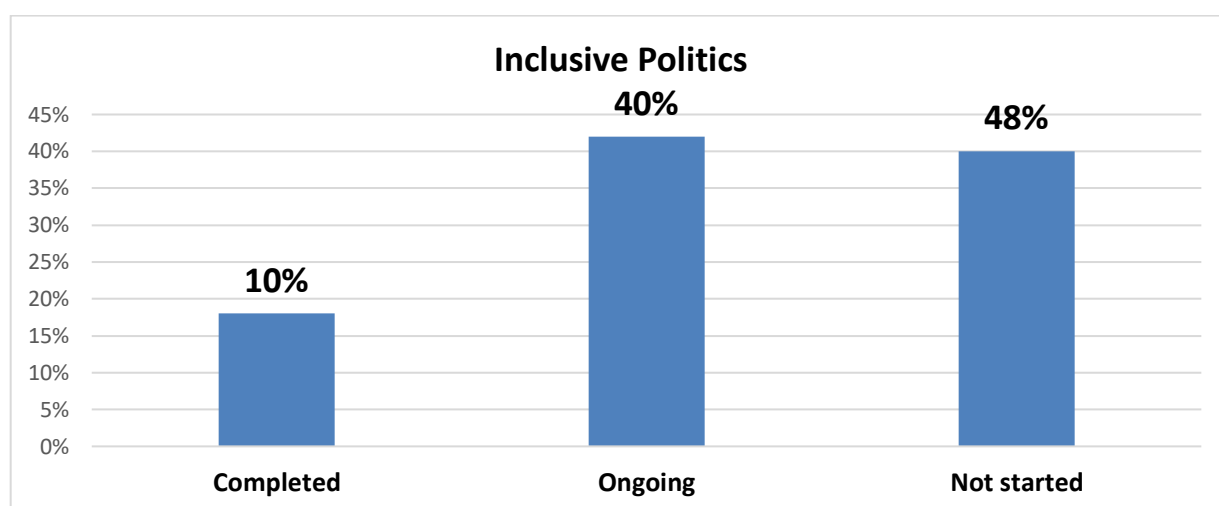
Furthermore, the South West State of Somalia with the collaboration of the federal government conducted a reconciliation and consultative conference in Baidoa after tension rose between political elites of South West. After deep discussions and sideline meetings that were presented by the Federal President of Somalia delegates agreed on the regional parliamentary selection procedure, to hold the election of the Southwest Speaker on time and the Federal Ministry of Interior, Federalism, and Reconciliation take oversight role to ensure the implementation of the agreement.

In short, the inclusive pillar has made several achievements in the last six months of Somalia's federalization, and reconciliation and created enabling environment for the stabilization of the country. The responsible FGS/FMS line ministries and agencies played a crucial role to operationalize the strategies and policies of the NDP-9 and opening path to achieve national inclusivity.

Analysis and Findings: The MDAs of the Inclusive Politics Pillar including the Ministry of Interior, Federalism, and Reconciliation, National Independent Election Commission, and National Independent Boundary Commission. Except for the Interior Ministry, the other two Commissions did not submit their annual work plan performance for this year due to clarified circumstances.

So Biannual Performance team has approached the Interior Ministry and they submitted their annual work performance for 2023. As the data shows 143 activities were planned, 14 of the planned activities equivalent to 10% are completed, while 60 activities equivalent to 42% are ongoing and 69 activities equivalent to 48% are not yet started. Therefore, it seems the Ministry was unable to meet its target for the first half of this year.

