

Country Strategy for Development Cooperation

SOMALIA 2017-2020

MINISTRY FOR FOREIGN AFFAIRS

Contents

Abbreviations.....	3
1. Country context.....	5
2. Finland’s relations with Somalia	8
3. Finland’s development cooperation and policy dialogue in Somalia	11
4. Expected results of the development cooperation programme	13
5. Tentative financing plan	16
6. Risk management	18
7. Monitoring and evaluation.....	21
Annex I: Logic Model	22



Abbreviations

AMISOM	African Union Mission in Somalia
CSO	Civil Society Organisation
EU	European Union
EUCAP Somalia	European Union Capacity Building Mission in Somalia
EUNAVFOR Atalanta	European Union Naval Force Somalia: Operation Atalanta
EUTM Somalia	European Union Training Mission in Somalia
FGM/C	Female Genital Mutilation/Cutting
FGS	Federal Government of Somalia
GBV	Gender-Based Violence
HRBA	Human Rights Based Approach
HSSP	Health Sector Strategic Plan
ICRC	International Committee of the Red Cross
IOM	International Organization for Migration
JHNP	Joint Health and Nutrition Programme
MFA	Ministry for Foreign Affairs
MIDA	Migration for Development in Africa
MPF	Multi-Partner Fund for Somalia
NDP	National Development Plan of Somalia
ODA	Official Development Assistance
PFM	Public Financial Management
RBM	Results-Based Management
SDRF	Somali Development & Reconstruction Facility
THL	National Institute for Health and Welfare of Finland
UN	United Nations



SOMALIA

UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSOM	United Nations Assistance Mission in Somalia



1. Country context

Somalia is slowly **recovering from more than two decades of instability and state fragility**. Cycles of internal conflict have fragmented the country, undermined its legitimate institutions, and created widespread vulnerabilities among the population. The country is considered one of the poorest in the world,¹ and over 60% of the population lives in ‘severe poverty’². **Somalia’s core state functions are weak**. Its newly-established governance and institutional systems require continuous capacity-building, its public financial management systems need to be strengthened, and its ability to collect revenue needs to be improved. Due to the weak state apparatus and the absence of rule of law, both public trust in and accountability of Government institutions is very low. Furthermore, Somalia is ranked as the most corrupt country in the world.³ The weakness of the Somali institutions together with a high level of corruption affects negatively on the volume of the highly needed investment. At the same time, **Somalia has great potential for future prosperity and wealth**. Its location at the crossroads of major trade routes offers great potential and future trade opportunities. Furthermore, the country has a vibrant private sector and abundant natural resources, including greatly underutilised oil, gas and fishery resources, as well as substantial livestock production. Unfortunately, the potential for job and revenue creation through trade and investment in productive sectors is undermined by a poor regulatory environment.

The capacity of the Somali state to deliver health and other basic services to its citizens remains low. The combination of conflict and state fragility has had **severe effects for the most vulnerable groups of society. Women and girls are often at particular risk**. Despite some recent progress, Somalia is still regarded as the worst place in the world to be a mother.⁴ Somali women and girls lack

¹ World Bank Open Data: <http://bit.ly/2fg48lu>

² UNDP Human Development Report 2016: <http://bit.ly/1RnrfRe>

³ Transparency International, Corruption Perception Index 2015: <http://bit.ly/1PjIFLy>

⁴ Save the Children Report, The State of the World’s Mothers 2015: <http://bit.ly/2ggkS6U>



SOMALIA

access to services, including maternal and reproductive health services. Maternal and infant mortality is among the highest in the world. In 2015, the adjusted maternal mortality rate was 732 (out of every 100,000 pregnant women), and an estimated 85 infants out of every 1,000 died before their first birthday.⁵

Somalia is also the epicentre of one of the world's largest humanitarian and displacement crises. The cycle of conflicts, unpredictable climatic and weather patterns, state fragility, widespread poverty, and the absence of basic services all contribute to the state of complex emergency in Somali society. In early 2017, the humanitarian situation is rapidly deteriorating and famine is a real possibility, threatening the lives of hundreds of thousands of people and further deepening the displacement crisis. According to UNHCR, nearly one million Somalis are living as refugees in Somalia's neighbouring countries. This is in addition to the country's internally displaced population of over one million.⁶ In 2015, Somali nationals were among the largest groups of asylum seekers arriving into Southern Europe across the Mediterranean.⁷ On the other hand, while emigration has greatly contributed to brain drain and the loss of human resources in Somalia, the large Somali diaspora – and particularly the returnees – also offer potential for state-building in the form of remittances and investment as well as new skills and education that otherwise would not be available in the country.

