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# Report 2019

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## **OAGS Peer-support project 2018-2020**

Office of Auditor General of Somalia (OAGS),  
AFROSAI-E and the INTOSAI Development  
Initiative (IDI)

**Peer-partners:** SAI Botswana, SAI Ethiopia and SAI Uganda

**Funding:** Ministry of Foreign Affairs, Norway and IDI core funds

*Joint report to the Project Steering Committee and the MFA Norway*

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## 1. Introduction

Security, justice and integrity are at the top of Somalia's development agenda. This is driven by improved security, regaining of political legitimacy, and the need to build citizens' confidence that public funds will be managed in a transparent, equitable and accountable manner.

The Office of the Auditor General of the Federal Republic of Somalia (OAGS) has a crucial role in promoting and ensuring good governance in Somalia. The OAGS is responsible for auditing all the federal government institutions and the independent enterprises provided with a public private partnership.

OAGS has an ambitious Strategic Plan for 2017-2020. It addresses key areas as legal framework, audit procedures and internal governance as well as infrastructure and ICT. To successfully implement the strategic plan, additional financial and human resources are required. A comprehensive plan for financial and external technical support to OAGS has therefore been developed. A combination of different mechanisms for support are intended to be used to increase the likelihood of implementation, including support for recruitment of new permanent staff and increased staff remuneration, engagement of long-term advisors, peer-support mechanisms and direct financial support for procurements related to ICT and infrastructure.

Worldwide experiences of SAI capacity development show that peer-to-peer cooperation can both ensure highly qualified and relevant advises, as well as ensure a trustful and sustainable relationship between SAI employees and advisors. The INTOSAI community including both AFROSAI-E and IDI have resources and experiences in almost all areas of SAI development. On this background, OAGS, AFROSAI-E and IDI established a cooperation for 2018 to 2020.



*Picture 1 Signing ceremony Nairobi November 2017*



## 2. Objectives

*The overall objective of the OAGS Peer-support project is to “Enable OAGS to successfully implement the strategic priorities in the period 2018-2020.”* The strategic plan has the following goals:

1. Goal 1: Timely, relevant and high-quality audit reports in line with international standards
2. Goal 2: Strengthening Internal Governance for Efficient and Effective Audit Services
3. Goal 3: Strengthen external communication and stakeholder relations to ensure audit recommendations are implemented and reports have an impact on governance and accountability
4. Goal 4: Well qualified and professional staff and management
5. Goal 5: Sufficient infrastructure and ICT capacity for efficient operations
6. Goal 6: Amend the old legal framework OAGS currently operates under

The peer-support project is expected to particularly contribute to high goal achievement for goal 1, 2 and 6.

The implementation of these strategic goals is expected to OAGS fulfilling its mission: *“To audit and provide recommendations for improvement to the government institutions as well as to provide audit reports to the Office of the President Parliament, and Office of the Prime Minister.”*

## 3. Implementation strategy

Support to execution, reporting and dissemination of key financial audits is a high priority of the peer cooperation. To enable OAGS to carry out audits systematically, the support includes customization, translation, printing and electronic sharing of audit manuals and working papers. This is done in a combination of on-the job and general training of both auditors and managers.

To ensure the various knowledge acquired in the audit process and through trainings are spread and institutionalized internally in OAGS, the project also includes support to management systems and an annual knowledge sharing workshop for all staff. The management support focus on establishing an overall annual audit plan and system for monitoring, reporting and quality control in OAGS. Advise on development of the annual SAI Performance report is also provided, and linked to the sensitization of key stakeholders.

Peer-guidance to developing and advocating for a new legal act is also a part of the project. This is done in close cooperation with other Development Partners. A new audit act is a high priority of OAGS and can have long-lasting positive effects for the performance of the office.

Mechanisms for coordination with the activities of the Federal Member State OAGs are also included. The FMS OAGs are also developing new legal frameworks and audit manuals.

The project also includes support to OAGS participation at AFROSAI-E events. There are both annual AFROSAI-E events where OAGS participation is pertinent, but also specific trainings relevant for the selected audits, internal governance systems and HR.