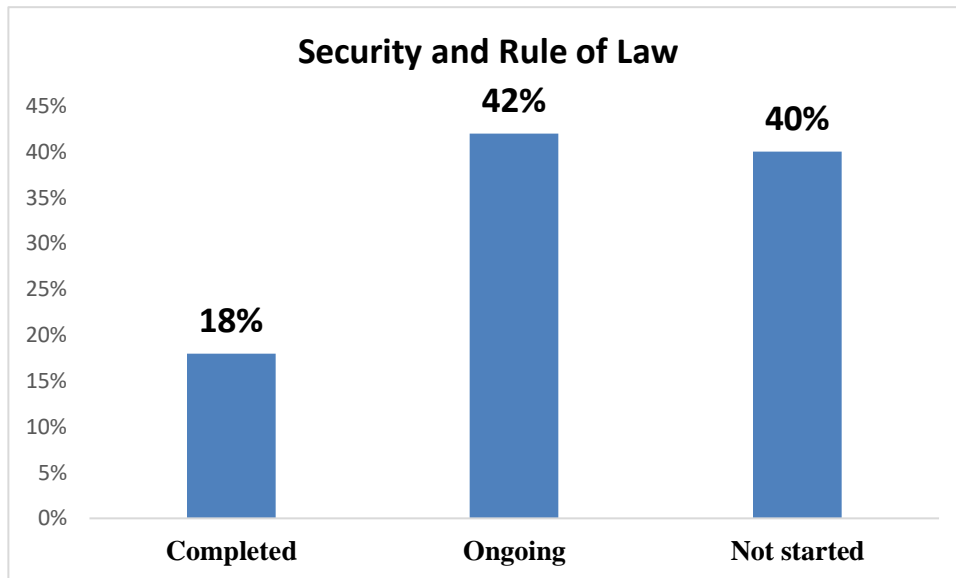
Figure 3: Inclusive Politics Status



3.2.3. Security and Rule of Law

The Security and Rule of Law Pillar of the NDP-9 envisions a shared National Security - a vision of an inclusive, long-lasting, and appropriate national security system with domestic and foreign partners. Under the security and the rule of law pillar, several transformation and security sector reform initiatives exist. The Security and Rule of Law pillar has six MDAs that provide functioning security and improve law enforcement. However, only two have participated in the BPR. As shown in figure 4, the MDAs in this sector have planned 164 activities in the first and second quarters of 2023. Analysis of the BPR data shows the MDAs have completed 29 activities, constituting 18%, while 65 activities representing 40%, were found ongoing, whilst 70 of them were not started, 42%.

Figure 4: Security and Rule of Law

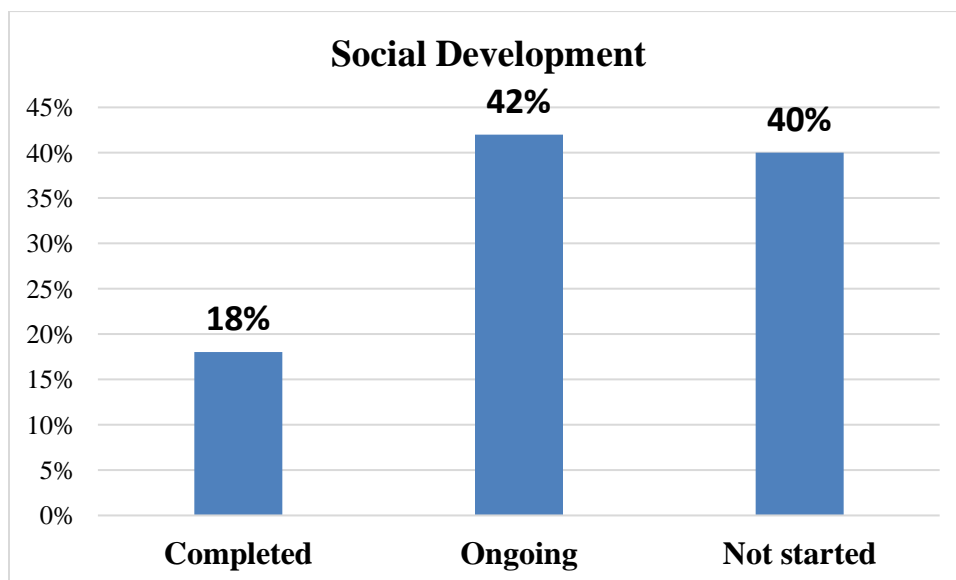


The MDAs in the Security and Rule of Law pillar have yet to implement some critical activities planned for the first half of 2023 that would have contributed to key priority areas for achieving national security and access to justice.

3.3.4 Social Development

The social development pillar in the NDP-9 stipulates goals and milestones for increasing access to fundamental services such as disaster risk reduction, social protection, clean water, sanitation, health and nutrition as top priorities for government action. The core philosophy of the social development pillar vision is to address the underlying causes of poverty, such as low levels of education and insufficient access to other essential public amenities (such as water, health, and sanitation). Under the Social Development Pillar are ten MDAs with a mandate for social development. However, 8 MDAs from the sector participated in the BPR. The BPR team could not review the performance of the annual work plan for Somali Disaster and Management Agency since the agency were reluctant to participate. The analysis of BPR data revealed that the five MDAs planned 285 activities in the first half of 2023 but completed 125 activities, 85 were found ongoing while 74 activities not started respectively. As the charts in Figure 5 shows.