The security situation varies greatly between the Somali regions. The more established northern regions of Somaliland and Puntland are relatively stable compared to the recently-established southern regions. Their governance and institutional systems are more robust, and their ability to perform their duties towards citizens is generally stronger than that of the interim administrations in the southern regions. Although the area under the federal government's control has expanded following recent progress in the military operation by the African Union Mission in Somalia (AMISOM), **the security situation remains fragile, particularly in the southern parts of the country.** Al Shabaab, an Islamist terrorist organisation, still controls territory in southern and central parts of Somalia, and has the ability to carry out devastating attacks even in Mogadishu. In addition, inter-clan dis-

⁵ UNICEF, The State of the World's Children 2016: <http://bit.ly/2dCAXn8>

⁶ UNHCR Somalia, accessed 16.II.2016: <http://bit.ly/2eFjf1T>

⁷ UNHCR Europe Refugees & Migrants Emergency Response Jan 2015–March2016: <http://bit.ly/2ggkcOO>



putes and tensions between regional interim administrations have the potential to further undermine development efforts in many parts of Somalia. **The Ministry for Foreign Affairs advises all Finnish nationals against travel to Somalia.**

Since the establishment of the Federal Government of Somalia (FGS) in September 2012, concerted efforts have been made to **rebuild the foundations of a stable and democratic state**. The process of creating a federal state and the formation of the interim regional administrations was practically completed by late 2016, and followed by the selection of a new bicameral parliament and a new federal government in early 2017. The Somali Compact 2012–2016, forming part of the New Deal process that provided the framework for Somalia’s state-building, expired at the end of 2016. In line with the New Deal principles, and through the Somali Development & Reconstruction Facility (SDRF) framework, sectoral joint programmes and multi-donor trust funds are strengthening the newly-created federal and regional institutions and expanding the delivery of basic services to the Somali people. **In 2017, the Federal Government of Somalia is expected to endorse its first National Development Plan (NDP)**, which will set out the development and state-building priorities for a three-year period. The engagement of development partners is to be aligned with the NDP priorities as well as with the new partnership agreement between the Somali government and the partners. The new partnership agreement is expected to be adopted in 2017 as a continuation to the New Deal process.

2. Finland's relations with Somalia

Finland and Somalia have a long history of collaboration. Before the collapse of the Somali state in the early 1990s, Somalia was one of Finland's key development cooperation partners. In the 1980s Finland was involved in a number of programmes and projects to support the development of Somalia's health sector in particular. In fact, **the bilateral development programme with Somalia was among Finland's largest bilateral country programmes in the 1980s**. The state collapse in the early 1990s and the ensuing conflict brought thousands of Somali asylum seekers into Europe, including Finland. In the 1990s and early 2000s, due to the conflict and the absence of a legitimate government in Somalia, Finland's support to Somalia was mainly focused on providing humanitarian assistance. Since the late 2000s, with the growth of stability particularly in the northern regions of Somalia, Finnish development aid has begun to increase again.

In 2013, Finland joined Somalia's other development partners in endorsing the Somali Compact as part of the New Deal process. Since then, **Finland has aligned its engagement with Somalia with the New Deal principles and increasingly allocated its support through the New Deal modalities**. As the processes of state-building and institution-building continue to progress in Somalia, relations between Finland and Somalia are becoming increasingly normalised. One indication of this normalisation is the drafting of the NDP and the alignment of Finland's and other partner countries' activities with the priorities and objectives of the Plan.

Finland's approach to Somalia is comprehensive. Finland aims to support Somalia through various means and channels in a coherent and effective manner. These include support for development and state-building, humanitarian assistance, and crisis management support. Finland participates actively in donor coordination and related political and policy dialogue concerning Somalia's peace-building and state-building, and aims to ensure that its support is coherent and coordinated with other external actors. This document – and the following section in particular – defines the priorities for Finland's policy dialogue with Somalia as well as the objectives for programmable bilateral development assistance.



In 2016 Finland's official development assistance (ODA) disbursements to Somalia amounted to around 15 million euros. A total of 6.25 million euros was disbursed as programmable bilateral support, albeit through multilateral channels. Support to the civil society organisations (CSOs) operating in Somalia, many of them diaspora-initiated, totalled around 3.5 million euros.