*Picture 2 Audit training in Addis Ababa July 2019, including FMS representatives*

## 4. Progress

In 2019, the following key activities were carried out through the peer-support project:

- Training in compliance audit methodology, reporting and quality control
- Advice to ongoing audits
- Training in HR-management
- Conducting a training needs assessment and developing a draft training plan
- Organizing joint audit trainings with the Federal Member states audit offices and professional seminar in Mogadishu
- Representation in key AFROSAI-E events and trainings; the annual technical update, the Refresher workshop and the Strategic Review and Governing Board
- Guidance on operational planning, quarterly reporting and reporting
- Guidance on recruitment of a new personal assistant to the Auditor General
- A stakeholder sensitization event in Mogadishu for members of the Parliament, key ministries and government entities, civil society and religious leaders, including media coverage





*Picture 3 OAGS organizing team for the stakeholder seminar in Mogadishu in August 2019*

The table below shows progress at the end of 2019 for SAI outputs being supported through the Peer-support project. In general there has been notable progress in the audit methodology and reporting, internal governance systems and stakeholder engagement. However, it still remains to complete audit manuals, training and professional development plan, human resource procedures and communication plan and material.

The level of peer-support and training has however been less than planned in 2019. This was partly as the SAI could not prioritize workshops abroad, some peers were less available than assumed and the requested increased funding for all the planned project activities was not finally approved until in November 2019. This means the peer-partners have not been able to ensure progress in all areas initiated and play the strategic partner role to the level as intended.

2020 will be an important year for finalizing key expected project outputs and considering a new phase of the project based on lessons learned of the current project.

SAI output	Time frame	Progress at the end of 2018	Peer-support 2019	Progress at the end of 2019	Comments
<b>Strategic goal 1: Timely, relevant and high-quality audit reports in line with international standards</b>					
Financial and compliance audit reports based on	2018-2020	In progress	Remote advice for ongoing audits. Two audit training workshops.	In progress. Audit coverage and quality improved in 2019.	Audit coverage intended to be increased in 2020.

SAI output	Time frame	Progress at the end of 2018	Peer-support 2019	Progress at the end of 2019	Comments
methodology in line with international standards					
Annual audit plan	2018-2020	In progress	Remote and workshop advice.	2019 done. 2020 drafted. Quality of plan improved.	
Customized and translated FA and CA manuals and staff trained in the methodology	2018	In progress	Translated versions of FAM and CAM provided for OAGS review. CAM customization workshop and guidance for FAM.	In progress. CAM customization completed. Finalization of translated manuals delayed.	Expected finalized in 2020. FAM prioritized.
Customized and translated PA manuals and staff trained in the methodology	2020		None	None	PA re-prioritized by OAGS to 2021 to allow time for consolidating gains with FAM and CAM in 2020.
Audit reports including ICT-risks audited	2019		None	Not prioritized in 2019.	SFMIS knowledge and ICT- Audit Capacity will be developed in 2020 and to be continued in 2021 and beyond for implementation.
Quality assurance report and plan for addressing findings	2020		Concepts and procedures of QA addressed in training.	In progress.	Quality assurance expected in 2020.
<b>Strategic goal 2: Strengthening internal governance for efficient and effective audit services</b>					
Quality review procedures set in the new audit manuals and managers trained	2018	In progress	In progress	Completed procedures in manuals, but training only partly.	Training in quality control need to be done over years.
Operational plan, monitoring	2018-2020	In progress	Online guidance to plan and quarterly reports. Contribution	In progress. OP 2019 and monitoring	Q3 not done as planned by the SAI.