Figure 5: Social Development Pillar



The MDAs in the social development sector have not implemented some of the planned activities that would have contributed to goals under the social development pillar. The activities include labor market survey, Development of national employment council, creating reward system with the laws and the employment guidelines, and Preparation of National Policy Guidelines for Training Civil Servants and Enhancing the Skills and Competence of Employees of the Federal Government, FMS and Banadir Regional Administration (BRA). The major achievements include Creating and implementing uniform identity cards for all government employees, Completing the installation and implementation of biometric devices of all government agencies.

4. MAJOR CHALLENGES FACING THE MDAS IN WORK PLAN IMPLEMENTATION

The MDAs consulted have mentioned many reasons for the non-achievements of the work plans on schedule. However, the following were the crosscutting challenges encountered by the various MDAs that hindered the achievement of the planned activities in their work plans:

1. Technical capacity gaps among the MDAs staff; the staff lack the requisite skills to function in their roles and undertake their relevant duties;
2. Unrealistic annual work plans: most MDAs prepared Workplan without considering the budget. The MDAs prepared work plan without considering the financial implication of the plans and the availability of budget; and
3. Funding gaps – limited resources, the FGS has little money for competing priorities; thus, the treasury could not fund some activities in the annual work plans of MDAs.
4. MDAs have a scarcity of proper regulations, policies, and implementation strategies to execute targeted priorities. Mostly they have only the sense of having inputs like human capital, venue, budget, and equipment but they give less consideration to developing policies and implementation strategies that would help to meet the outcome of NDP-9;

5. THE BEST PERFORMING AND THE LEAST PERFORMING MDAS

Table 1 below shows the analysis of the BPR data regarding the best-performing MDA- the MDA that implemented the highest proportion of planned activities and the least-performing MDA – the MDA that implemented the lowest proportion of its planned.

Best performing MDAs			Least performing MDAs		
MDA	#Activities Planned	% Completed vs Planned	MDA	#Activities Planned	% Completed Vs Planned
MOF	22	59%	MOCI	39	21%
MOEWR	12	58%	MOPMT	25	12%
MOYS	63	46%	MOIFAR	143	10%
MoECC	38	45%	MOD	51	0%
MOLFR	18	44%	MOTCA	30	0%

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Major conclusions

Most of the MDAs in the FGS are behind schedule in implementing their annual work plan. The MDAs in the security and the rule of law and inclusive politics pillars are mostly behind in implementing their work plans compared to MDAs in the economic and social development pillars.

The major impediments to the full implementation of the annual work plans among the MDAs are inadequate technical capacity, funding gaps, and unrealistic work plans, besides an inadequate enabling environment due to political instability.

Moreover, the disjointed planning among the FGS MDAs led to redundant and duplicate activities in some MDAs due to a lack of proper information sharing and poor coordination among MDAs in the Federal government of Somalia.

6.2. Recommendations

1. The Director of MED of MoPIED shall write rules or guidance for MDAs on developing their annual work plan. The rules or guidance shall stipulate the format and fashion of the annual work plans.
2. The MED of MoPIED shall examine the work plans for compliance with the set rules or guidance at the beginning of the year as soon as the MDAs submit their work plan.
3. The MED of MoPIED shall create a digital platform for real-time monitoring of the annual work plans. The platform shall enable the MDAs to post the work plans and submit evidence of the status of the implementation of the planned activities

7. ANNEXES

Annex 1: Economic Development Pillar MDAs

S/N	MDAs
1	Ministry of Ports and Marine Transport
2	Ministry of Transport and Civil Aviation
3	Ministry of livestock Forestry and Range
4	Ministry of Communication and Technology
5	National Economic Council
6	Ministry of Commerce and Industry
7	Ministry of Petroleum
8	Ministry of Planning
9	Ministry of Finance
10	Ministry of Public Work, Reconstruction
11	Ministry of Agriculture and Irrigation
12	Bureau of National Statistics
13	Ministry of Fishery and Marine Resources
14	Ministry of Foreign Affair and International Cooperation
15	Somalia Civil aviation Authority
16	Ministry of Energy and Water Resources

Annex 2: Security and Rule of Law MDAs

S/N	MDAs
1	Ministry of Defense
2	Office of the Auditor General
3	Ministry of Internal Security
4	Ministry of Justice
5	The Supreme Court of Somalia
6	Office of The Attorney General

Annex 3: Social Development MDAs

S/N	MDAs
1	Ministry of Endowment and Religious Affairs
2	Ministry of Women and Human Rights Development
3	National Disables Agency
4	National Civil Service Commission
5	Ministry of Labor and Social Affairs
6	Ministry of Youth and Sports
7	Ministry of Education, Culture and Higher Education
8	Ministry of information, culture & tourism
9	Somali Disaster Management Agency (SODMA)
10	Ministry of Environment and Climate Change