In 2017 project-based support is provided to six organisations, many of which are diaspora-managed. In addition, several CSOs receiving Ministry for Foreign Affairs (MFA) programme support also implement projects in Somalia. These organisations include Save the Children Finland, Finn Church Aid, the International Solidarity Foundation, and the Finnish Red Cross. The projects of Finnish MFA-funded CSOs focus particularly on health sector development; the prevention of gender-based violence (GBV) and female genital mutilation/cutting (FGM/C); as well as the promotion of children's rights. Other sectors of cooperation include peace-building, agriculture, environment, youth empowerment, job creation, and freedom of expression. Many of the CSOs implement projects in areas that cannot be easily accessed by other forms of cooperation. In addition to the several CSOs already active in Somalia some Finnish institutions, such as the National Institute for Health and Welfare (THL), have expressed interest in providing expertise for development cooperation in Somalia.

In 2016 Finland's humanitarian assistance to Somalia totalled 3.5 million euros. It was channelled through the Finnish Red Cross/ICRC, Finn Church Aid, and Save the Children. In addition, Finland provided 1.5 million euros in funding to UNHCR in Nairobi to alleviate the refugee crisis in Kenya, mainly by supporting Somali refugees in the Dadaab refugee camp. In 2017 Finland's humanitarian financing to Somalia is further increasing due to the extremely difficult humanitarian situation the country is compounded with.

In 2016 Finland also supported activities aimed at small arms and light weapons management and control in Somalia, as well as humanitarian demining activities. Support for humanitarian demining is continuing in 2017 as Somalia has been identified as one of the priority targets for humanitarian demining activities. This support is channelled through the Halo Trust.

Crisis management support includes the provision of **seconded experts to strengthen security and stability in Somalia**. For example, Finland contributes significantly to the UN and EU crisis manage-



SOMALIA

ment missions and operations, including UNSOM, EUTM Somalia, and EUCAP Somalia. In addition, Finland took part in the EUNAVFOR Atalanta operation from 2008 to 2016. Finland has also seconded a National Expert to the EU Delegation in Somalia. Furthermore, Finland works closely with Somalia to find effective and sustainable arrangements for the readmission of Somali nationals who have not been granted asylum in Finland.

In the long term, provided that the stability and security situation continues to improve, Finland is interested in diversifying its bilateral engagement with Somalia in the area of trade and economic cooperation. The large and vibrant **Somali diaspora in Finland** has an important and constructive role to play in building relations between the two countries, for example by providing professional expertise for project implementation and by promoting commerce and trade.



3. Finland's development cooperation and policy dialogue in Somalia

Since the establishment of the Federal Government of Somalia in 2012 after several transitional governments and the endorsement of the New Deal Compact in 2013, **Finland has aligned its development support to Somalia with the New Deal principles and priorities.** Finland's bilateral development support is mainly channelled through joint modalities, respecting Somalia's ownership of its development processes.

A more stable and secure Somalia is in the interest of the entire Horn of Africa region, as well as the international community at large. Finland's development cooperation efforts contribute to stabilisation, economic recovery and social development in Somalia, and support Somalia's efforts to address the root causes of social exclusion, radicalisation, and irregular migration to countries in the region and overseas.

In line with the Government Report on Development Policy (2016), a key priority for Finland's engagement with Somalia is to support **the realisation of women's and girls' rights.** This contributes to strengthen society as a whole and thus to promote the attainment of other development goals. Finland's efforts in this area build on a long history of development cooperation in the health sector. In particular, Finland contributes to the improvement of Somalia's **maternal, neonatal, sexual and reproductive health services** and to **the prevention and reduction of gender-based violence,** including female genital mutilation/cutting. The better the health of Somali women and adolescent girls, the better placed they are to empower themselves in terms of education, decision-making and economic well-being. In order to ensure the sustainability of the results achieved, Finland's approach is to support the development of systems and policies that enable the realisation of women's and girls' rights, and to strengthen the capacities of relevant actors and institutions.