SAI output	Time frame	Progress at the end of 2018	Peer-support 2019	Progress at the end of 2019	Comments
system and annual report			in management meetings.	reports Q1 and Q2 done.	
New organizational structure developed and implemented	2018	In progress	None	Not prioritized. To be set after enactment of new audit act.	Draft developed as a part of the Management Development Programme. To be continued in 2020.
Code of ethics established, and staff awareness strengthened	2018-2020	In progress. Training held.	Ethics working paper addressed in CAM training.	No specific training conducted.	Code of ethics developed training executed in 2018. Staff sign annual declaration forms on compliance with the Code of Ethics.
<b>Strategic goal 3: Strengthen external communication and stakeholder relations to ensure audit recommendations are implemented and reports have an impact on governance and accountability</b>					
Communication plan	2018-19	In progress	No request.	Not addressed.	Defined as a part of the Management Development Programme. New advisor in communication in 2019.
Communication material as brochure, video, etc.	2019-20		Advice and financial support for engagement of firm to assist in stakeholder event.	In progress. Video developed by OAGS.	Quality of video to be improved.
<b>Strategic goal 4: Well qualified and professional staff and management</b>					
HR-staff trained in key HR-concepts and routines	2018-19	In progress	General and on-the job training carried out for selected staff. Training in new regional HR-handbook done.	In progress.	On-the-job trained to be continued.
HR policy developed	2018-19	In progress	Topics addressed in regional training.	In progress.	Draft developed in English. Finalization awaiting new act.
Job descriptions	2018-19	In progress	Advice for Special assistant job description.	Completed. Descriptions developed in	Systematic application in OAGS remains.



SAI output	Time frame	Progress at the end of 2018	Peer-support 2019	Progress at the end of 2019	Comments
				English for selected positions	
Competency matrix	2019			In progress	
Training plan	2019		Training needs assessment for all staff and training plan workshop involving all advisors.	In progress	Expected finalized in 2020.
Plan and program for Professional Development	2019-2020		Mapping of current programs.	Initiated	Need to be addressed in 2020.
<b>Strategic goal 5: Sufficient infrastructure and ICT capacity for efficient operations</b>					
ICT-assessment and ICT-plan	2018-19	In progress	None (support offered online)	Delayed. Not supported.	Initiated in 2018 in the MDP.
Audit flow customized	2019-2020		Training in audit workshop, preparing for implementation.	In progress.	To be rolled-out in 2020.
<b>Strategic goal 6: Amend the old legal framework OAGS currently operates under</b>					
Federal Audit bill to be submitted to Parliament	2018	Completed	Coordination with LTA legal. IDI issued a statement advocating for an act ensuring independence of the OAGS	Approved in Lower House, but not approved by Upper House.	

## 5. Integration of gender issues and empowerment of women

Gender is expected to be taken into consideration when selecting persons for the cooperation activities and when mobilizing advisors. In 2018 and 2019, half of the peer advisors have been female.

The table below presents key number of participants in different activities. Of OAGS in total 88 staff, 34 staff have during 2019 taken part in regular activities with peers. This is about the same number as in 2018. A larger number of persons were involved in activities funded by the project, including representatives of the FMS audit offices.

OAGS has in 2018 and 2019 through recruitments and promotion within OAGS increased the share of women. The percentage of females in the project organized events, are expected to be equal to or higher than the proportion of female employees in OAGS. In 2018 this was reported as a percentage of participants in all project funded events, including also participants in stakeholder events and representatives of FMS audit offices. The female rate is then less than 20 %. However, for only OAGS staff involved in project activities, the female rate has been close to the female rate of the OAGS for both years. In 2019, 30 % of the participants in main project activities have been women, while the female rate in the SAI is about 33 %. Effort is still needed to increase the share of women in project activities where possible.

Parameter	2018	2019	Comments
Number of SAI staff	96	88	
Female rate in SAI staff	29 %	33 %	
OAGS staff involved in activities with peers	35	34	Not repeated counting
OAGS Female rate in activities	34,5%	29,5%	
Participants in project funded events	111	56	This includes also FMS OAGs staff. Other external stakeholders only counted in 2018.
Female rate in project funded events	17 %	19,5%	



*Picture 4 AFROSAI-E HR-training May 2019 in Rwanda*

## 6. Results

The OAGS strategic goals (especially 1, 2 and 6) represent the expected outcomes of the project.

2019 was a milestone year for SAI Somalia with the completion of the annual audit report, based on new methodology and including an opinion on the financial statements of the Federal Government (see textbox). This means there is major progress as compare to the three year project goal.

Enactment of a new audit bill is another major project goal. This has not been achieved in 2019. The Lower House has approved the bill with some amendments, while the Upper House has not finalized its readings of the bill. To stimulate progress for the bill, the project has supported the SAI in stakeholder engagement activities, consulted key development partners and issued an official statement to the Speakers of Parliament on the concern of the bill pending not fully being in line with the international standards of independence. The Parliament is expected to decide on the bill in 2020.

### First Annual Audit report on Somalia's financial statements

For the first time in the recent history of the Federal Government of Somalia, the Accountant General's Office, on the recommendation of the Office of the Auditor General of Somalia, prepared financial statements for the whole of government. This was done for the year ending 31 December 2018 on the Cash-basis IPSAS (International Public Sector Accounting Standards). The SAI audited these financial statements using financial audit methodology for the first time, and issued an independent opinion. The report was submitted to Parliament with copies to the Offices of H.E. the President and H.E the Prime Minister, and for the first time published.

The audit got wide media-coverage in Somalia and internationally, such as by Reuters. The overall conclusion of the audit is that most of the entities audited were not complying with laws and regulations for effective management and accountability of public funds entrusted to them. The audit also concluded that \$18 million from the European Union, Saudi Arabia and the United Nations did not pass through the treasury's account at the central bank, and that some of the money was kept in offshore accounts with weaker controls.

How could a SAI in such a challenging situation make such a remarkable achievement? This is firstly due to a committed AG with guts and good leadership, as well as staff keen to learn new methodologies. Secondly on-site support by EU-funded advisors have played a key role in getting the audit executed and resolving issues in the dialogue with the Accountant General. Finally, guidance and training by peers from IDI, AFROSAI-E, SAI Botswana and SAI Uganda set the stage for ISSAI based auditing and prepared staff for the job.

The table below shows status of indicators agreed between the cooperation partners and the Ministry of Foreign Affairs, Norway for the project period 2018-2020. Although several indicators show goal achievement or fairly good progress, concerted effort will still be required in 2020 to achieve the outcomes, and ensure the project has an impact.

Indicator	Target	2018	2019	Comment
<b>Strategic goal 1: Timely, relevant and high-quality audit reports in line with international standards</b>				

Indicator	Target	2018	2019	Comment
Audit of the Somalia government financial statement (consolidated accounts) 2015-19.	Executed and reported for FY 16-17 in 2018, FY 2018 in 2019 and FY 2019 in 2020.	Achieved	Achieved	FY 2015 not reported.
Percentage of completed annual audits at MDA level using the new audit manuals.	50 % in 2019		37 %	Number of MDAs audited in total in 2019 constitute 37 %. Ambition to increase coverage in 2020 with more experienced staff in audit methodology and clarity on controls to be done in the audits.
Annual audits including audit of ict-risks	3 MDAs by 2020			To bet assessed in 2020
SAI PMF indicators SAI-9 to SAI-11 and SAI 15-17: financial and compliance audit standards, process and results.	Average score of 2 by 2020.*			To bet assessed in 2020
<b>Strategic goal 2: Strengthening internal governance for efficient and effective audit services</b>				
Percentage of operational plan activities implemented	70 % annually	67 %	54 %	In 2019, 91 activities were planned. 41 % were not done or are ongoing, and will be considered for 2020. 4 % are cancelled. Realistic planning of activities taken into account for setting the 2020 OP.
SAI PMF indicators SAI-3 to SAI-8: strategic planning cycle, organizational control environment, outsourced audits, leadership and internal communication, overall audit planning, audit coverage.	average score of 2 by 2020.*			To bet assessed in 2020
<b>Strategic goal 6: Amend the old legal framework OAGS currently operates under</b>				
Enacted new legal framework		In progress	In progress	Federal Audit Bill developed and being deliberated in Parliament.

Indicator	Target	2018	2019	Comment
SAI PMF indicators SAI-1 to SAI-2 on independence and mandate of the SAI	Average score of 2 by 2020			To be assessed in 2020

\* Score 2 in SAI PMF means at a development level. Typically the feature exists and the SAI has begun developing and implementing relevant strategies and policies, but these are not complete and are not regularly implemented.



*Picture 5 AFROSAI-E gives award to OAGS for adopting ISSAIs for audits conducted in 2019*

## 7. Risk management

The risks identified when the project was initiated, are still relevant. There is still a need to manage the risks of:

- Delays in implementation of planned activities
- Relevance and quality of advises
- Activities not coordinated both within the project and with other supporters of OAGS
- No impact
- Little sustainability of the support
- Credibility of the SAI undermined





- Security situation in Mogadishu

In 2019, it was an ambition to frequently conduct coordination calls of advisors in the project, but it was only partly successful. This was due to unavailability of peers and this not being systematically prioritized by project manager in IDI. This risk reducing measure has to be done more systematically in 2020. The relevance and quality of advices is also less a risk in 2020, given the experience gained in 2018 and 2019. Still these risks need to be addressed in 2020. See details of risks in appendix I. See also details of how coordination with other providers of support can be handled in appendix III.