SOMALIA

Finland's development policy is based on the premise that the achievement of sustainable peace and development depends crucially on democracy and respect for rule of law; human rights; a transparent and well-functioning public sector with a sufficient capacity to collect revenue and deliver services; and free civil society and freedom of expression. In Somalia, **Finland supports the building and strengthening of the core functions of the Somali state**, including those of the federal and regional governments. This is particularly important in Somalia where state structures and services have been virtually absent for more than two decades, and where there remain various hostile forces, including groups advocating violent religious extremism. The process of state-building is therefore still in its early stages in Somalia. It is recognised that it will take decades to establish the necessary structures and institutional capacity of Somali authorities and to root out corruption. Finland supports the transformation of the Somali authorities into empowered duty bearers who have the capacity to ensure the fulfilment of human rights in a responsive, accountable and inclusive manner, including the provision of basic services. This will involve building up the capacities of Somali institutions; improving public financial management; and increasing public revenue in line with the Government of Finland's Action Programme on Tax and Development for 2016–2019.

As regards Finland's **policy dialogue objectives in Somalia, the main cross-cutting theme is the promotion of women's and girls' rights**. Finland promotes the empowerment of women in decision-making and advocates for gender-responsive planning, budgeting and service delivery that benefits women and girls. For any development support to have a lasting impact, it is essential that Somalis themselves take the leadership of the processes related to building the Somali state, its institutions and services. **Finland's development support to Somalia is therefore based on the foundation of Somali ownership**. Furthermore, Finland's engagement is based on the cornerstones of **the human rights based approach (HRBA)**, including **equality and non-discrimination, participation, transparency and accountability**. Finland emphasises inclusiveness and the need to create a federal state that is accountable and that promotes equality and the protection of the most vulnerable groups. In particular, Finland advocates for **conflict-sensitivity**, including a **fair and equitable sharing of resources** between the central government and the interim regional administrations. Lastly, important policy goals for Finland's policy dialogue with Somali authorities include **economic recovery and increased domestic revenue collection**.



4. Expected results of the development cooperation programme

Finland's development cooperation with Somalia contributes particularly to two priorities/sections of Somalia's National Development Plan. These are the sections related to the *Building of effective and efficient institutions, and Social and human development*. The latter includes priorities related to maternal and child health as well as gender equality. Finland recognises that in fragile contexts such as Somalia, the achievement of sustainable development results involves risks and requires a long-term perspective. Operational costs in Somalia are also pushed up by insecurity and conflict and by the extremely weak institutions in place.

The **main impact area** identified for Finland's cooperation is entitled **women's and girls' rights are increasingly realised**. The **first expected outcome under this impact area** is the **increased availability and use of maternal, sexual and reproductive health services**. This is measured by indicators such as the contraceptive prevalence rate, the percentage of live births attended by skilled health personnel, and the health facility utilisation rate in the targeted host institutions (in Somaliland). The expected outputs are *increased health care service delivery to reduce maternal mortality; a strengthened maternal, neonatal and reproductive health workforce; and the strengthened capacity of health sector authorities in Somaliland to lead implementation of sector policies*. **The second expected outcome is an improved national response to gender-based violence**. Progress will be measured with indicators such as the establishment and operation of an inter-agency GBV coordination body, and the number of communities declaring they have abandoned FGM/C. The outcome is divided into two output areas that include the *improved capacity of authorities to deliver services for GBV survivors; and authorities' advanced policy and legislative reforms related to GBV*.

Work in this impact area builds on Finland's long-term collaboration in Somalia's health sector and especially on Finland's contribution to the Joint Health and Nutrition Programme (JHNP) in 2014–



SOMALIA

2017. As JHNP is coming to an end in 2017, Finland's support will be refocused on areas around maternal and reproductive health and on combatting GBV. This will be done by supporting UNFPA operations in Somalia and by continuing to support the IOM MIDA diaspora expert assignments for capacity-building. In addition, the work of several Finnish MFA-funded CSOs in Somalia complements Finland's contribution in this area. Finland also promotes the rights of women and girls through policy dialogue. This is a cross-cutting theme for all Finnish development cooperation with Somalia. Finland supports the mainstreaming of gender equality in Somalia's national policy planning. A key objective for Finland is to ensure the realisation of women's and girls' sexual and reproductive rights, including the delivery of services. Other policy dialogue objectives under this impact area include inclusivity and conflict-sensitivity, for example, regarding the allocation of resources and delivery of services between the regions.