## 8. Lessons learned 2018 and 2019

### General on project design and implementation

- Although OAGS is in a challenging situation, dedicated leadership and commitment of staff can lead to tangible outputs.
- Smooth communication and coordination can be established despite distance-based support. Lack of presence on a daily basis must and can be compensated by frequent phone/online calls, as well as prioritizing relationship building activities in meetings and workshops.
- Establishing additional funding and support in the form of long-term advisors for OAGS can take long time.
- Active project management and regular coordination among peers is critical to ensure synergies between supported areas and relevant support.
- Coordination with other advisors and partners is key to ensure sharing of work done, plans and synergies between. This requires establishing good routines for regular meetings and sharing of each others plans and reports, as this is not a standard way of operating among providers and donors.
- Joint activities with Federal Member States OAGs work very well, such as in the area of audit methodology
- Logistical support to organize events can enable OAGS to conduct important events in Mogadishu by their own.
- Recruitment of position as special advisor for AG is challenging in terms of getting a high number of suitable candidates and ensuring sufficient compensation in line with the CIM framework.
- Identifying a good company to do translation from English to Somali is challenging.
- Payment via bank to hotels and providers of services in Mogadishu is challenging.

### Audit capacity development related

- Shifting to new audit methodology is a long-term process, where a large degree of on-site on-the-job support is required.
- Delayed translation of the manuals and lack of understanding of concepts hindered use of new audit methodology in 2019.



- A few selected controls and working papers to be used in the audit process could have helped improve general quality of audits in the first years of adopting FAM.
- Identification of reportable audit findings and writing skills are a key challenge.
- Centralized standing data for each reporting entity should be made available – laws, structures, mandate, key personnel, key developments etc (Master or permanent files)

## 9. Financial report

The project expenses for the peer support project is shown in Table 1 and project income in Table 2 (in Norwegian kroner). The total project expenses in 2019 has been 1,83 mill NOK (about 198 000 USD). In addition to these accounted costs, there has been substantial in-kind contributions of both AFROSAI-E and SAI Uganda (estimates not yet available).

The budget for 2019 was adjusted as compare to the budget set when the agreement with the Norwegian embassy was entered in early 2018. An increased budget to enable a high level of support in 2019 was proposed in mid-2019. This request was partly met in November 2019, and the activities for 2019 has been adjusted to the available funding. This has been done mainly by reducing costs for IDI and AFROSAI-E direct involvement in the project as compare to the plans presented in mid-2019.

There are some deviations between the budget approved by the embassy in December 2019 and the actuals for 2019. See comments in Table 1. There is a total underspending of 18 000 NOK to be carried forward to 2020.

Table 1 Project expenses 2019

Expenses	2018 Actuals	2019 Revised Budget July	2019 Expected total as per 10.12	Actual per end of 2019	Variance 2019 actual vs expected per 10.12	2019 % Variance vs expected 10.12	Note	Comments
<b>1. Applicant organization IDI (including cost of peer- partner SAs), total</b>	<b>kr 1 234 615</b>	<b>kr 1 115 690</b>	<b>kr 575 138</b>	<b>kr 594 518</b>	<b>kr 19 380</b>	<b>3 %</b>		
Personnel costs	kr 813 878	kr 939 923	kr 450 747	kr 493 126	kr 42 379	9 %	1	More persondays for statement independence
Travel costs	kr 145 284	kr 122 710	kr 90 339	kr 75 933	-kr 14 406	-16 %	2	Less costs than expected Addis audit workshop
Activity costs	kr 274 103	kr 53 057	kr 34 052	kr 25 459	-kr 8 593	-25 %	3	Less costs than expected Addis audit workshop
Operating costs	kr 1 350		kr -		kr -			
<b>2. Cooperating partner 1 OAGS and FMS OAGS, total</b>	<b>kr 1 678 911</b>	<b>kr 1 328 321</b>	<b>kr 1 154 644</b>	<b>kr 1 150 704</b>	<b>-kr 3 940</b>	<b>0 %</b>		
Personnel costs		kr 85 000	kr -	kr -	kr -		1	
Travel costs	kr 398 893	kr 427 550	kr 482 011	kr 496 966	kr 14 955	3 %	2	
Activity costs	kr 1 126 580	kr 763 071		kr 570 521	kr 570 521		3	
Operating costs			kr 83 217	kr 83 217	kr -	0 %	4	
Procurements	kr 153 439	kr 52 700	kr -	kr -	kr -			
<b>3. Cooperating partner 3 AFROSAI-E, total</b>	<b>kr 252 269</b>	<b>kr 150 047</b>	<b>kr 120 412</b>	<b>kr 86 819</b>	<b>-kr 33 593</b>	<b>-28 %</b>	<b>7</b>	
Personnel costs	kr 51 037	kr 72 000	kr 68 000	kr 33 060	-kr 34 940	-51 %	1	Personell costs of workshops less than assumed
Travel costs	kr 60 762	kr 46 070	kr 38 930	kr 36 128	-kr 2 802	-7 %	2	Less activities for HR and lower costs for audit activities than assumed
Activity costs	kr 140 470	kr 31 977	kr 37 426	kr 17 631	-kr 19 795	-53 %	3	As above
<b>4. Total project costs</b>	<b>kr 3 165 795</b>	<b>kr 2 594 057</b>	<b>kr 1 850 193</b>	<b>kr 1 832 041</b>	<b>-kr 18 152</b>	<b>-1 %</b>		
Direct project costs, total	kr 2 949 566	kr 2 419 764	kr 1 766 080	kr 1 757 434	-kr 8 647	0 %	5, 6	
Indirect project costs, total	kr 216 229	kr 174 293	kr 84 113	kr 74 607	-kr 9 506	-11 %		Less overhead costs AFROSAI-E mainly.
<i>Note 1 Salary costs of peer-SAs not budgeted in the project (in-kind contribution)</i>								
<i>Note 2 Travel costs include airline and per diem only.</i>								
<i>Note 3 Activity costs include accomodation, meals and conference costs.</i>								
<i>Note 4 Procurements include costs as printing, translation and other special procurements (such as ict-investments)</i>								
<i>Note 5 Audit costs of IDI covered through indirect project costs</i>								
<i>Note 6 Overhead cost calculation: rate of 120 USD / total personell rate per day 480 as set in the application.</i>								
<i>Note 7 Part of the AFROSAI-E costs accounted in 2019 are related to costs in 2018.</i>								

Table 2 Project income 2019

Income	2018 Actuals	2019 Revised Budget July	2019 Expected total as per 10.12	Actual per end of 2019	Variance 2019 actual vs expected per 10.12	2019 % Variance vs expected 10.12	Comments
Grant Royal Norwegian Embassy Nairobi	kr 2 350 000	kr 2 600 000	kr 1 850 000	kr 1 850 000	kr -	0 %	
IDI core funds	kr 815 795	kr -	kr -	kr -	-	-	IDI Board has decided projects as Somalia peer- project should primarily seek funding through external sources.
<b>Total funding</b>	<b>kr 3 165 795</b>	<b>kr 2 600 000</b>	<b>kr 1 850 000</b>	<b>kr 1 850 000</b>			
Funding gap / carry forward	kr -	kr 5 943	-kr 193	kr 17 959			

## Appendix I: Pre-requisites and Risk assessment

The project has a high risk-profile due to the unstable situation and complex environment in Somalia. There are several prerequisites for succeeding in this project:

1. A relatively stable Somalia which allows collection of audit evidence in key Ministries in Mogadishu and presence in the audit office by OAGS staff regularly.
2. Government support and commitment to increased capacity and a more independent OAGS.
3. Reasonable level of financial allocation to OAGS operations from the Government of Somalia.
4. Financial assistance from Development Partners to new permanent staff, LTAs and infrastructure costs, including successful execution of that support.
5. An operative Public Accounts Committees in the Somalia Legislature.

For risk management, the table below show an update on the status of the most important risks and related control measures and responsibilities. The status is an estimate, where a color of red indicate a high risk, yellow medium and green low. The risks for delays and quality of advices are assumed to be reduced compare to for 2018 and 2019.