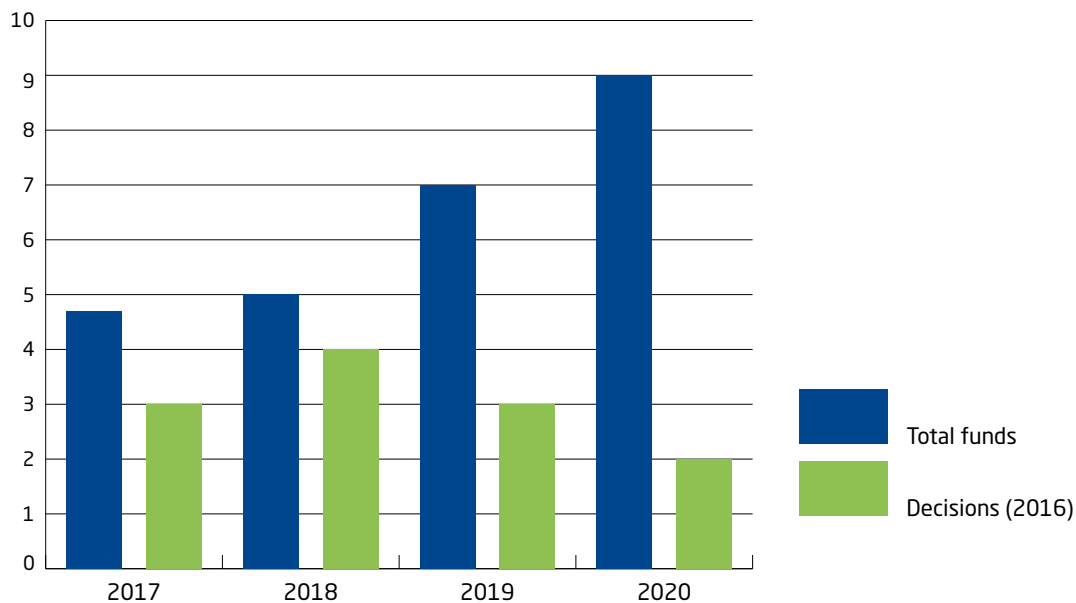
The **second impact area** focuses on supporting the **Strengthening of core state functions** so that the state (including the federal government and regional authorities) can perform its role in fulfilling its human rights commitments, including the provision of security and services to the people. This implies building and strengthening the federal state structure, in which the federal government and regional administrations have clear roles and responsibilities. The expected outcome under this impact area is **a strengthened public administration and increased public revenue**. This will be verified by measuring both the real increase in domestic revenue collection as well as the volume of inter-governmental financial transfers to regional governments. The expected outputs under this outcome area include *improved federal government budget management; enhanced fiscal federalism; improved statistical systems for evidence-based decision-making; and improved private sector regulation and support*.

Finland's contribution to the impact area of core state functions is mainly channelled through the World Bank-managed Multi-Partner Fund to Somalia (MPF), which focuses on improving governance and private sector operations in Somalia. Finland's support to UNFPA's work on statistical systems also contributes to this impact area. Furthermore, Finland contributes to the achievement of the expected results in this area through policy dialogue. In particular, Finland promotes a human rights based approach to state-building – including participation, inclusion and non-discrimination – and advocates for the importance of public planning, budgeting and public spending that advances

the realisation of women's and girls' rights. **Economic cooperation** and the related MFA instruments such as Finnpartnership can also indirectly contribute to the achievement of some outcomes and outputs, such as increasing public revenue through improved private sector regulation and support.

5. Tentative financing plan

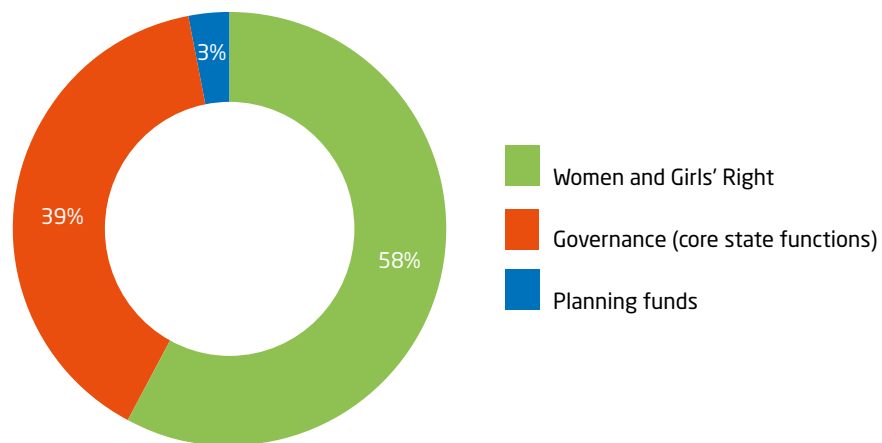
Table A: Budgeting framework for Finland's bilateral⁸ development assistance to Somalia for 2017–2020 (million euros).