Risk factor	Risk sub-factors	Control measures planned	Responsible (main in bold)	Risk status as of end of 2018	Control measures taken in 2019 and	Risk status as of end of 2019
<b>Delays in implementation of planned activities</b>	<ul style="list-style-type: none"> <li>- Audit data not available as expected</li> <li>- Staff not available as assumed</li> <li>- Ambitions of activities not adapted to the competency levels of staff involved</li> <li>- Lack of funds or cars for fieldwork</li> <li>- Electricity break-down and unstable internet</li> </ul>	<ul style="list-style-type: none"> <li>- Joint process for setting and agreeing on project activities and ambition levels</li> <li>- Flexibility and annual adjustment of plans</li> <li>- Regular communication on phone and e-mail</li> <li>- Mobilize other DPs to support operational and infrastructure costs</li> </ul>	<b>OAGS, IDI and AFROSAI-E</b>		Plans developed jointly and adjusted  Regular communication, but not as frequent as intended  More DPs mobilized	



Risk factor	Risk sub-factors	Control measures planned	Responsible (main in bold)	Risk status as of end of 2018	Control measures taken in 2019 and	Risk status as of end of 2019
<b>Relevance and quality of advises</b>	<ul style="list-style-type: none"> <li>- The complex Somalia situation</li> <li>- Communication challenges between advisors and OAGS staff</li> </ul>	<ul style="list-style-type: none"> <li>- Emphasizing personal qualifications of advisors</li> <li>- Training advisors in sensitivity as well as the country specific PFM-system</li> <li>- Seek to adapt the guidance material to the context</li> <li>- Regular dialogue with OAGS on how to ensure relevance and quality of advices</li> </ul>	<b>IDI</b> and AFROSAI-E		Continuity of advisors.  Inclusion of LTA in peer activities.	
<b>Activities not coordinated both within the project and with other supporters of OAGS</b>	<ul style="list-style-type: none"> <li>- Several providers of peers involved</li> <li>- Lack of information sharing systems in the SAI</li> <li>- Lack of information sharing between DPs</li> </ul>	<ul style="list-style-type: none"> <li>- Active use of mechanisms for internal coordination: Joint steering committee, annual meeting, regular phone meetings</li> <li>- Invite other providers to OAGS for the annual meeting</li> </ul>	<b>OAGS</b>		Joint meeting with other DPs held in Sept 2019.	
<b>No impact</b>	<ul style="list-style-type: none"> <li>- Audit results not followed-up by Parliament or the Executive</li> <li>- Strengthening of the SAI meet significant resistance among influential elites</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitization of key stakeholders as a part of the project</li> </ul>	<b>OAGS</b>		Enlarged stakeholder event in 2019 supported, incl for media material.	

Risk factor	Risk sub-factors	Control measures planned	Responsible (main in bold)	Risk status as of end of 2018	Control measures taken in 2019 and	Risk status as of end of 2019
<b>Little sustainability of the support</b>	- Unexpected change of AG or managers of the SAI	Sustainability risks related to the overall national situation in Somalia can not be addressed, but sustainability is sought enhanced by: - Involvement of a great number of OAGS staff - Holistic approach in terms of both support to auditing, management quality control, reporting and dissemination – interlinked processes and systems	<b>OAGS</b> , IDI and AFROSAI-E		Support to Personal Assistant of AG, enabling current leadership work well.	
<b>Credibility of the SAI undermined</b>	- Audit reports issued proven to be incorrect	- Support to active use of the audit manuals - Creating awareness of the risk among the advisors	<b>OAGS</b> , IDI and AFROSAI-E		Limited ability to influence on actual audit as not in-country support	
<b>Security</b>	- Insecurity in Somalia especially, but also some risk at other venues	- Regular assessment of which location is safe for meetings - Creating awareness of the risk among the advisors - Use of the IDI and AFROSAI-E routines for crisis management	<b>IDI</b> and AFROSAI-E		Assessment of Mogadishu as location done, and procedures developed.	