⁸ The figure refers to bilateral programming and does not include CSO funding, humanitarian support, or private sector instruments.



Table B: Planned allocation by programme areas (Total funds 25.7 million euros).



6. Risk management

According to the **Guidelines for Finland's Development Policy and Development Cooperation in Fragile States** (2014), Finland recognises that engagement with fragile states such as Somalia involves greater risks than engagement with other developing countries. Finland recognises the higher operational risks in Somalia, but also acknowledges that a failure to act might constitute an even greater risk.

The risks that could adversely affect development cooperation are divided into *contextual, institutional and programmatic risks*. The overarching **contextual risk** in Somalia stems from the fragile political, security and humanitarian situation in the country. Political progress at federal level is heavily influenced and often almost paralysed by clan rivalry and inter-clan conflicts, as well as by the threat posed by the Islamist insurgents Al Shabaab, who continue to control large territories particularly in the southern parts of the country. Progress in state-building and development goes very much hand in hand with successful peace-building, as well as with improvements in the security situation. Political risks include the possibility of ideological shifts within the ruling elites, which may affect their willingness and commitment to put in place the required policies and reforms. This is compounded by the differing and possibly conflicting interests among members of the international community with regard to the peace-building and state-building support priorities for Somalia. Furthermore, the vulnerability of the Somali society to climatic and weather-related shocks and the potential for the humanitarian situation to rapidly deteriorate could threaten any achievements in peace- and state-building.

Coordinated and structural political and policy dialogue with the FGS and the regional administrations is crucial to addressing the contextual risks in the current political and security situation. In order to be able to mitigate the contextual risks in Somalia, it is essential that Finland promotes inclusive rights-based politics and peace-building, demonstrates conflict-sensitivity in the planning and management of programmes and resources (e.g. a just and fair allocation of resources between



the federal and regional entities), and adopts a comprehensive approach to state-building and peace-building. Likewise, it is essential to have close coordination and policy dialogue with the entire donor community on state-building and peace-building priorities.

The main **institutional risks** in Finland's development cooperation stem from the fragility of the Somali state and its institutions, including the weak public financial management (PFM) systems and the misappropriation of funds. This is particularly highlighted as Finland does not have a permanent presence in Mogadishu, which limits monitoring of development cooperation. In order to mitigate such institutional risks, including those related to the misappropriation of funds, Finland advocates for strong donor coordination. As recommended in the guidelines for fragile states development support, Finland supports the joint allocation of donor resources according to agreed priorities. Preference is given to joint programmes and funds managed by UN organisations and multilateral financial institutions with adequate risk management systems in place. Finland has adopted a balanced approach of capacity-building and phased use of country systems, through well-coordinated and managed joint programming. The Finnish Embassy in Nairobi is also actively involved in various dialogue and coordination fora as well as in joint monitoring efforts, both with Somali officials and the agencies implementing the joint programmes, as well as jointly with the contributing donors.

Furthermore, in order to mitigate the risks related to institutional weaknesses, Finland supports activities that aim to address the underlying causes of fragility that contribute to such institutional risks. The actions supported by Finland focus particularly on the structural causes of fragility and human insecurity, including the weakness of state institutions; inequality; and the absence of basic services. By addressing the weaknesses of Somali governance and institutions, including their capability and credibility, Finland wants to contribute to building up the legitimacy of the Somali state in a sustainable manner. This is underpinned by Finland's commitment to the New Deal principles of *trust* and *focus*, facilitating increased cooperation between the state and its citizens.

Programmatic risks include the difficult security situation that is hampering access to most parts of the country; weaknesses in financial management systems; poor coordination among the various actors; and the general lack of capacity of potential partner organisations in Somalia. Capacity-building is an important way of mitigating some of these programmatic risks. The risk of the misappro-



SOMALIA

priation of funds at programme level requires various safeguard measures, such as careful planning and monitoring, financial management agents, third-party monitoring and rolling audits. Another element of risk management at programme level is participation in the administrative and governing bodies of Finnish-funded programmes.