## Appendix II: Principles for providing the peer-support

The following principles are assumed to be important for effective peer-support to OAGS:

1. Tailor-made use of peer-material and guidance, incl. customization of manuals and regional training
2. Translation of key material to ensure actual use over time by all staff in OAGS
3. Mechanisms for frequent contact and continuity are established to enable sufficient context understanding of advisors, trust-building and relevant advises and training. Mechanisms of videoconferencing and regular telephone meetings will be sought.
4. Peer-teams linked to the specific strategic goals established as the key mechanism for support.
5. The peer teams should be of at least 3 persons to ensure there is a robust team to enable support over time although advisors are not always available or have to cancel their assignment.
6. Advisors need to have a strong professional record as well as communication skills.
7. Advisors of each team should be sourced mainly from one SAI in addition to AFROSAI-E and IDI to make coordination easier and enable a strong SAI-SAI relationship, and later possibly an institutional cooperation
8. Some regional workshops and events (such as Tech update and IFMIS-training) may be relevant for OAGS participation without tailor-made approach, but needs to be coordinated with other peer-support.
9. The peer-advisors should seek active coordination with other providers of support. To avoid conflictual advice and uncoordinated approach of Long-term advisors (LTA)s and peers, LTAs shall be invited for all main peer-initiated activities.
10. The peer-partners will be flexible and seek continuous learning. This means the peer-partners shall be flexible in terms of the SAI priorities for support. Plans will be adjusted if required, reflecting commitment to continuous learning in partnerships and the evolving conditions facing the SAI. Still, it must be clear that agreements and plans should be used actively during implementation.

Given the available peer-resources and the principles above, the peer-support teams presented in appendix I are established. The responsibilities, numbers and composition of teams can be adjusted during the project implementation if the parties find it necessary.



## Appendix III: Model for coordination of external support to OAGS

A support framework was developed when the agreement was signed to clarify the different modalities of support and how it is going to be managed – see the illustration below. The support framework has the following components:

- **OAGS top management:** The overall guidance and all main decisions of external support should be the responsibility of the AG and his top management group of the DAGs and Directors.
- **A Coordination team:** For the regular operational handling of the support, a coordination team is established. This is linked to the Director of Planning and Performance which is also responsible for the performance management system in general of OAGS, incl reporting on the Operational Plan. This team should ensure that much of the external support is done integrated and not at the expense of core activities (as ongoing audits) and linked to the SAI's own management system (strategic priorities, operational plan, internal reports and SAI Performance report).
- **Goals of the SP:** All external support are linked to the goals and objectives of the SP. There is a need to ensure all external support is coordinated horizontally between OAGS staff, LTAs and peers. The OAGS manager responsible for each goal is also responsible for this coordination.
- **OAGS Management and staff:** All external support should be linked to the tasks and responsibilities of the permanent employees of OAGS. OAGS staff should be involved in all capacity development activities. This is to ensure the external support is sustainable in the years after support is provided. Furthermore, new permanent recruitments will be necessary in areas critical for the strategic goals and where OAGS has limited capacity currently.
- **Long-term advisors:** LTAs are key to get high-qualified advisors in the different areas and enable on-the job training, context understanding, language skills and continuity on a daily basis in Mogadishu.
- **Peer mechanisms:** Peer-resources (training programs, guidance and experienced peers) are available for all the goals of the objectives of the SP. A peer-support mechanism is critical to ensure these resources are utilized and the regional experience is available o utilize regional these resources, a specific is established.

The support framework also clarifies the need to mobilize financial support for ICT and infrastructure. There is also a need to ensure good remuneration of staff in combination with capacity development – to ensure qualified staff stay.



## OAGS top management group

### Coordination team

Director Plan and Performance, LTA lead, Peer representative

Goal	OAGS Mgt & Staff	LTAs (TA)	Peers	
<b>1 Audits</b>	Audit Directorates	LTAs for Audit, Legal, Communication and Coordination	Peers for mainly Audits, Internal governance, HR and independence  Financial support to selected events and printing documents	Financial support to ICT, infras- tructure, remunera- tion, etc
<b>2 Internal governance</b>	Dir Plan & Perfor			
<b>3 Commu- nication</b>	AG & DAGs			
<b>4 HR&amp;prof development</b>	Dir HR			
<b>5 ICT&amp;infr.</b>	Dir ICT and Adm			
<b>6 Legal framework</b>	General Counsel			