7. Monitoring and evaluation

Country Strategy monitoring is based on ongoing assessment of development projects, programmes, policy dialogue and other cooperation by the Embassy of Finland in Nairobi. This work follows the MFA's principles and guidelines, especially the Guidelines on Results-Based Management (RBM), the Manual for Bilateral Programmes and the Evaluation Guidelines. In joint arrangements, Finland will participate in joint monitoring efforts, including joint reviews and evaluations.

The Country Team will continuously monitor the validity of the assumptions made in the Country Strategy and its Logic Model (Annex I) as well as the identified risks, and take corrective measures as needed. The use of Country Strategy budgeted funds is monitored on an ongoing basis using automated reports from the MFA financial accounting systems.

The Country Team will prepare an annual report following the MFA reporting format in the first quarter of the calendar year. The annual report provides an overview of Country Strategy monitoring and reporting. The potential need for corrective measures will be determined by the Department for Africa and the Middle East. Findings of project, programme and joint-fund management reviews, mid-term, final and potential impact evaluations, as well as relevant thematic evaluations also feed into Country Strategy monitoring and reporting.

The need for an evaluation of the Country Strategy as a whole will be assessed and discussed towards the end of the strategy period (in consultation with the MFA Evaluation Unit).

Annex I: Logic Model

IMPACT	OUTCOME	OUTPUT	Key assumptions linking outputs/ outcomes/impacts ¹	Instruments and inputs
IMPACT 1: Rights of women and girls increasingly realised	Outcome 1.1 Increased availability and use of maternal and reproductive health services	Output 1.1.1 Increased health care service delivery to reduce maternal mortality	Impact-related: No further deterioration in security situation New federal member states take a positive stance on the promotion of women's rights	Funding for women's and children's rights/health services and reproductive health services; capacity-building; policy development support (UNFPA support 10 million euros / 4 years; IOM MIDA projects) Somalia Team at the Finnish Embassy
		Output 1.1.2 Strengthened workforce in maternal, neonatal and reproductive health services	Outcome-related: Federal member states' commitment to developing maternal and child health services and reproductive rights after 2016 elections	
		Output 1.1.3 Strengthened capacity of health authorities in Somaliland to lead implementation of health sector policies	Donors continue to support maternal, child and reproductive health and the implementation of HSSP II after JHNP phased out Social and cultural norms and traditions that restrict women's access to maternal and reproductive health services can be effectively challenged	
	Outcome 1.2 Improved national response to gender-based violence	Output 1.2.1 Improved capacity to deliver services to GBV survivors	Outcome-related: Federal member states' and local communities' commitment to reduce and address GBV and to eliminate FGM is strengthened	
		Output 1.2.2 Somali government's policy and legislative reforms on GBV supported	Donors continue to support interventions against GBV and FGM Social and cultural norms and traditions that uphold FGM can be effectively challenged	



IMPACT	OUTCOME	OUTPUT	Key assumptions linking outputs/ outcomes/impacts ¹	Instruments and inputs
IMPACT 2: Core state functions for delivery of basic services strengthened	Outcome 2.1 Public administration is strengthened and public revenue increased	Output 2.1.1 Improved FGS budget management	<p>Impact-related: Security situation continues to improve; no further escalation of conflicts between clans</p> <p>Outcome-related: Fighting corruption and promoting accountability becomes a priority for the new government after 2016 elections</p> <p>The authorities remain committed to a more equal allocation of resources among the different groups and regions in the future</p> <p>Federal member states remain committed to implementing new legislation and reforms enabling private sector development. Private sector understands benefits of regulation</p> <p>Continued improvement in security and stability, allowing for the expansion of economic activity and investment</p> <p>Foreign and domestic investors are willing to invest more in Somalia and its productive sectors</p>	<p>Funding for initiatives to strengthen core state functions (including support to the World Bank-facilitated Multi-Partner Fund; UNFPA's work to strengthen statistical systems; and support through IOM capacity-building projects)</p> <p>Somalia Team at the Finnish Embassy</p>
		Output 2.1.2 Fiscal federalism enhanced		
		Output 2.1.3 Improved statistical systems for evidence-based decision-making		
		Output 2.1.4 Private sector regulated and supported		



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<http://formin.finland.fi/developmentpolicy>